



Notice of a Meeting

Performance Scrutiny Committee Thursday, 11 March 2021 at 10.00 am Virtual Meeting

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.

Membership

Chairman Councillor Liz Brighthouse OBE
Deputy Chairman - Councillor Jenny Hannaby

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|---------------------|-----------------|-------------------|-----------------|
| <i>Councillors:</i> | Nick Carter | Liz Leffman | Glynis Phillips |
| | Mike Fox-Davies | Jeannette Matelot | Judy Roberts |
| | Tony Ilott | Charles Mathew | Michael Waine |

Notes: *A pre-meeting briefing will take place virtually at 10am on Tuesday 9 March 2021.
Date of next meeting: 3 June 2021*

What does this Committee review or scrutinise?

- The performance of the Council and to provide a focused review of:
 - Corporate performance and directorate performance and financial reporting
 - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

How can I have my say?

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

For more information about this Committee please contact:

| | |
|-------------------|--|
| Chairman | - Councillor Liz Brighthouse E.Mail: liz.brighthouse@oxfordshire.gov.uk |
| Committee Officer | - Colm Ó Caomhánaigh, Tel 07393 001096 colm.ocaomhanaigh@oxfordshire.gov.uk |



Yvonne Rees
Chief Executive

March 2021

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

| | | |
|------------------|----------------------|-----------------------|
| schools | social & health care | libraries and museums |
| the fire service | roads | trading standards |
| land use | transport planning | waste management |

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

What does this Committee do?

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

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, giving as much notice as possible before the meeting

A hearing loop is available at County Hall.

AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - Guidance note on back page of the agenda**
3. **Minutes (Pages 1 - 8)**

To approve the minutes of the meeting held on 14 January 2021 (**PSC3**) and to receive information arising from them.

4. **Petitions and Public Address**

*This 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 Friday 5 March 2021**. Requests to speak should be sent to colm.ocaomhanaigh@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.

5. **Business Management and Monitoring Report (Pages 9 - 116)**

10:10

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

The report and appendix set out Oxfordshire County Council's progress towards Corporate Plan priorities during January 2021. The report will be considered at Cabinet's 16 March meeting.

The Committee is RECOMMENDED to

- a) ***note the report and consider any matters for future attention by the Committee;***
- b) ***report the issues raised to the Cabinet discussion of the papers on 16 March 2021.***

6. **Children's Safeguarding Serious Case Review (Pages 117 - 158)**

10:30

A report from Oxfordshire Children's Safeguarding Board.

7. **Progress towards climate change targets (Pages 159 - 198)**

10:50

Report by Jane Portman, Senior Responsible Officer Climate Action and Corporate Director

Oxfordshire County Council declared a climate emergency in April 2019, pledging to be carbon neutral by 2030 for its own operations and estate. The climate emergency declaration was followed by a public commitment in November 2019 to prioritise action on climate change across the council's decision-making, services and activities.

This paper (**PSC7**) introduces the framework that has been developed to inform the council's approach to climate action and provides an update on the work being done through the joint Climate Action Programme.

The Performance Scrutiny Committee is RECOMMENDED to

- (a) ***note the publication of the council's Climate Action framework in response to the climate emergency declaration;***
- (b) ***note the progress made in delivering the Climate Action Programme.***

8. BREAK

11:20

9. Oxfordshire Fire & Rescue Service's Community Risk Management Plan (Pages 199 - 214)

11:30

Report by Corporate Director Commercial Development, Assets and Investment (**PSC9**)

Each year the fire authority creates an action plan which proposes a number of new or provides an update on existing projects to support the CRMP 5-year strategy. The 2021-22 Annual action plan provides an update of the projects being conducted by the fire & rescue service in order to meet identified demands or risks.

The Performance Scrutiny Committee is RECOMMENDED to accept the continuation of the projects and adopt in the final version of the CRMP Action Plan 2021-22.

10. Her Majesty's Inspectorate of Crime Fire and Rescue Service Covid-19 Inspection report and update on previous inspection action plan (Pages 215 - 224)

11:50

Reports by Corporate Director Commercial Development, Assets and Investment

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Report on the Inspection of Oxfordshire Fire and Rescue Service Carried Out in 2018

HMICFRS released the report on their inspection of Oxfordshire Fire and Rescue

Service in Spring 2019. This report graded the service as good in the three areas of the inspection, Effectiveness, Efficiency and People, and also highlighted ten areas for improvement. This report (**PSC10a**) is an update of the actions that have been worked on over the past 18 months by the service, to address these areas.

The Performance Scrutiny is RECOMMENDED to note the report and accept the update from the Director of Community Safety setting out the continuous improvements being made by Oxfordshire County Council Fire and Rescue Service.

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services Inspection Report on Oxfordshire Fire and Rescue Service Response to Covid-19 Pandemic 2020 (PSC10b)

In August 2020 the HMICFRS were commissioned by the Home Secretary to inspect how fire and rescue services in England are responding to the COVID-19 pandemic.

The Performance Scrutiny Committee is RECOMMENDED to accept the report and the recommended actions for Oxfordshire County Council Fire and Rescue Service.

11. Work Programme (Pages 225 - 226)

12:10

To agree the Committee's work programme for future meetings based on key priorities and discussion in the meeting.

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.

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PERFORMANCE SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 14 January 2021 commencing at 10.00 am and finishing at 1.05 pm

Present:

Voting Members: Councillor Liz Brighthouse OBE – in the Chair

Councillor Jenny Hannaby (Deputy Chairman)
Councillor Nick Carter
Councillor Mike Fox-Davies
Councillor Tony Ilott
Councillor Liz Leffman
Councillor Jeannette Matelot
Councillor Charles Mathew
Councillor Glynis Phillips
Councillor Judy Roberts
Councillor Michael Waine

Other Members in Attendance: Councillor Yvonne Constance, Cabinet Member for Environment (including Transport), (for Agenda Item 6)

Officers:

Whole of meeting Anita Bradley, Director for Law and Governance; Louise Tustian, Head of Insight and Corporate Programmes; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

| Agenda Item | Officer Attending |
|--------------------|--|
| 5, 8 | Lorna Baxter, Director for Finance |
| 5 | Tim Chapple, Treasury Manager; Steve Jordan, Corporate Director, Commercial Development Assets and Investment. |
| 6 | Jason Russell, Corporate Director, Communities; James Gagg, Infrastructure Strategy Team Leader; John Disley, Infrastructure Strategy and Policy Manager; Eric Owens, Assistant Director, Growth and Place |
| 7 | Lara Patel, Deputy Director – Safeguarding |

The Scrutiny 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 agreed as set out below. Copies of the agenda, reports and additional documents are attached to the signed Minutes.

1/21 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

There were no apologies.

2/21 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA

(Agenda No. 2)

There were no declarations of interest.

3/21 MINUTES

(Agenda No. 3)

The minutes of the meeting held on 18 December 2020 were approved.

4/21 BUDGET AND BUSINESS PLANNING 2021/22: CAPITAL AND INVESTMENT REPORT

(Agenda No. 5)

Lorna Baxter, Director for Finance, introduced the item. She summarised the Capital and Investment Strategy (Section 5.1 in Addenda 2). Members were invited to provide comments for the discussion at Cabinet on 19 January 2021.

Treasury Management

Tim Chapple, Treasury Manager, summarised the Treasury Management and Annual Investment Strategies (Section 5.2 in Addenda) and responded to questions from Members as follows:

- The figures in Paragraph 82 were correct and the discrepancy with figures in Paragraph 5 will be corrected in the versions of the documents for Cabinet and Full Council.
- The figure for Capital and Developer Contributions in Paragraph 15 was a combination of capital grants, capital receipts and developer contributions.
- All of the Capital and Developer Contributions are forecast to be spent over a 10 year period and therefore it would not be prudent to use a proportion of it to invest in external funds as it is necessary to take a 10 year view.
- The last sentence in paragraph 35 indicated that borrowing for OxLEP may take place earlier in the year if interest rates are forecast to increase towards the end of the year.
- While the Bank of England had not ruled out negative interest rates it would be a draconian measure and was not considered likely.

Councillor Charles Mathew asked that consideration be given in this budget to raise the limit on investment in external funds from £101m to £125m as he believed that the rates available were worth what he saw as a minimal risk.

Investment Strategy

Steve Jorden, Corporate Director, Commercial Development Assets and Investment, summarised the strategy and responded to Members' questions as follows:

- Members should send to him a list of any Council owned properties in their area, not being fully utilised. Due to workloads, there was a need to prioritise the work of the property team.
- He did not have detailed information on the proposal in Eynsham West listed on Addenda Page 39 but would communicate with the local Member after the meeting (**ACTION**).
- Work was proceeding on the One Public Estate programme. The Council was talking with District Councils, the Fire Service and the University on possible sharing of properties.
- Post-COVID there may not be the same need for office space which may raise the possibility of sharing space with other partners. Currently the emphasis was on exiting costly leases.
- Meetings will not continue to be entirely online but may be a hybrid mix of some people in a room and others online. There will therefore still be a need for a council chamber – members of the public should be able to attend physically – but whether the current chamber was the best option was open to question.
- It was not proposed to invest in industrial property for the sole purpose of a yield but consideration would be given to developing social housing or investment for regeneration.

Property Strategy

Steve Jorden introduced the strategy. Officers responded to questions from Members as follows:

- The Council was working with the City Council on proposals for Speedwell House and he hoped that this would provide a platform for working together on other projects.
- The £65.7m allocated for the strategy will be invested wisely to develop and improve the Councils property assets. Specific proposals will come forward for discussions with the Director for Finance to consider financial implications.
- The Committee requested that non-operational smaller assets that had little value be reviewed annually.

Capital Programme

Lorna Baxter outlined the Capital Programme (Section 5.5) and the changes to it (Section 5.6). She then took questions from Members:

- In Section 5.6 the "Firm" projects were those starting in 2021/22 or 2022/23 whereas the "Pipeline" projects start beyond that and within the next 10 years.
- The reference to Kiosk Replacement on Addenda Page 47 related to self-service kiosks in libraries. She would have to come back to Members as to whether they were replacement equipment or for expansion of the service (**ACTION**).

The Chairman thanked officers for all the work on the budget and moved the resolution.

RESOLVED: to consider and comment on:

- a) **The Capital & Investment Strategy (Section 5.1), incorporating**
 - I. **The Treasury Management Strategy 2021/22 (Section 5.2)**
 - II. **The Investment Strategy 2021/22 (Section 5.3)**
 - III. **The Property Strategy (Section 5.4)**
- b) **The Draft Capital Programme 2021/22 to 2030/31 (Section 5.5)**
- c) **Changes to the Capital Programme (Section 5.6)**

5/21 LOCAL TRANSPORT CONNECTIVITY PLAN (LTCP) & ACTIVE TRAVEL
(Agenda No. 6)

Local Transport Connectivity Plan

Jason Russell, Corporate Director, Communities, introduced the item. James Gagg, Infrastructure Strategy Team Leader, gave a presentation summarising the report. Officers responded to Members' questions as follows:

- A plan focussed on walking, cycling and public transport was good in terms of equality because it favoured those who did not have access to a car. There will be an Equality Impact Assessment alongside the development of the LTCP.
- The baseline report recognised the issue of public transport in rural areas and there was a specific question in the consultation to get feedback on that. A new government bus strategy was due shortly and that was expected to include rural transport.
- There was a separate strategy on electric vehicles which is planned to come to Cabinet later this year.
- A number of smaller electric buses were being trialed for school transport and it was hoped to roll that out more widely.
- There were opportunities to make changes to new developments to ensure that they tied in with new policies and other developments.
- There was work on-going in partnership with bus companies to look at new routes but there will be places where it was not viable and where there was a need to look at alternatives such as shared transport. It was possible to "pump prime" services for new developments as had been done recently in Didcot.
- The consultation process was set out in the papers and there will be work with engagement colleagues on how to ensure a fair and transparent consultation.
- Officers had received training on the healthy streets approach which will help inform how transport schemes were developed.
- There was now a better engagement with the freight industry through their attendance at Strategic Transport Forum meetings and there was an opportunity to build on examples of freight consolidation in Oxford.

Members made the following suggestions which will be brought to the Cabinet discussion:

- The reduction of inequalities needs to be more strongly reflected and the public health team should be engaged in LTCP development to ensure it is in line with the Director for Public Health's emphasis on reducing inequalities. For example, a

person's employment prospects may be seriously limited by poor public transport connections where they live.

- There is a need for an equality impact assessment on the consultation itself to ensure that it reaches all communities. The consultation should include Areas of Outstanding Natural Beauty.
- More needs to be done on connectivity into and between main towns. Nearly all of the money for buses seems to be going to Oxford or for services to and from Oxford.
- Congestion on the Oxford Ring Road needs to be tackled and it was noted that much of the congestion takes place in areas experiencing deprivation.
- Members would support moves to develop delivery hubs to reduce the number of large lorries in built-up areas. More access control is needed to combat "rat running" by HGVs.
- Trees have an important role to play alongside main roads to assist in air quality.
- To assist the switch to electric vehicles there is a need to provide charging points for those who do not have a garage or driveway.
- School transport is generally operated with older vehicles but they should not have to wait a long time for electric buses.
- There is a need to ensure that connectivity improvements include out of town retail centres and that existing new development proposals are updated to reflect new policy priorities.
- Development needs to have more mixed use and to move away from large housing-only estates, looking more at place shaping, including better designed streets.

Active Travel

Eric Owens, Assistant Director, Growth and Place, gave a presentation on the latest developments and responded to Members' questions as follows:

- A resourcing assessment had been conducted and identified skills needs in transport planning, programme management and communications and engagement. Business plans were being finalised. The fact that the Department for Transport had put back the delivery deadline to March 2022 had helped with resourcing.
- He was happy to arrange a meeting afterwards to discuss the detail around concerns with plans for Bicester. The current scheme for Bicester was drawn from the LCWIP (Local Cycling and Walk Infrastructure Plan) and there were plans being developed to enhance the Market Square.
- There was a process to decide the selection of bids and prioritise those with the best chance of winning funding. With regard to Abingdon, an LCWIP was being developed which can then act as a vehicle for funding bids.

Councillor Yvonne Constance, Cabinet Member for Environment (including Transport), thanked Members for their comments which will help to ensure that the reach in these programmes is as wide as possible. She added that the Active Travel funds were specifically aimed at increasing access to public transport and that was why Oxford was prioritised. There was an LCWIP for Bicester, one was being completed for Didcot and Abingdon was next on the list.

The Chairman asked that all Members be circulated with the street tags in their area to ensure that they are engaged in new developments (**ACTION**). She thanked the officers for all the work that had gone into the plans and noted that the Committee should review the plans at a future date.

RESOLVED:

- a) **to note progress on the Local Transport and Connectivity Plan and the timetable leading to Plan adoption set out in Annex 1,**
- b) **to comment on any points on the Vision Document included in Annex 1 in an addenda to be submitted along with the Cabinet report of 19th January, when they consider the Vision Document as the basis for public consultation in February 2021.**

6/21 CHILDREN'S SAFEGUARDING SERIOUS CASE REVIEW
(Agenda No. 7)

Lara Patel, Deputy Director – Safeguarding, introduced the report. While it had been completed in 2017, the publication had been delayed until November 2020 due to a police investigation. The most important issues in the review were the fact that the child was electively home educated and had therefore less contact with professionals, had complex health issues and had received fragmented service from health. There was now a clearer pathway for bowel and bladder conditions and a greater awareness that home education can result in a limited amount of contact for professionals with a child. All parents that home educate were now sent information on health services that they can access.

Lara Patel responded to Members questions as follows:

- Health professionals were now more aware of the link between constipation and mental health as well as the longer-term physical health effects. Constipation had been an issue in other serious case reviews.
- It was important to keep repeating to professionals the message regarding the limitations in accessing children who were home educated which needed parental consent. The former Independent Chair of the Oxfordshire Safeguarding Children Board had written to the Department for Education on this matter and they were currently reviewing the guidance but there was no indication of any major change soon.

The Chairman asked Anita Bradley as Director for Law and Governance to discuss with safeguarding and education officers what can be done under current legislation

in situations where parents refuse access to children who are being home educated and for the Education Scrutiny Committee to examine the issue (**ACTION**).

Councillor Michael Waine, Chairman of the Education Scrutiny Committee, stated that the committee had looked at the issue about a year ago but would review it again in light of this latest case and the fact that numbers being home educated in Oxfordshire had increased from 650 to 900 since the pandemic.

Lara Patel described two primary reasons behind the increase during the pandemic. Some parents had enjoyed home educating but some were afraid to send their children to school because of the risk of infection. The challenge for the DfE was to balance parental rights with safeguarding children in an appropriate way.

7/21 BUSINESS MANAGEMENT AND MONITORING REPORT (Agenda No. 8)

Louise Tustian, Head of Insight and Corporate Programmes, summarised the report and officers responded to Members' questions as follows:

- The Committee will have an opportunity to review the Outcomes Framework in the new financial year as well as the targets and tolerances for the RAG ratings.
- While the government had not met in full the extra costs to the Council from COVID, it was possible to downgrade the leadership risk level (LR11 on Agenda Page 158) because the Council had adopted the revised budget and will hopefully agree the budget for 2021/22, both of which were balanced.

Louise Tustian agreed to come back to Members of the Committee after the meeting with responses to the following questions (**ACTIONS**):

- Why there was no rate available for air quality under indicator 12, Agenda Page 145.
- Whether the libraries' click and collect service was regarded as an essential service under COVID regulations.
- If the changes from Amber to Green were mostly due to the lockdown or if they actually reflected a real improvement.
- How the rating on the carbon neutral target could be green when the Council had not yet set out its ambition in the light of the commitment to be carbon neutral by 2030.
- Why the rating on air quality was amber when there had been a dramatic reduction of traffic under the pandemic.
- If it was possible to move more quickly on the installation of LED lighting.
- If care staff working under Home First had been prioritised for vaccination.

The Chairman moved the recommendation with the addition that she will bring the matters raised to Cabinet.

RESOLVED: to

- a) **note the report and consider any matters for future attention by the Committee; and**

- b) report the issues raised to the Cabinet discussion of the papers on 19 January 2021.

8/21 WORK PROGRAMME

(Agenda No. 9)

It was agreed to add the following to the March meeting – possibly requiring a full day meeting:

- Income Generation
- NEATS, Apprenticeships, Young People

The following items to be added to the June meeting if the local elections are postponed:

- Transport, Place Setting and S106
- Home First
- Outcomes Framework

The following item to be added to the list of items 'to be scheduled':

- Children being cared for out-of-county.
- Review of LTCP and Active Travel

..... in the Chair

Date of signing 20

PERFORMANCE SCRUTINY COMMITTEE

11 March 2021

Business Management and Monitoring Report January 2021

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

Recommendations

1. The Committee is RECOMMENDED to
 - a) note the report and consider any matters for future attention by the Committee;
 - b) report the issues raised to the Cabinet discussion of the papers on 16 March 2021.

Introduction

2. The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities during January 2021.
3. The report will be considered at Cabinet's 16 March meeting.

Executive Summary

4. The report at Appendix 1 is the Business Management and Monitoring Report for January 2020/21 and it contains:
 - Annex A – Performance Report
 - Annex B – Risk
 - Annex C – Finance
5. The report's tone and detail largely shows positive performance, but as we would expect still shows a number of services impacted by COVID-19, not just on the actual results, but also on the capacity of collection of data or where programmes haven't been running as a consequence of the pandemic.

Performance

6. Generally, targets set in the Outcomes Framework have not been retrospectively amended considering COVID-19 pressures, as we wish to give the reader a true sense of how our priorities and pre-pandemic ambitions have been affected. Where targets are being revisited as a result of COVID-19 impacts, commentary in Annex A records this.
7. There were two performance score changes during January, "Reduction in carbon equivalent emissions from OCC's activities" has changed from Green to Amber and "Support for a strong local economy" has changed from Amber to Green.

8. The report therefore shows that at 31st January the 27 indicators were assessed as follows:

| RAG | COUNT | % | COMPARISON WITH DECEMBER RAG % |
|---------------------------|--------------|----------|---|
| GREEN | 14 | 52% | 52% |
| AMBER | 12 | 44% | 44% |
| RED | 0 | 0% | 0% |
| GREY (NO DATA) | 1 | 4% | 4% |

Risk management

9. Since April the OCC Leadership Risk Register has been under review to reflect the new challenges brought by the coronavirus pandemic. The Register has been adopted by Silver and Gold commands as the mechanism for managing the most senior risks facing OCC at this time. Annex B of the report shows the latest Leadership Risk Register.
10. Annex 2 is the latest OCC Leadership Risk Register as revised on 16 February. During January 2021 all leadership risks have been reviewed thoroughly, there were no score changes; however, one new risk has been added LR21 County Elections May 2021 with a residual risk score of 8 - Medium Risk- (for further details please see Annex B).

11 March 2021

| | |
|--|--|
| CLAIRE TAYLOR Corporate Director for Customers and Organisational Development | LORNA BAXTER Director of Finance |
|--|--|

Contact Officers:

Louise Tustian, Head of Insight and Corporate Programmes – 07741 607452

Hannah Doney, Head of Corporate Finance – 07584 174 654

Appendix 1: 16 March Cabinet paper: Business Management and Monitoring Report, January 2021, which contains:
Annex A – Performance dashboard
Annex B – Risk
Annex C – Finance update

CABINET REPORT - 16th March

BUSINESS MANAGEMENT & MONITORING REPORT

January 2021

**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. Approve virement set out in Annex C-2b relating to the planned use of the Public Health Savings to fund appropriate expenditure in other services, and the virement from the COVID-19 Budget to the services for the period November 2020 to March 2021;
3. Note the virements set out in Annex C-2c;
4. Approve the bad debt write-offs set out in Annex C.
5. Approve the 2021/22 Charges set out in paragraph 33 and Annex C-6

Executive Summary

6. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – January 2021.

Introduction

7. 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.
8. 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.
9. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹-
10. 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
11. 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 continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.

¹ Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf>

12. 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.
13. 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).
14. 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

15. 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. Indicators show the extent to which those outcomes are being Performance achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
16. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
17. 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.
18. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report.
19. The information below provides a snapshot of progress towards Corporate Plan outcomes during January 2021, 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 (monthly) national average (84% in Apr 19).
- The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – January – 77 customers surveyed 98.7% were happy with the service they received from Customer Services. 6,187 contacts recorded from all channels. 5,114 contacts (84%) were resolved at first point of contact.

Areas for improvement

- During January, the Customer Service Centre received 11,904 inbound calls and made, 6,403 outbound calls. The abandoned level increased slightly from 6.1% to 6.7%. Demand to the CSC reduced on certain services in January due to the national lockdown. Services such as Blue Badge, Concessionary Bus Passes and Social Care have seen a reduction in contact. Contacts on the Shield line for vulnerable residents of Oxfordshire increased again, as well as Track & Trace via CDC.

| 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 |

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

Performance highlights

- The Trading Standards team had another opportunity to join BBC Radio Oxford breakfast show in January for a scam themed call-in, using the time to raise awareness of the rise in coronavirus vaccination scams.
- There were no road fatalities for Oxfordshire in January. This can be attributed to the current lockdown travel restrictions and flooding slowing traffic down. There is still national concern over increased speed due to lighter traffic volumes and in addition to the monthly theme around mobile phones. A national campaign around speeding has been launched which we will support and promote.

Areas for improvement

- Prior to the pandemic the library service partnered with public health to deliver 'Making Every Contact Count (MECC) using conversations with library visitors to talk about health and wellbeing, encouraging them to think about steps that they could take to make improvements, and sign-posting them to services that could benefit their health and well-being. These services resumed after lockdown 1 but the ability to engage visitors in MECC conversations was limited as we asked visitors to reduce the time they spent in sites and libraries have been closed to visitors again in November 2020 and from January 2021.

| 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 | No change |
| | 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

- % of highway maintenance construction, demolition and excavation waste diverted from landfill is 99.1%. Rate is the average for April to December (data is reported one month in arrears).
- Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.

Areas for improvement

- The final amount for the 2020 total highway surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
- In January a further 648 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,216. This represents 30.5% of the 59631 within the County. The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue, which was due to a clarification to a confirmation of the specification of the equipment to be installed. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.

| 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 | Amber | Green |
| | 11. Reduced carbon impact of our transport | Green | 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

- We continue to celebrate our staff in children's services, both social care and education. Despite the pressure of Covid, which has led to increased staff sickness, staff having to work in a different way and juggle work, home life and home schooling, staff continue to keep the show on the road. They are still assessing and meeting vulnerable children and their families and supporting families to find solutions to the issues they face. Our staff are our biggest performance highlight. The measures that are on target in this report are due to their dedication and hard work.
- In January Ofsted completed a virtual visit to one of our children's homes, the Oaks. This highlighted the fantastic work being done by the team. Positive comments included
 - Children were very complimentary of staff and managers, they felt helped and supported by staff in the home
 - A child talked about the positive work he has done with his keyworker and feels supported in the transition he faces from the Oaks – the inspector said that the worker 'provided him with the scaffolding to feel cared for and safe'
 - The Oaks has an experienced and diverse team which caters for the children they work with.
- In June 2018 over 750 children were the subject of a child protection plan. The number had grown both locally and nationally for over a decade. Children's services and its partners knew it had to do something to stem the growth in numbers. Family Solutions services were strengthened, and staff have worked with families to deliver the plan's objectives as quickly as possible, so children safely come off the plan. We are now down to under 500, the lowest since 2012/13.

Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). So far, this financial year (April to January) contacts have increased by 34% compared to the same period 12 months earlier. The MASH is staffed to deal with 350 contacts per week and this year there have been close to 450. The additional 7 temporary staff agreed by the council have been recruited and have helped to deal with this additional work. However along with all teams the current stage of the virus and lockdown is putting additional pressures on this team.
- The number of children we care for is above (worse than) the target level, but lower than this time last year. Numbers since April have risen slightly (767 to 780), whereas previously they were dropping. The change in trajectory has been 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. The implementation of the Family Safeguarding plus Model was planned to help manage and reduce demand. However, managing risk to children in the community, supporting them to stay within the family home, the key financial impact of the Family

- Safeguarding Model, is particularly challenging at this time and the service has had to make difficult risk-based decision, given the limitations of education and community protective factors during the three lockdown periods.
- In the last 12 months 52% of Education Health Care Plans (EHCP) have been issued within 20 weeks compared to 47% across the South East and 60% nationally for 2019 (the latest published figures). A robust action plan is in place, which has identified key pinch points. We are temporarily recruiting agency educational psychologists to help deal with the backlog. The Special Educational Needs team has high levels of sickness, which is impacting on the timeliness of assessments. Assessments also require input from schools, who are under extreme pressure at present, and focusing on delivering a safe educational environment.

| 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

- The quality of care as regulated by the Care Quality Commission in Oxfordshire is higher than elsewhere, with 93% of providers rated as good or outstanding compared to 85% nationally.
- We continue to support independent living by increasing the amount of home care we purchase to support people at home. We are currently purchasing over 3,700 more hours of home care per week than in April. This has meant that more people are supported at home and fewer people have been placed in care homes. A hundred new people this year have been supported with care in extra care housing.
- People are supported to have more control over the delivery of care. More people have a personal budget than the national average and more people organise their care through a direct payment where they are provided with the cash to purchase the care.
- The quality of care as regulated by the Care Quality Commission in Oxfordshire is higher than elsewhere, with 94% of providers rated as good or outstanding compared to 84% nationally.

Areas for improvement

- National data shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract.

| 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 |
| | 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

- The iHUB team has achieved forty-one innovation funding bids/new projects in support of the Living Oxfordshire and Oxfordshire's Innovation Ambition. They have surpassed their target and have achieved a good number of successful bids. An example of this is the collaboration between Plymouth and Oxfordshire which has introduced VR into care homes.
- 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 January by Highway Officers, and data confirms there were no Non-Compliant Defects. During January there were zero return repairs/visits to own works (NCDs) 0. Total potholes fixed were 2,456.
- The Better Broadband for Oxfordshire Programme (BBfO) programme rate date is to the end of December 2020, has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

Areas for improvement

- Percentage of the Capital Programme delivered in line with budget. This measures the capital infrastructure major programme and means 72% of agreed programme for the year 20/21 has been spent or committed. This is a reduction from the previous month's reported 79% as some schemes have re-profiled elements of spend to now fall into 21/22. There is a plan in place to achieve 100% by the end of March 2021, inclusive of Funding Agreements.
- Continuation of lockdown following the Christmas break is limiting completion of fire safety audits. The Trading Standards team have continued working with an Oxfordshire business to verify their weighing instruments. The team have also been successful in January with seizures of illegal shisha and chewing tobacco from different retail premises in Oxford.
- As a result of an increasing failure rate for reinstatement quality in Henley from an individual company, we have, via our inspection process, ensured that the utility returns to each failed site to make good and ensure a quality repair. This extends the life of the repair and ensures that highway maintenance money is not spent on addressing issues created by utility companies.

| 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 | Green | Amber |
| People and communities Have excellent transport and broadband connections | 26. Levels of disruption to journeys | Green | No change |
| | 27. Enhanced digital connectivity for residents & businesses | Green | No change |

Risk Management

20. 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.
21. 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- | 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 | 10 Medium Risk | ↔ | Risk reviewed |
| LR12 | Property and assets | 6 Low Risk | ↔ | Risk reviewed |
| LR13 | Health and Safety | 8 Medium Risk | ↔ | Risk reviewed |
| LR14 | Business Continuity and recovery plans | 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 of vulnerable adults | 10 Medium Risk | ↔ | Risk reviewed |
| LR20 | Demand management - adults | 12 Medium Risk | ↔ | Risk reviewed |
| LR21 | County Elections May 2021 | 8 Medium Risk | NA | New Risk |

22. The table above provides a summary of the Council's leadership risks at 16th February 2021. 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.
23. During January the Leadership Risk Register has no score changes and one new risk – County Elections May 2021. Please review Annex B for details.

Financial Management

24. Summary of the Council's financial position

25. 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. Council agreed the 2021/22 revenue budget and the 2021/22 to 2025/26 Medium Term Financial Strategy on 9 February 2021. 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.
26. In relation to 2020/21, based on expenditure to the end of January 2021, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£1.9m within directorates and a net underspend on Corporate Measures of -£0.3m.

| Directorate | Latest Budget 2020/21 | Forecast Outturn 2020/21 | Forecast Outturn Variance January 2021 | Forecast Outturn Variance 2020/21 |
|--|--------------------------|--------------------------------|--|--------------------------------------|
| | £m | £m | £m | % |
| Children's Services | 133.2 | 133.2 | 0.0 | 0% |
| Adult Services | 197.6 | 197.6 | 0.0 | 0% |
| Environment & Place | 62.6 | 63.6 | +1.0 | 1.6% |
| Customers, Organisational Development & Resources | 35.2 | 34.7 | -0.5 | -1.4% |
| Commercial Development, Assets and Investments | 50.0 | 47.6 | -2.4 | -4.8% |
| Total Directorate Position | 478.6 | 476.7 | -1.9 | -0.4% |
| Corporate Measures | -508.3 | -508.6 | -0.3 | -0.1% |
| COVID-19 – Budget for costs and income losses | 29.7 | 29.7 | 0 | 0% |
| Overall Surplus/Deficit | 0.0 | -2.2 | -2.2 | |

27. 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 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August 2020 to October 2020. A third virement from the COVID-19 budget of £2.1m is requested in this report for the actuals for the period November 2020 to January 2021 and an estimate for February 2020 and March 2021.
28. 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. It is now expected that £42.2m of additional expenditure and income losses will occur in 2020/21 and a further £10.0m, originally forecast for 2020/21, falling into 2021/22.
29. The balance remaining on the COVID-19 budget at year end will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. The balance is currently forecast to be £14.0m after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme.
30. As set out in Annex C-5b, the total of COVID-19 related grants paid to the Council at end of February 2021 was £71.7m. Of this, £25.7m has been passed to schools, providers, the voluntary sector and the City and District Councils. The total does not include the second claim to the Sales, Fees and Charges Income Guarantee scheme of £1.8m for the period August 2020 to November 2020 which is still subject to confirmation and an estimated claim of £1.2m for the period December 2020 to March 2021.
31. The current forecast for general balances at 31 March 2021 is £30.9m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.9m and the Strategic Measures underspend of £0.3m are returned to balances.
32. 84.6% of planned savings totaling £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.
33. The Review of Charges was approved by Cabinet on 19 January as part of the Budget and Business Planning Report. Cabinet is recommended to approve further updates to the charges for 2021/22 which were not included in the original annex. These are set out in Annex C – 6. The full schedule of charges is available as a background paper to this report.
34. See Annex C for further details and commentary.

CLAIRE TAYLOR

Corporate Director for Customers
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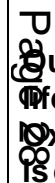
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| WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY | | | | | | | |
|--|--|-------|----------|--|--------------|--------------|---|
| OUTCOME | INDICATOR | | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY |
| 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) | 50% | 50% | We continue to work towards the remaining main actions from our HMI recommendations. Assurance work has been undertaken for those actions completed. |
| | | | | 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% | 94% | 94% 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% | 27% | <p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in January was 614. Of these:</p> <ul style="list-style-type: none">• 165 (27%) are now repaired.• 330 (54%) were closed without action. Of this group, 10% were the responsibility of other organisations 37% did not meet our intervention criteria 42% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) 12% were duplicates of other reports• 85 (14%) are still awaiting a decision from officers.• 34 (6%) are waiting for Skanska to repair. <p>Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions.</p> <p>The 42% of issues in the 'closed without action' group represents about 137 reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a system upgrade on the projects list for Spring 2021.</p> <p>This information is reported in arrears to enable inclusion of full month activity.</p> |
| | | | | Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public | +4 per month | 0 | <p>Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers (SUs).</p> <p>Service are currently developing a remote training program that the Volunteer Coordination team and Highways Officers can use to combine with the online training session. This is planned to be used for training our new recruits whilst we are in lockdown. Feedback has been requested from current Highway Officers who have been involved with the training program.</p> |
| | | | | Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received | >85% | 100% | <p>The Customers Service Centre undertakes a customer satisfaction survey one week every month.</p> <p>Latest satisfaction survey – January – 77 customers surveyed 98.7% were happy with the service they received from Customer Services.</p> <p>1.3% where Neutral.</p> <p>0% was dissatisfied.</p> <p>100% of customers where happy with the experience they received from individual officers.</p> |

| | | | | | | | |
|--|--|-------|---|--|---------------------------------|-------|---|
| | | | | Increase the % of callers whose enquiry is resolved at the first point of contact | >75% | 84% | 6,187 contacts recorded from all channels. 5,114 contacts (84%) were resolved at first point of contact. |
| | | | | Reduce the % of calls to the Customer Services Centre which are abandoned by the caller | <5% | 6.7% | <p>During January, the Customer Service Centre received 11,904 inbound calls and made, 6,403 outbound calls. The abandoned level reduced slightly from 6.1% to 6.7%</p> <p>Demand to the CSC reduced on certain services in January due to the national lockdown. Services such as Blue Badge, Concessionary Bus Passes and Social Care have seen a reduction in contact.</p> <p>Contacts on the Shield line for vulnerable residents of Oxfordshire increased again, as well as Track & Trace via CDC.</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% | 132% | Balances are forecast to be £30.9m 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 | -0.4% | Based on expenditure to the end of January 2021 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.9m. |
| | | | | 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 |
| <p>People are helped to live safe and healthy lives</p> <p>People are helped to live safe and healthy lives</p> | <p>5. Numbers of people helped to live safe and healthy lives</p> | <p>↔</p> <p>A M B E R</p> | Number of vulnerable children and adults helped to live more secure and independent lives | 4106 | 5408 | The Trading Standards team had another opportunity to join BBC Radio Oxford breakfast show in January for a scam themed call-in, using the time to raise awareness of the rise in coronavirus vaccination scams. |
| | | | Number of children better educated to live safer and healthier lives | 9575 | 358 | As we continue to follow guidance to remain Covid 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. Our Fire Cadets are still meeting online with a variety of guest speakers joining them each week. Our Fire station crews have started some on-line activities (Microsoft Teams live and videos) with schools and we hope to do more of these in the coming months. |
| | | | % 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 | <p>Owing to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against these targets. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, how we measure and monitor travel by cycling and walking is being reviewed with targets to be reset, with more specific indicators developed to measure the impacts of our interventions where we have approved Local Cycling and Walking Infrastructure Plans, currently Oxford and Bicester. The proposed targets below have been identified for approval by the Active Travel Programme Board in February: -</p> <ul style="list-style-type: none"> • OC1: OCC will plan for 38% of all Oxford to Oxford work journeys to be by bicycle by 2031 (representing a 50% increase from 11,000 to 17,000 commuter cycle journeys a day compared to 2011) • OC2: OCC will plan for a 50% increase in all cycle journeys within Oxford for all purposes by 2031 (representing an increase from 300,000 to 450,000 in cycle journeys a week by Oxford residents) • BCW 1: OCC will plan for at least a 200% increase in cycling (tripling) and 50% increase in walking for trips within Bicester from 2020 to 2031 <p>In addition, the Programme Board is considering the overall headline measures for this area, which would require baselines to be re-established and targets agreed/set:</p> <ul style="list-style-type: none"> • To increase the % of cycling and walking in Oxfordshire by promoting modal shift to active travel. • To increase the % of people who feel safer when walking and cycling, including on journeys to school. |

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| | | | | 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% | 99% drop from Dec 2019 | 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. (Libraries closed for most of November 2020, and closed again from January 2021) |
| | 6. Timeliness of emergency response | AMBER | ↔ | More people alive as a result of our “365 Alive” prevention, protection and emergency response activities | 795 | 498 | There were no road fatalities for Oxfordshire in January. This can be attributed to the current lockdown travel restrictions and flooding slowing traffic down. There is still national concern over increased speed due to lighter traffic volumes and in addition to the monthly theme around mobile phone. A national campaign around speeding has been launched which we will support and promote. |
| | | | | % of emergency call attendances made within 11 minutes | 80% | 76.6% | We are only 3% below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year. Our average response time in January was 8mins 26secs. |
| | | | | % of emergency call attendances made within 14 minutes | 95% | 88.22% | |
| Page 27 | 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 | 2423 | The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020. |
| | | | | 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% | 9.8% | 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% | 49.8% | 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% | 54.9% | 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 |
| <div><div></div><div>Our quality of life in Oxfordshire is enhanced</div></div> | 8. Condition of highways | GREEN | ↔ | Defects posing immediate risk of injury are repaired within 24 hours | 100% | 99.4% | Cumulative rate and covers all defects April to December. (Data is reported one month in arrears.) |
| | | | | Defects creating potential risk of injury repaired within 28 calendar days | 90% | 99.7% | Cumulative rate and covers all defects April to December. (Data is reported one month in arrears.) |
| | | | | Kilometres of highway resurfaced as % of total | 3.07% | 2.68% | The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability. |
| | 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) -100% b) -100% History Service a) -100% b) -100% | Museum Service: In person engagement January 2021: Visitors = 0 (January '20 = 9,304) Schoolchildren = 0 (Jan '20 = 922) In the community = 0 attendees (Jan '20 = 169) Museum Service unable to deliver to schools and groups in the community. All service points closed in response to Lockdown 3 History Service: In-person engagement January 2021: 0 visitors (January 2020 = 279) 0 attendees at events (January 2020 = 60). History Centre was closed to all visitors under national lockdown. |
| | | | | Online engagement with Cultural Services, (social media, website visits, remote enquiries) | Baseline to be set | Reporting quarterly | Museum Service Online engagement (social media; website visits and emails) up 112% overall on Jan 2021 as compared with 2020. Web activity down 44% on Jan 2021. Social media engagement up 274% on Jan 2021 NB Museum collection Heritage Search website engagements are included in History service total below History Service: Online/remote engagement January 2021 = 74,168 engagements representing a 13% decrease from January 2020. This includes answering 141 e-mail enquiries, a decrease of 59% on January 2020, as the remote enquiry service was largely shut down under lockdown. Library Services: Online engagement (social media and website visits) for January 2021 is 219,332 The figure for Quarter 3 (Oct/Nov/Dec) is 618,858 |
| | | | | 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) -43% b) -71% c) -97% | A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National lockdown from January |

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| | | | | | | | a) Active users Jan 2020 = 80,935. Active users Jan 2021 = 45,999 - this is a reduction of 43%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output) b) New borrowers Jan 2020 = 2,191. New borrowers Jan 2021 = 636. (drop of 71%) (NB Libraries closed in Jan 2021). c) Daily visits Jan 2020 = 205,119. Daily visits Jan 2021 = 5,349 (drop of 97%). The drop is due to the service operating a limited service from only 14 libraries in January 2021. |
| Page 20 Our local environment is protected, and climate change is tackled | 10. Reduction in carbon equivalent emissions from OCC's activities | A M B E R | ↔ | Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030) | 6% | 8% | This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target. |
| | | | | % of streetlights fitted with LED lanterns by March 2021 | 40% | 30.5% | In January a further 648 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,216. This represents 30.5% of the 59631 within the County. The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target. |
| | | | | 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 | G R E E N | ↔ | 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 | Work on the pilot car park in Bicester started however further issues with the supply of the charge points has meant that they will now be available for public use at the end of April 2021, a slippage, in total, of approximately 3 months. The latest issue has been caused by the certification test house being hit by an outbreak of Covid. The communication work to educate potential users on the positives of using an EV and informing them about the availability of chargers in their area which commenced at the end of November has maintained a strong presence, but with this delay we are reviewing the structure of the planned events. The remaining 23 car parks will now have chargers installed between July 2021 and December 2021 after which usage data will be monitored until end March 2022. 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 and is on course to be complete by the end March 2021. Annual target relates to the Park and Charge project only. It is now expected that 140 chargers in 24 car parks will be installed. Success of charging installation is not under the control of OCC, but we can facilitate/influence the project. (Note 140 relates to number of chargers - each charger is a twin socket making 280 charging spaces countywide). |

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| | | | | % of highway maintenance construction, demolition and excavation waste diverted from landfill | 90% | 99.1% | Rate is the average for April to December (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 in 2021/22. 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 are also 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) 29.68% b) 30.17% c) 0.2% Total 60.05% | Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts remain uncertain as waste tonnages continue to be influenced by COVID-19 factors, and volumes remain higher than last year. Other influences that could have an impact during the remainder of the year include economic uncertainty, the rate of housebuilding, and seasonal factors that influence green waste volumes. |
| | | | | % of household waste sent to landfill (forecasted end of year position) | < 3% | 3% | Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery. |
| | | | | % of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs). | > 59% | 65.59% | Household Waste Recycling Centres 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. |

| 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 | |
| <div> <div> 03 </div> <div> Children are given a good start in life </div> </div> | 14. Prevalence of healthy children | A M B E R | ↔ | Number of expectant mothers who receive a universal face to face contact at 28 weeks | 78% | No Data | 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. |
| | | | | Percentage of births that have received a face to face New Birth Visit | 95% | 97.8% | All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births) |
| | | | | Percentage of children who received a 12-month review | 93% | No Data | 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. |
| | | | | Percentage of children who received a 2-2½ year review | 93% | No Data | 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. |
| | | | | Babies breastfed at 6-8 weeks of age | 60% | No Data | 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 indictor is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted. |
| | | | | % of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks. | 95% | No Data | 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. |
| | 15. Number of children we care for | A M B E R | ↔ | Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21. | 750 | 780 | The number of children we care for was 780 at the end of January compared to 787 12 months ago. The figure is above (worse than) target as fewer people are leaving the cared for system in part due to backlogs in family courts. Nationally cared for numbers increased by 2% last year whilst in Oxfordshire they fell by 2%. |

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| | 16. Number of children's social care assessments | GREEN | ↔ | Level of social care assessments to not exceed the 2019-20 level. | < 7,250 | 6,024 | The service is staffed for 140 assessments per week. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities. |
| | 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 | 495 | Although performance remains positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown |
| 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% | 52% | In the last 12 months 52% of plans have been issued in 20 weeks, compared with a latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped. |

| 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 | Monitoring | 5438 | Figures are affected by COVID-19. |
| | | | | Number of people receiving reablement | | 2159 | |
| | | | | % of people who need no ongoing care after the end of reablement | | 43% | |
| | 20. Number of people with control over their care | GREEN | ↔ | % of people with safeguarding concerns who define the outcomes they want | > 90% | 97.9% | 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% | 92% | 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% | 45% | 45% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 39.5% nationally. |
| | 21. Number of people delayed leaving hospital | GREEN | ↔ | Reduce the number of people delayed in hospital awaiting health care | 22 | 5 | 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 | 2 | |
| | | | | Reduce the number of people delayed in hospital awaiting both health and social care | 26 | 8 | |
| | 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 | 24,752 | There has been a 18% 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 | 15 | 15 people so far in the year therefore pro rata 18 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% | 90.9% | The service continues to deliver above 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% | 60.6% | 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 | 100 | 100 new funded placements in the year so far though not all through formal nominations |

| WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE | | | | | | | |
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| OUTCOME | INDICATOR | | OUT-LOOK | MEASURE | TARGET | RATE | 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) | 72% (position as at 31 st Jan) | <p>This measures the capital infrastructure major programme and means 72% of agreed programme for the year 20/21 has been spent or committed. This is a reduction from the previous month's reported 79% as some schemes have re-profiled elements of spend to now fall into 21/22.</p> <p>There is a plan in place to achieve 100% by the end of March 2021, inclusive of Funding Agreements.</p> |
| | 24. Number of new homes | AMBER | ↔ | We support the delivery of new affordable housing starts,1322 by March 2022 | 1,322 homes to March 2022 | 637 homes estimated to March 2021 | <p>The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022.</p> <p>Discussions with Ministry for Housing, Communities and Local Government (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar.</p> <p>MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.</p> |
| Businesses are able to grow and develop | 25. Support for a strong local economy | GREEN | ↔ | Number of businesses given support by Trading Standards interventions or fire risk inspections | 2535 | 2135 | Continuation of lockdown following the Christmas break is limiting completion of fire safety audits. The Trading Standards team have continued working with an Oxfordshire business to verify their weighing instruments. The team have also been successful in January with seizures of illegal shisha and chewing tobacco from different retail premises in Oxford. |
| | | | | Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition | 20 | 41 | Rate is April to end of January. 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. New successful innovation collaboration, a project to introduce VR into care homes, collaborating with care homes in Oxfordshire and Plymouth. |

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| <p>People and communities have excellent transport and broadband connections</p> <p>Page 35</p> | 26. Level of disruption to journeys | GREEN | ↔ | Reduce the number of failed utility works inspected | <15% | 21% | From 978 sample A/B/C inspections conducted in January (including all follow up inspections) 204 failed. This equates to 21% failure rate. This is above the target of 15% and mainly due to one area with extensive failures by one company. The failures largely relate to the quality of the reinstatements. Action is being pursued through escalation with the company concerned and issuing of a fixed penalty notice. |
| | | | | 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. Discussions with the system supplier and data from the Department for Transport is expected to be available from May 2021. |
| | | | | Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects) | <5% | 0% | The reported rate is for January. 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 January by Highway Officers, and data confirms there were no Non-Compliant Defects. During January there were zero return repairs/visits to own works (NCDs) 0. Total potholes fixed were 2,456. |
| | | | | 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 | 108% | 4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November 2020, despite challenges with COVID-19. 73 parish surveys need to be undertaken by March 2022. The service has started surveying parishes due in 2021/22 to enable ability to front load at beginning of April 2021, and 8% have been completed. 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 March 2021. |
| | | | | Average excess waiting time for buses on frequent services (minutes) | 5 mins | 1.1 mins | The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now 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 | 79,338 | Rate is to end of December. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously. |

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| | | | | The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband | 99% | 98.8% | Rate is to end of December. 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. |
| | | | | 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 | 0.25% 0.79% | Rates are to end of December. 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. 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 |
|--------------------------------|--|
| 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. |

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|---------------|--------------------------|---------------------|---------------------|-------------------|------------------------|
| 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 |

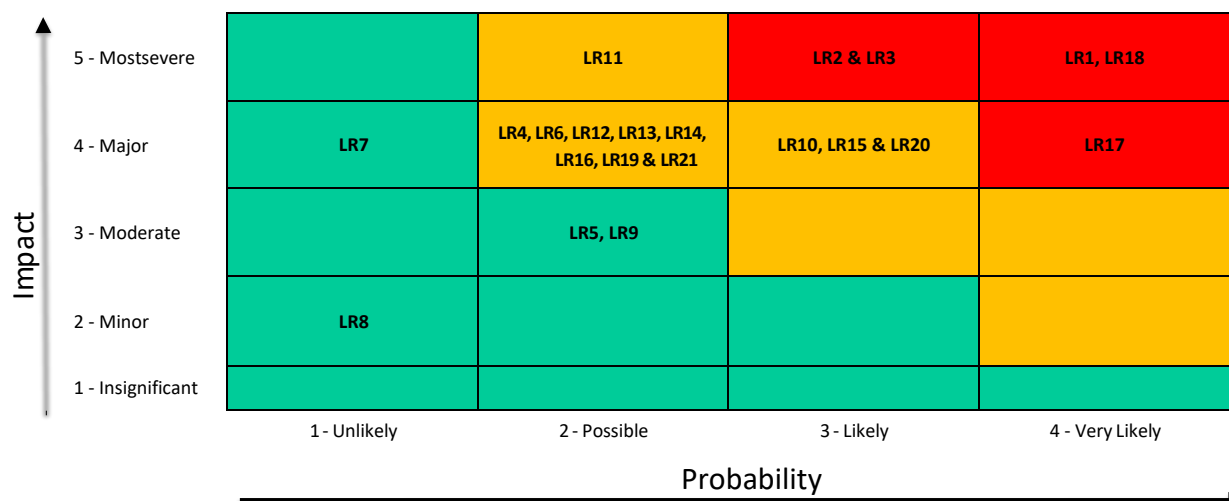
| Risk Impact Key | | | | |
|-----------------|---------------|--|---|--|
| Score | Level | Financial * | Performance / Service Delivery | Reputation |
| 1 | Insignificant | Financial loss less than £500k / £2.5m in a year or negative variance against annual revenue or capital budget | Limited disruption 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 |

* The two figures denote different levels of financial impact: for Operational risk and Strategic risk

| 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 16/02/2021

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 | 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 | 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 | 10 | ↔ |
| 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 | ↔ |
| LR20 | Demand management - Adults - | 12 | ↔ |
| LR21 | County Elections May 2021 | 8 | New Risk |

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| 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 trvl | 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 | 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 including additional Covid funding for agency staff. Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and 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. | 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. 7 x Temp additional social workers have been deployed in the MASH and agency SWs retained and newly recruited in Family Solutions to assist in managing high caseloads, including a backlog of assessments. September to January has seen 35% increase in contacts to MASH and volatile demand for assessments, including weeks with very high numbers. This is linked to high levels of domestic abuse and 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. The planned SEN 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 continued to deliver multi-agency support: now have reached over 200 families. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. All outstanding assessments have been completed and agency staff released from this task. Refreshed performance framework has been brought in from beginning Feb to sharpen managers' focus on completing agreed actions withing target timeframes. First 12 weeks of FSP have been reviewed by the FSP Board and results indicate good mobilisation of the new service, including swifter access to help for parents. Child Protection numbers down <500 - lowest since 2012/13 due to focused effort on improving outcomes more quickly, stepping children down to CIN. 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 - Existing controls, mitigating actions and comments updated. | 02/02/21 |

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| <p>LR2</p> <p>Page 40</p> | <p>Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding</p> | <p>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.</p> | <p>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.</p> | <p>Kevin Gordon</p> | <p>Lara Patel, Hayley Good & Karen Fuller</p> | <p>5</p> | <p>4</p> | <p>20</p> | <p>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 subject to individual risk assessments. 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 subject to individual risk assessments. 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.</p> | <p>5</p> | <p>3</p> | <p>15</p> | <p>Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return. Preparing for recovery and learning from lockdown experiences of working with young people. Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.</p> | <p>↔</p> | <p>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 an all children on a statutory plan are being seen via face- to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - Existing controls, mitigating actions and comments updated.</p> | <p>02/02/21</p> |
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| LR3 | Capital Infrastructure Programme Delivery | <p>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.</p> | <p>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:</p> <ul style="list-style-type: none"> 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 | Jason Russell | Owen Jenkins | 5 | 3 | 15 | <p>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.</p> | 5 | 2 | 10 | <p>The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long-term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross-council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high; however, the probability is improving reducing the probability score and therefore the risk rating.</p> | ↔ | <p>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.</p> | 03/02/21 |
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| 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 | Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. | ↔ | Meeting scheduled by Lord Lieutenant for Oxfordshire key leaders | 04/02/21 |
| 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 prioritise 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) <p>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)</p> | 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 structures in place to deliver on-going response to CV-19 and plan for recovery • Liaison and planning arrangements in place with VCS for Covid-19 community response, VCS resilience and recovery planning | 3 | 2 | 6 | <ul style="list-style-type: none"> • Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bilateral • New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 • Community development strategy and approach to be produced and implemented jointly with VCS and partners • Partners' engagement with/ involvement in Community Resilience work will help to minimise the likelihood of this risk | ↔ | 'Risk reviewed - No changes | 11/02/21 |

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| 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. | Steve Jorden | 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. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. | 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. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. | ↔ | 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. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Comments updated. | 16/02/21 |
| 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 ◦Damage s liability to residents and commercial counterparties ◦Central Government intervention | Anita Bradley | 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 | <p>Ensure support functions are fully resourced.</p> <p>Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure. Information rights, complaints and Ombudsman cases tracked</p> | ↔ | 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. Resilience of staff is reviewed regularly to ensure delivery of statutory functions. | 09/02/21 |

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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. | Anita Bradley | 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 - co-ordinated 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. •Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes | 2 | 1 | 2 | <p>Continue to undertake control measures throughout 2020-21 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 (scheduled for Feb - March 2021) and Cherwell DC (completed Dec 2020)</p> <p>Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term.</p> | ↔ | Risk reviewed - Mitigating actions updated. | 09/02/21 |
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| LR9 | <p>Workforce management</p> <p>long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.</p> | <p>Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.</p> | <p>Failure to manage the workforce and develop strategic HR plans may result in the following:</p> <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. | 3 | 3 | 9 | <p>Development and adoption of sector relevant workforce plans</p> <p>Development of new People and Organisational Development strategy</p> <p>The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.</p> <p>Development of new Learning & Development strategy, including apprenticeships</p> <p>Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.</p> | ↔ | Risk reviewed – no Changes | 10/02/21 |
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LR10

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| LR11 | <p>Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy</p> | <p>The MTFP 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.</p> | <p>Significant overspend at year end leading to:</p> <ul style="list-style-type: none"> • 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 (MTFP) <p>Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. 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 MTFP.</p> | Lorna Baxter | Ian Dyson | 5 | 3 | 15 | <ul style="list-style-type: none"> • Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. • Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG • Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting • Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks • Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020 • s25 report of Chief Finance Officer | 5 | 2 | 10 | <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. As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September.</p> <p>The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced in December. The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding.</p> | ↔ | <p>The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer-term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed, 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. Risk reviewed - Mitigation actions refreshed and updated</p> | 15/02/21 |
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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 Jorden | George Eleftheriou | 4 | 4 | 16 | <p>Property, Investment and Facilities Management function redesign to get the right professionals running the service</p> <p>Develop Property Strategy which would determine where to prioritise efforts/spend on assets</p> <p>Install right systems to enable us to keep on top of managing information about our assets</p> | 3 | 2 | 6 | <p>Control activities are prioritising compliance (i.e. 'nice to haves can wait).</p> <p>Taking more long-term views on use/potential use of certain assets.</p> <p>New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.</p> <p>Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity.</p> <p>The FM team redesign needs to be a priority and completed as soon as possible.</p> | ↔ | <p>All of mitigation actions referred to are now in place and activities ongoing.</p> <p>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.</p> <p>Additional budget allocated to the team to carry out further works.</p> <p>Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected.</p> <p>Risk reviewed - No changes</p> | 11/02/21 |
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| 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. | <ul style="list-style-type: none"> • Unsafe services leading to injury or loss • Breach of legislation and potential for enforcement action. • Financial impact (compensation or improvement actions) | Steve Jorden | Paul Lundy | 4 | 3 | 12 | <ul style="list-style-type: none"> • 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 focussed 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 | <ul style="list-style-type: none"> • 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. | ↔ | <p>Jan - National Restrictions introduced. CEV People asked to only work from home. Most essential activity continues to be provided in line with COVID Secure guidelines and risk assessments.</p> <p>Further comms to managers and staff in the importance of following safe working practices in light of increased prevalence amongst communities. PPE supply remains good with no reported issues, rolling out face fit testing for those teams using respirators (FFP3). HSE Spot Inspections of schools found compliant safe working practices and no further action required.</p> <p>Further work is underway to improve support for people working from home as part of Agile strategy.</p> <p>Review of H&S governance, resources and structures commenced to meet future organisational needs and objectives. Risk Reviewed - Comments updated</p> | 12/02/21 |
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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. Council wide process introduced for identification of and support to critical staffing issues | ↔ | Absence being monitored weekly by CEDR and Internal Silver and there is weekly reporting on the status of services via Business Continuity Gold App Risk reviewed - Mitigating actions/Comments updated | 14/02/21 |
| LR15 | Cyber security assurance that effective controls are in place to prevent security issues. | Levels of threat mean that it is possible our defences 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 or Ransomware attacks in Hackney and Recar) could mean the Council will not be able to 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. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated 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' 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 are 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. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Risk reviewed - Risk effect and comments updated. | 09/02/21 |

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| LR16 | <p>ICT Infrastructure : assurance that IT infrastructure is reliable and fit for purpose</p> | <p>The server infrastructure, backup and disaster recovery hardware are at or past end of life</p> | <p>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 home-working 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</p> | Claire Taylor | Alistair Read | 4 | 3 | 12 | <p>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. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit</p> | 4 | 2 | 8 | <p>'Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational.</p> <p>Datacentre 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.</p> <p>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>New 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. Installation of more cost-effective DR is underway. Completion by Feb 2021. Due to COVID work this has been delayed. We also fixed some networking issues that had caused outages over the last 3 Sundays, making the infrastructure even more resilient.</p> | ↔ | <p>Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work. IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working. Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. Risk reviewed - No change</p> | 05/02/21 |
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| LR17 | <p>Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic</p> | <p>Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.</p> | <ul style="list-style-type: none"> • Possible reductions in frontline service delivery, 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>County is now in national lockdown and the CEV group of residents now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.</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 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>Review of current BCP's underway.</p> | ↔ | Risk reviewed - Mitigating actions updated. | 16/02/21 |
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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 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 to 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 planning protocols). •Regular communication messages following Public Health advice •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. • IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver. | 5 | 4 | 20 | The nature of the risk is such that national public health guidelines will determine the councils' response. IT has built a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen. | ↔ | Risk reviewed - Existing controls updated | 10/02/2021 |
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| <p>LR19</p> <p>Page 55</p> | <p>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.</p> | <ul style="list-style-type: none"> • Insufficient quality controls for care providers • Increased numbers of safeguarding alerts without enough resource to manage them in a timely and appropriate manner • 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 | <p>Stephen Chandler</p> | <p>Melanie Pierce</p> | <p>5</p> | <p>3</p> | <p>15</p> | <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>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 visits 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 for 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> | <p>5</p> | <p>2</p> | <p>10</p> | <p>Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service.</p> <p>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> | <p>↔</p> | <p>Risk reviewed - No changes</p> | <p>16/02/21</p> |
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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 | <p>Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand.</p> <p>Health Services face reduced funding which puts further pressure on the council.</p> | <p>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.</p> <p>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.</p> | Stephen Chandler | Rachel Pirie | 4 | 4 | 16 | <p>a. The service has an agreed model for predicting demographic pressure and this is funded by the Council.</p> <p>b. investment in services to reduce demand (e.g. reablement)</p> <p>c. Pooled budget with health which allows whole system investment</p> <p>d. referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year</p> <p>e. Medium- and long-term impact from Covid not known.</p> | 4 | 3 | 12 | <p>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.</p> <p>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. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.</p> | ↔ | Risk reviewed - No changes | 16/02/21 |
| Page 56 LR21 | County Elections May 2021 – delivery of safe and legally sound elections on 6 May 2021 | <p>Insufficient planning and staffing; Covid insecure polling stations and counts; lack of effective communication with stakeholders</p> | <p>Complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.</p> | Yvonne Rees | Steve Jorden | 4 | 4 | 16 | <p>Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects. Election Special Interest Group (SIG) with County and District election specialists *(and County Deputy Returning Officer staff) each month as key part of planning the detail. Electoral Commission attendance of SIGs.</p> | 4 | 2 | 8 | <p>Plan and risk register in place and regularly reviewed. Weekly project board meetings chaired by the Returning Officer. Election Special Interest Groups monthly to aid detailed planning All polling stations risk assessed for Covid compliance</p> | ↔ | <p>The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being risk assessed and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness.</p> | 24/02/2021 |

Forecast outturn 2020/21 at January 2021

Introduction

This Annex sets out the latest financial monitoring position as at 31 January 2021. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses.

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 set out that the financial impact of COVID-19 in 2020/21 was anticipated to be £51.3m. The revised budget included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020 plus the creation of a COVID-19 budget for costs beyond the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. A third virement from the COVID-19 budget of £2.8m is requested in this report for the actuals for the period November 2020 to January 2021 and an estimate for February-March 2021. This takes the total additional general funding allocated to Directorates for exceptional expenditure to £18.5m. After taking into account other pressures including income losses, pressures on Dedicated Schools Grant (DSG) funded services and the reserve for Collection Fund Losses, the total anticipated cost of COVID-19 for 2020/21 is £42.2m.

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. It has previously been noted that the profile and timing of some of the COVID-19 costs and income losses may mean that some costs fall into a different financial year. It is now expected that £10.0m originally forecast for 2020/21 will fall into 2021/22. It is expected that there will be a balance of around £14.0m on the COVID-19 budget at year end after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme. This budget, which was created from the in year savings of £14.9m and unringfenced funding received to date of £36.4m, will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. Furthermore, any year end over or underspends relating to transfers from the COVID-19 budget will be transferred to/from the COVID-19 reserve at year end.

The Council has also received £35.4m of specific grants in 2020/21 and a £12.0m contribution from the Clinical Commissioning Group to manage the impact of COVID-19. Details of the specific funding and how it has been utilised are set out below and in Annex C – 5b.

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

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| 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 |

Children's Services

A breakeven position is forecast by Children's Services against a budget of £133.2m. The directorate forecast outturn includes up to £4.4m of costs relating to COVID-19, of which £1.4m of actual costs have been funded to date.

An in year overspend of £10.8m is forecast for the High Needs DSG, against a budget of £57.9m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project.

Education and Learning

Budget £30.4m

Variation
Breakeven

RAG rating
AMBER

Outcomes Achieved
Yes

Variation

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

Key Issues

As reflected within the performance report demand for Education, Health and Care Plans remains high and recent investment has taken place to recruit a small specialist team to address the current backlog.

The underspend of £0.7m relates to Home to School Transport. Although the service has incurred additional costs in relation to COVID-19 and social distancing on transport, detailed below, it has also been possible to control spend during periods when schools have been operating remote learning for many of their pupils and demand for transport has been reduced. This will be returned to the DSG High Needs Budget.

Financial Impact of COVID-19

To date additional funding of £0.2m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently £0.5m. 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 £0.1m for Laptops and Virtual Tuition for children and £21k for PPE in Early Years Settings.

Demand for Education, Health and Care Plans continue to increase throughout the various periods of lockdown, which has increased 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 and is included above.

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's allocation being £0.5m. In addition, a further £0.3m has now been announced for the spring term from January to March 2021. This further grant of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during the period it applies to and that it will be sufficient to meet the additional costs incurred.

It is also anticipated that the Council will be receiving funding through the Coronavirus (COVID-19) National Testing Programme: School and Colleges grant relating to covering the costs of testing activity in schools from 4 January to February half term. The funding received will relate only to secondary maintained schools and non-maintained special schools, based on actual activity and therefore the amount is not known at this time. It is also not clear whether activity and funding will continue beyond the February half term at this stage.

Children's Social Care

Budget £30.7m

Variation
breakeven

RAG rating
GREEN

Outcomes Achieved
Yes

Variation

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

Key Issues

At present there are no variances reported in this area.

Financial Impact of COVID-19

To date additional funding of £0.1m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.8m. The forecast for this year is currently up to £1.3m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

As a result of the COVID-19 pandemic there has been an increase in spend on staffing during the year, and particularly since September 2020. An increase in demand within teams, particularly within the MASH where contacts have increased by 34% this financial year compared to the same period last year. Demand has also increased within frontline social care teams where children and families are remaining on a plan for longer than would normally be expected, contributing to an increase in overall cases. In addition the pandemic has also had a significant impact on the ability to attract and retain social care staff to front line roles, with increased caseloads, staff sickness, caring responsibilities, and increased staff turnover of both permanent and temporary staff due to the market at this time. This has therefore increased the number and cost of agency staff required to ensure the council continues to operate a safe service.

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.

Outside staffing the main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£32k) and costs relating to isolation for Unaccompanied Children on arrival (£0.2m).

A notification has been received a ringfenced grant relating to free activities and healthy food for disadvantaged children grant. This grant must be used to provide a programme of support for disadvantaged children across school holidays in 2021 calendar year. The grant needs to be applied for, however the allocations for Oxfordshire are up to £0.1m in 2020/21 and up to £1.3m in 2021/22, a total of £1.4m available across the two years, and work is underway to utilise this in Oxfordshire.

**Children's Social
Care Countywide
Services**

Budget £66.2m

Variation
breakeven

Variation

A breakeven position is forecast for this service. This is after the virement from the contingency budget of £3.3m agreed by Council on 8 September 2020 which balanced the budget.

Key Issues

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| RAG rating GREEN | 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. |
| Outcomes Achieved Yes | <p>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.</p> <p><u>Financial Impact of COVID-19</u> To date additional funding of £0.9m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.4m. The forecast for this year is currently that there is £1.5m committed. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. Demand hasn't yet arrived within the service, and therefore cost to date haven't risen as fast as originally anticipated. Demand is now high within the MASH and it is assumed that this will work through the social care system, resulting in increased demand for placements in the future. Work completed so far anticipates that the forecast seen earlier in the year will move in to 2021/22 financial year.</p> <p>The main areas of spend to date have been in relation to support for families and young people. The costs breakdown in to £1.0m 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.</p> |
| Children's Central Costs | <u>Variation</u> A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020. |
| Budget £5.3m | |
| Variation breakeven | <u>Key Issues</u> No variance is reported at this time. |
| RAG rating GREEN | <u>Financial Impact of COVID-19</u> No variance is reported due to COVID-19 at this time. |
| Outcomes Achieved Yes | |
| Dedicated School Grant | |
| High Needs | <u>Variation</u> |

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| Budget £57.9m | The variation forecast is a forecast overspend of £11.5m. |
| Variation £10.8m (19.9%) overspend | <p><u>Key Issues</u></p> <p>The variance of £10.7m 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. In addition, invoices are now being received from further education colleges, which may exceed the budget available, with further work being undertaken to ascertain the pressure this may lead to. Significant diagnostic work is being 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. The reduction in the forecast relates to a £0.7m underspend within SEN Homes to School Transport which has enabled this to be returned to the HN Budget.</p> |
| RAG rating RED | <p><u>Financial Impact of COVID-19</u></p> <p>There is a forecast cost of £0.1m due to the COVID-19 pandemic. These costs are unfunded and will increase the deficit on the High Needs budget.</p> |
| Early Years | <p><u>Variation</u></p> <p>£0.2m of COVID costs have been funded in the revised budget.</p> |
| Budget £38.8m | <p><u>Key Issues</u></p> <p>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 from prior year DSG were discussed at Schools Forum in November, so this is reported as breakeven at this time.</p> |
| Variation breakeven | <p><u>Financial Impact of COVID-19</u></p> <p>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. This does not yet include the impact of the Jan 2021 national lockdown.</p> |
| RAG rating RED | <p>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</p> |
| Outcomes Achieved Yes | |

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

The service is currently forecasting a £1.3m underspend against a budget of £197.6m.

This will be transferred to reserves to help meet pressures in 2021/22, resulting in a forecast break-even position being reported for Adult Services. The amount expected to be transferred to reserves has increased by £0.1m compared to last month.

The directorate forecast outturn includes £8.2m of costs relating to COVID-19, no change from the previous month.

Better Care Fund Pool

Budget £79.8m

Variation £0.4m underspend

RAG rating
Green

Outcomes Achieved
Yes

A £0.4m underspend is forecast for the council elements of the pool. This compares to the breakeven position reported last month. The forecast underspend is after taking account of £1.3m assumed to transfer into reserves. This has increased by £0.2m since last month.

Budgets within the pool are being managed on an aligned basis following the agreement of the risk share arrangements for 2020/21.

Financial Impact of COVID-19

Included in the forecast 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.

Because of a reduction in demand for care home placements £0.4m additional costs relating to the cost of voids within the council's block contract arrangements is included in the forecast. Work is continuing to monitor and this and to take action to mitigate this where possible.

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 forecast assumes that £25.0m of the Better Care Fund will be used to fund council services. This forms part of the £26.3m minimum social care contribution that Oxfordshire was confirmed by NHS England on 7 December 2020. The remaining £1.3m will be retained by Oxfordshire Clinical

Commissioning Group (OCCG) to fund interim beds as was agreed in 2019/20.

The council is required to make provision in its accounts for the risk associated with the collection of adult social care service user income that is still due after six months. The forecast includes the revenue cost of a £0.2m estimated increase in this provision arising as a possible impact of COVID-19; this will continue to be reviewed in the remaining months of year. This is offset by a £0.6m forecast increase in service user contributions relating to both under and over 65 - year olds.

Due to ongoing challenges with recruiting occupational therapists and social workers, the staffing budget in the pool is forecast to underspend by £0.2m. This can be put forward to mitigate against pressures elsewhere, but the on-going impact will closely be monitored.

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 to enable assessment to take place are 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.

Although the underlying level of demand for care home placements has reduced in 2020/21, we are now beginning to see an increase in care home placements with a net increase of 10 in December. Estimated growth of 14 placements for January, 12 for February and 10 for March is included within the forecast. Any underspend within care homes is offsetting an increase in home support activity.

The forecast assumes that all the in-year savings agreed by Council in September 2020 will be achieved.

Adults with Care and Support Needs Pool

Budget £98.4m

Variation

A breakeven position is being reported, a £0.3m increase in forecast spend compared to last month.

Variation Breakeven

RAG rating - Green

There is no funding currently forecast to be moved into the reserves from this pool, a £0.1m reduction from last month.

Outcomes Achieved
Yes

Financial Impact of COVID-19

Included in the forecast is £2.1m of expenditure relating to costs arising from the COVID-19 pandemic.

Included within these costs are a 10% payment made to contracted social care providers in April, May and June 2020 and voids costs associated with service providers not being placed whilst also paying for alternative care.

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 2020/21 health contribution to the pool is £17.6m. This should cover the cost of a learning disability block contract held with Oxford Health, health costs associated with acquired brain injury service users, the OCCG contribution to the cost of transactional processing and a contribution to the health element of Learning Disability personalisation costs. Under the risk share arrangements agreed for 2020/21 the council is responsible for any variation against budgets for learning disabilities within the pool.

There is a £0.3m reduction in the forecast underspend for Learning Disabilities since last month. The updated underspend of £0.3m incorporates an increase in home support costs which are partly offset by a decrease in respite care costs, a decrease in transport costs and an increase in service user income.

A pressure of £0.7m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast with the council responsible for £0.5m and OCCG £0.2m through the risk share arrangements.

An underspend of £0.2m in the cost of care for people with High Functioning Autism is still being reported, no change from last month.

£0.2m 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 is requested to be moved into reserves for use in 2021/22.

Non-Pool Services

Variation

Budget £12.0m

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

Variation breakeven

RAG rating Amber

Financial Impact of COVID-19

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.

Outcomes Achieved
Yes

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 2020 will be achieved.

Commissioning

Variation

Budget £6.5m

A forecast overspend of £0.4m is being reported. This is an increase of £0.2m from the position reported last month.

Variation £0.4m
overspend

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.

The financial implications linked to the implementation of the new commissioning staffing structure are currently forecast to be £0.2m. This covers the one – off cost of recruitment as well as agency staff covering key roles while the new team is put in place.

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| COVID-19 Specific Grants | As set out in Annex 5a ring-fenced government grants held by the directorate total £24.0m for 2020/21. |
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| RAG rating Green | The first tranche of Infection Control Grant of £7.3m 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). As required by the DHSC (Department for Health and Social Care) in accordance with the grant determination, £0.2m of unspent grant will be returned |
| Expected Use of Grants | |
| 100% | |

A second tranche of Infection Control Grant of £6.3m has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings in the second half of 2020/21. 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 can be allocated at the discretion of the council in line with the relevant guidelines.

The council received the second instalment of the grant at the end of December and has passed this on to providers in January. The funding is required to be fully spent by care providers by 31 March 2021. Each provider is required to report monthly on their use of the grant with their returns collated into a summary update to the Department of Health and Social Care.

As at 31 January 2021, £3.7m had been passed to care homes, £1.8m to domiciliary care providers, £0.2m to external day care providers and £0.5m to people using direct payments to provide financial support with infection control measures.

Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December 2020 and the council has received £1.8m of the £149m available nationally. All funding must be used to support increased LFD testing in care settings and needs to be spent by 31 March 2021. 80% of the funding needs to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes residential drug and alcohol services. The remaining 20% must be used to support the care sector to implement increased LFD testing but can be allocated at the local authority's discretion. Each provider is required to report on the use of the grant monthly in February, March and April

2021. To date £0.6m has been passed to 50 care homes who have indicated that they are undertaking the testing.

The council has also been allocated £1.1m as part of the workforce capacity fund from the DHSC. The grant must be used to deliver measures that result in additional staffing capacity for Adult Social Care and needs to be spent by 31 March 2021. The first instalment of £0.8m (70%) has been received in February. The remaining 30% is dependent on the completion of a return to DHSC setting out the expected use of the grant. It is anticipated that most of the grant will be passed to domiciliary care providers and care homes with a small element retained for local recruitment campaigns.

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

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.

Outcomes Achieved

Yes

Key Issues

The forecast breakeven position is after taking account of £2.2m reductions in planned spend, an increase of £0.5m from the previous month. This includes a £1.8m 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, this is a £0.4m increase from last month, plus a further £0.4m reduction in spend on NHS health checks due to reduction in face to face services during the pandemic, no change from last month. There is also a £0.3m underspend relating to staff vacancies at the start of the year, an increase of £0.1m from the previous month.

Offsetting these savings are cost pressures of £0.1m in residential rehabilitation for drug and alcohol users due to increased demand, a decrease of £0.1m from the last report and £0.2m cost pressure

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| | <p>related to additional requirement under the grant to fund NHS pay inflation in contracts.</p> <p>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.</p> <p>The balance of the reported underspend will be transferred to the Public Health reserve.</p> |
| Grant Funding | As set out in Annex 5a government grants held by the directorate total £34.9m for 2020/21. |
| RAG rating - Green | |
| Expected Use of Grants | <p>The Public Health grant is £31.2m, an increase of £1.5m from the previous year, this grant will be used to support appropriate Public Health activities throughout 2020/21.</p> <p>The council has received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. The spend by the end of the year is estimated to be £2.3m. The balance remaining at year end will be carried forward and used to support eligible spend in 2021/22.</p> <p>The council has been awarded £0.1m from Sport England for a Wayfinding project to encourage children to walk to school. Work is in progress to recruit schools to this project. We have claimed £0.1m of this for the financial year 2020/21. The balance of the funding is anticipated to be claimed by July 2021 in line with the school year.</p> <p>We have also received £0.1m to support us to deliver routine commissioning of pre-exposure prophylaxis for HIV. This grant covers the in-year costs of this new public health requirement. The grant will fund a contract variation with our sexual health provider who delivers this service. We anticipate an announcement on how this will be funded going forward as the public health grant will not increase for 2021/22.</p> <p>The Community Testing Programme (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council has worked in collaboration with the district councils and testing in Oxfordshire started on 8 February 2021. Estimated costs of £0.6m up to the end of March will be claimed against the Community Testing Grant.</p> |
| 100% | |

Environment & Place

A 1% overspend position of **£0.6m** has been forecast when compared to a budget of £62.6m.

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| Planning & Place Budget £4.1m Variation £0.3m (6.1%) Underspend RAG rating GREEN Outcomes Achieved Yes | <u>Change from previous report</u> There has been a change in the forecast from the previous month. Planning & Place is now forecasting an underspend of £0.3m. <u>Financial Impact of COVID-19</u> 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. The remaining pressure will be funded by the COVID-19 budget for costs and income losses. <u>Key Issues</u> There are some pressures on services mainly due to staffing shortages. This has generated some financial savings but may also incur additional cost pressures which can be managed within the overall budget. A budget pressure from planning appeals remains, however this is currently forecast to be offset by income generated through savings from vacancies. |
| Growth & Economy Budget £0.1m Variation £0.45m (483.9%) Overspend RAG rating RED Outcomes Achieved No | <u>Change from previous report</u> There is no change to the financial position previously reported. <u>Key Issues</u> There is an on-going risk of a revenue pressure of £0.7m resulting from Infrastructure delivery dependency on Agency as opposed to OCC staff which is s likely to continue for rest of the financial year. This has been set off against the remaining Growth deal revenue funding of £0.3m resulting in a net pressure of £0.5m. |
| Communities Management Budget £0.4m Variation £0.0m (0.0%) breakeven RAG rating GREEN | <u>Change from previous report</u> There is no change to the financial position previously reported. <u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.8m of COVID-19 related expenditure for Communities management COVID-19 response. This primarily relates to costs associated with re-opening the Household Waste Recycling Centres. |

Outcomes Achieved

Yes

Key Issues

None to be reported

Community Operations

Budget £57.9m

Variation £0.4m
(0.7%) Overspend

RAG rating
GREEN

Outcomes Achieved
Yes

Change from previous report

No change to the financial position reported last month. The forecast is an overspend of £0.4m driven by forecast overspends in Waste (£0.2m) and Highways defects (£0.2m).

Financial Impact of COVID-19

Included in the forecast is £1.0m of COVID-19 related expenditure for Communities management COVID-19 response

There is a forecast loss of income to date of £4.5m due to the COVID-19 pandemic. This mainly relates to parking and permit income (£3.6m) and Supported Transport (£0.87m). 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

Key Issues

The abnormally wet, cold and windy weather has placed additional pressure on the highway maintenance budget due to responding to a higher than budget level of incidents such as dealing with occurrences of flooding and the resulting impact.

The Highway Defects forecast exceeds budget but is planned to be managed in service by reducing spends elsewhere.

There are also additional cost pressures due to increased waste tonnages across all waste streams.

Customers, Organisational Development & Resources

An underspend of £0.5m (1.4%) is forecast when compared to the budget of £35.2m.

Corporate Services

Budget £2.0m

Variation £0.0m (0%)
breakeven

Change from previous report

There is no change to the financial position previously reported.

Financial Impact of COVID-19

Included in the breakeven position is £0.4m of COVID-19 related expenditure covering COD Directorate. This

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| RAG rating Green | 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. |
| 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 (0.0%) breakeven | No issues. |
| RAG rating Green | |
| Outcomes Achieved Yes | |
| Communications, Strategy & Insight | <u>Change from previous report</u> No change to the financial position reported last month. The forecast underspend of £0.3m is due to staff vacancies, and the fact that we have been unable to recruit to positions during lockdown. |
| Budget £2.5m | |
| Variation £0.3m (13.1%) underspend | <u>Financial Impact of COVID-19</u> No changes, there is still a forecast loss of income due to the COVID-19 pandemic on the lack of provision of data assessment services. The Council is still waiting on the details of the MHCLG's income guarantee scheme, but it is hoped that most of the achieved income will be recovered from the scheme and any remaining pressure will be funded by Corporate Contingency. |
| RAG rating - Green | <u>Key Issues</u> None to be reported |
| Outcomes Achieved Yes | <u>COVID-19 Specific Grant Funding and Expenditure</u> 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 |

2020. 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 2020 to 31 March 2021. The Council has worked 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 2020 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 is working with partners to utilise the funding effectively.

ICT & Digital

Budget £9.8m

Variation £0.0m
(0.0%) breakeven

RAG rating
Green

Change from previous report

There is no change to the financial position previously reported.

Key Issues

The IT and Digital 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

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| Outcomes Achieved Yes | due to the COVID-19 pandemic and that the service is currently responding to increased demand. |
| Culture & Customer Experience | <u>Change from previous report</u> |
| Budget £10.5m | The variation forecast is a forecast underspend of £0.2m. This represents a movement of £0.2m when compared to the previous month. The variation has come about predominantly through overspends in Registration (£0.5m), Music (£0.8m), and Libraries (£0.2m) due to income losses which have been offset by underspends in Museums (-£0.1m) , the receipt of government grant of £1.2m and underspends from staff vacancies, closure of all but 14 libraries, reducing the need to use casual staff and the fact that we have been unable to recruit to positions during lockdown |
| Variation £0.2m (1.9%) underspend | |
| RAG rating Amber | |
| Outcomes Achieved No | |
| | <u>Financial Impact of COVID-19</u> |
| | There is a forecast loss of income of £1.8m 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. |
| | <u>Key Issues</u> |
| | The current national lockdown has again impacted upon the services ability to provide a full-service offer. This has heavily impacted upon the Library, Registration and Music Services. Within the CSC, there has been a negative impact upon Blue Badge, Concessionary Fares too and fraud detection work has been affected too. The ongoing effect of COVID-19 is being closely monitored on a monthly basis. |
| Finance | <u>Change from previous report</u> |
| Budget £6.5m | There is no change to that reported in the previous financial report. |
| Variation £0.0m (0.0%) breakeven | <u>Financial Impact of COVID-19</u> |
| RAG rating Green | Included in the breakeven position is expenditure relating 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. |
| Outcomes Achieved Yes | <u>Key Issues</u> No issues. |

Commercial Development, Assets & Investment

An underspend of **£2.4m** (4.8%) is forecast when compared to the budget of £50.0m. This is a change of £1.0m from the previous month

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| Property & Community Facilities Management | <u>Change from previous report</u> |
| Budget £17.4m | <p>The forecast underspend is £2.5m.</p> <p>The main forecast underspends within PIFM include;</p> <p>£1.0m underspend due to delayed restructure, funds held as anticipated transformation costs relating to a joint working service delivery model with CDC.</p> |
| Variation -£2.5m (14.3%) underspend | |
| RAG rating AMBER | <p>Estates (£0.5m) underspend due to savings from (landlord & tenant) successful rent negotiations as well as other savings from reduced utilities offset by vacant buildings costs.</p> |
| Outcomes Achieved Yes | <p>Strategy (£0.3m) - In year underspend due to restriction in developing and implementing best value solutions to release assets due to uncertainties regarding our future needs in light of the material changes to delivery of services arising from COVID-19.</p> <p>Facilities Management (£0.4m) underspend due to reduced travel & supplies costs as a direct result of closed buildings.</p> |
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| | |
| <u>Financial Impact of COVID-19</u> | |
| <p>There is an underlying loss of income of £1.2m 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 £0.1m pressure will be funded by the COVID-19 budget for costs and income losses.</p> | |
| <u>Key Issues</u> | |
| None to be reported. | |
| Law & Governance and Procurement | <u>Change from previous report</u> |
| Budget £8.1m | <p>There is no change to that reported in the previous financial report.</p> |
| Variation £0.2m (2.5%) overspend | <p><u>Key Issues</u></p> <p>Several legal cases requiring Counsel advice are at risk of overspending by year end.</p> <p>The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to</p> |
| RAG rating | |

| | |
|--|---|
| AMBER | timing differences. Due to the delays with recruitment |
| Outcomes Achieved | interim staff have had to be retained to ensure service |
| Yes | delivery resulting in an in-year pressure. |
| <hr/> | |
| 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> |
| RAG rating | Funded costs currently include equipment costs and |
| GREEN | secondments to Ambulance services. Costs of Firefighter |
| Outcomes Achieved | cover remain under review. There has been a recent spike |
| Yes | which, if it continues, will further increase the overall |
| | predicted service COVID-19 related costs. |
| | <u>Key Issues</u> |
| | None to be reported |

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 £30.9m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.9m and the Strategic Measures underspend of £0.3m are returned to balances. |
| RAG rating Green | |
| <hr/> | |
| Reserves | On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be £84.9m an increase of £1.1m since last month. The change relates to a change in the forecast use of the Adults Contribution Reserve and the Public Health Reserve |
| RAG rating Green | |
| | This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve, agreed by Council in September 2020, to meet the expected shortfall on the Council Tax Collection Fund in 2021/22 and the medium term arising from a lower than expected collection rate in 2020/21 as a result of an increase in eligibility for the Council Tax Reduction Scheme. |
| | The position also includes a £22.3m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £11.5m 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 £414.6m will be received by the Council during 2020/21. This has increased by £2.8m from the last report this relates to a third allocation of the Contain Outbreak Management Fund and Surge Funding grant. This grant is ringfenced and |
| RAG rating Green | |

an update on how it will be allocated will be included in the final report of 2020/21.

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.

Contain Outbreak Management Fund Surge Funding Grant

As previously reported, 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. On 6 January 2021 the Council was notified that an additional allocation of £1.6m relating to the extended lockdown into December 2020, bringing the total grant allocation to £7.1m. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the Council and will either be spent on Council led activities or passported to the Voluntary and Community sector. The Council has yet to receive the formal grant determination letter but from the information we currently have this grant will be treated as a ring-fenced grant for virement approval and accounting purposes. On 5 February 2021 the Council received a third allocation of £2.8m bring the total grant to £9.9m as set out in the paragraph above.

Medium Term Financial Plan Savings

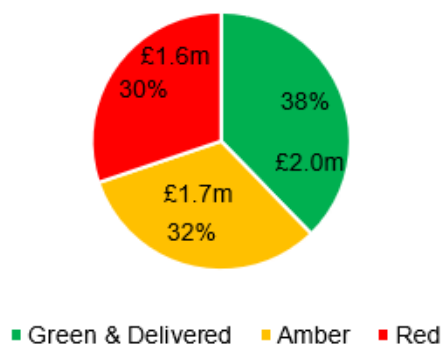
The 2020/21 budget agreed by Council in February 2020, included planned savings of £21.7m of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the target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

£4.0m service redesign savings due to be achieved in 2020/21 were temporarily funded as part of the Revised Budget agreed by Council on 8 September 2020. Permanent savings proposals were agreed as part of the 2021/22 Budget and Business Planning process.

The Revised Budget 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 January 2021. The current forecast outturn position for in house interest receivable is £3.2m, which is £0.7m above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest.

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is £3.5m. This is £0.4m below budget. The overall underspend will therefore be £0.3m. The forecast for external fund returns for 2021/22 is likely to be a similar level to the 2020/21 outturn position.

Interest Payable is forecast to be in line with the budgeted figure of £15.0m.

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. In addition, £1.1m has been vired to services to fund the Green Book and Hay pay awards from April 2020 which were agreed at 2.75% in November 2020, 0.75% higher than the budgeted amount of 2%. These virements are included in the directorate forecasts set out above. The unallocated balance of the Corporate Contingency is £0.4m.

On 15 December 2020, Cabinet approved the virement which covers the COVID-19 expenditure for the period up to the end of October 2020 and the grant income budgets for tranches 3 and 4 of the COVID-19 support grant and the first claim of the Sales, Fees and Charges Compensation Scheme. Income losses not covered by the Compensation scheme totalling £3.2m will also be covered by this budget. The total financial impact of COVID-19 is forecast to be £42.2m in 2020/21, with a further £10.0m, originally forecast for 2020/21, falling into 2021/22. If this remains unchanged, after taking account of additional funding, by the year end there will be a balance of around £14.0m on the COVID-19 Budget which will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond.

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 on a monthly basis.

| | |
|--|---|
| Debt and Loan Write Offs & Impairments | <p><u>Financial Impact of COVID-19.</u> Customer debt attributed to COVID-19 has reduced to £0.02m from £0.23m last month. This is due to reclassification of one debt which has been classified as a COVID-19 delay. Following a meeting with the budget holder it is now clear that whilst COVID-19 has had an impact on activity with the contract this is primarily a contractual dispute. All recorded COVID-19 impacted debt now relates to Property.</p> |
| Corporate Debtors | <p>The average collection rate remains at 92%, this is 5% below target. In this period this is due to a batch of unpaid music service invoices. Meetings have been held with the service and further sessions are taking place to review local procedures.</p> |
| RAG rating Amber | <p>Debt requiring impairment (DRI) increased by £0.2m to £0.6m this month, £0.3m above target. The increase is due to the contractual dispute detailed above; this relates to recycling waste. The balance will reduce next month if the three write offs reported last month are approved by Cabinet. It is forecast that the year will finish above target but under the current impairment balance.</p> |
| Performance Indicators for this area are set out in Annex C-4. | |
| Debt and Loan Write Offs & Impairments | <p>The invoice collection rate continues to be stable at just under 91%, just below the target, work is continuing to improve up to the target of 92%. Unsecure debt over 1year continues to increase highlighting older debt is not being cleared as quickly as new cases are accruing.</p> |
| – Adult Contribution to Care Charges | <p>Debt requiring impairment (DRI) has held this month, still £0.3m above the balance held; this has been recognised as a pressure in Adult Better Care Fund pool budget. Bad debt levels are tracking last year's monthly performance and we expect to see a reduction in February and March's figures bringing down the DRI closed to the carried forward balance of £2.8m. However, there may be a COVID-19 effect which means case resolution due to delays with Court of Protection, Probate office etc.</p> |
| RAG rating Red | <p><u>Impact of COVID-19.</u> Internal issues continue to impact debt collection: additional case work linked to deaths; case backlog from held action at start of the year.</p> <p>Analysis last month identified that £0.6m of bad debt related to Probate cases and cases pending appointments of Deputies, this has grown to £0.8m this month.</p> |
| Performance Indicators for this area are set out in Annex C-4. | |

**Bad Debt
Write off
Requests**

Children's Services













Cabinet is recommended to write off a Corporate Parenting debt of £117,316.53. A successful fraud criminal prosecution has been concluded; however, legal advice is that the debt is unrecoverable as there are no assets against which this can be reclaimed.

Adult Services

Cabinet is recommended to write off an Adult Social Care provider debt of £25,108.98. The care provider was overpaid in May 2016, the company subsequently went into Administration. The council received the first and final dividend of £3,497.21 on 11 January 2021. The Liquidators have advised there are no further funds to pay unsecured creditors

Cabinet is recommended to write off four Adult Social Care contribution debts totalling £52,835.88. Two cases relate to insolvent estates where financial issues were unable to be resolved before death. One case relates to someone with mental health issues that impact their ability to manage finances; a waiver of fees is in place for ongoing charges. The final debt relates to a case where a family member was suspected of misappropriation of funds, the family member died, and their estate is insolvent so funds cannot be reclaimed; ongoing fees are now being paid.







Business Management & Monitoring Report
Position to the end of January 2021
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 | 133,226 | 133,226 | 0 | 0.0% | 0 | 0 |  |  |
| Adults Services | 197,523 | 197,523 | 0 | 0.0% | 0 | 0 |  |  |
| Public Health | 0 | 0 | 0 | | 0 | 0 | | |
| Environment and Place | 62,618 | 63,618 | 1,000 | 1.6% | -94 | 0 |  |  |
| Customers, Organisational Development and Resources | 35,232 | 34,732 | -500 | -1.4% | 300 | 200 |  |  |
| Commerical Development, Assets and Investments | 50,034 | 47,640 | -2,394 | -4.8% | -1,300 | -1,000 |  |  |
| Directorate Total Net | 478,633 | 476,739 | -1,894 | -0.4% | -1,094 | -800 |  |  |







Business Management & Monitoring Report
Position to the end of January 2021
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 | 6,785 | 2,194 | 47.8% | 1,794 | 400 | |
| Public Health Saving Recharge | -1,571 | -1,571 | 0 | 0.0% | | 0 | |
| Transformation Savings | 0 | 0 | 0 | 0.0% | | 0 | |
| Contingency | 394 | 394 | 0 | 0.0% | | 0 | |
| COVID-19 Budget | 29,731 | 29,731 | 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 | -10,449 | -10,749 | -300 | -2.9% | -700 | 400 | |
| Strategic Measures Budget | 45,942 | 47,836 | 1,894 | 4.1% | 1,094 | 800 | |
| Unringfenced Government Grants | -48,870 | -48,870 | 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 January 2021
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 | 30,380 | 30,380 | 0 | 0.0% | 0 | 0 |  G |
| CEF2 | Children's Social Care | 30,731 | 30,731 | 0 | 0.0% | 0 | 0 |  G |
| CEF3 | Children's Social Care Countywide | 66,220 | 66,220 | 0 | 0.0% | 0 | 0 |  G |
| CEF4 | Schools | 624 | 624 | 0 | 0.0% | 0 | 0 |  G |
| CEF5 | Children's Services Central Costs | 5,271 | 5,271 | 0 | 0.0% | 0 | 0 |  G |
| Directorate Total | | 133,226 | 133,226 | 0 | 0.0% | 0 | 0 |  G |

Business Management & Monitoring Report
Position to the end of January 2021
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 |
| Page 84 | SCS1-1A Better CarePool | 80,607 | 80,207 | -400 | -0.5% | -400 | 0 |  G |
| | SCS1-1B Adults with Care and Support Needs Pool | 98,719 | 98,819 | 100 | 0.1% | 0 | 100 |  G |
| | SCS1-2 to SCS1-9 Other Adult Social Care | 11,313 | 11,213 | -100 | -0.9% | 0 | -100 |  G |
| | Subtotal Adult Social Care | 190,639 | 190,239 | -400 | -0.2% | -400 | 0 |  G |
| SCS2 | Commissioning | 6,884 | 7,284 | 400 | 5.8% | 400 | 0 |  R |
| Directorate Total | | 197,523 | 197,523 | 0 | 0.0% | 0 | 0 |  G |

Business Management & Monitoring Report
Position to the end of January 2021
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 | 29,407 | -1,200 | -3.9% | 0 | -100 |  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 | 1,200 | 1,200 | 0.0% | 1,100 | 100 |  G |
| Directorate Total | | 0 | 0 | 0 | 0.0% | 1,100 | 0 | |








Business Management & Monitoring Report
Position to the end of January 2021
Budget Monitoring - Environment and Place

| | | 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 Red > 1% Green on track |
|--------------------------|------------------------------|------------------------------------|---------------------------------|---|--|------------------------|-----------------------|--|
| | | £000 | £000 | £000 | % | £000 | £000 | |
| PG1 | Planning & Growth Management | 0 | 0 | 0 | 0.0% | 0 | 0 | G |
| PG2 | Planning & Place | 4,088 | 4,188 | 100 | 2.4% | 100 | 0 | R |
| PG3 | Growth & Economy | 93 | 593 | 500 | 537.6% | 500 | 0 | R |
| COM1 | Communities Management | 488 | 488 | 0 | 0.0% | 0 | 0 | G |
| COM2 | Community Operations | 57,949 | 58,349 | 400 | 0.7% | 400 | 0 | G |
| Directorate Total | | 62,618 | 63,618 | 1,000 | 1.6% | 1,000 | 0 | G |

Business Management & Monitoring Report

Position to the end of January 2021

Budget Monitoring - Customers, Organisational Development and Resources

| | | 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 | 2,056 | 2,056 | 0 | 0.0% | 0 | 0 |  G |
| COD2 | Human Resources & Organisational Development | 2,393 | 2,393 | 0 | 0.0% | 0 | 0 |  G |
| COD3 | Communications, Strategy & Insight | 2,491 | 2,191 | -300 | -12.0% | -300 | 0 |  R |
| COD4 | ICT & Digital | 10,746 | 10,746 | 0 | 0.0% | 0 | 0 |  G |
| COD5 | Culture & Customer Experience | 11,096 | 10,896 | -200 | -1.8% | -400 | 200 |  R |
| COD6 | Finance | 6,450 | 6,450 | 0 | 0.0% | 0 | 0 |  G |
| Directorate Total | | 35,232 | 34,732 | -500 | -1.4% | -700 | 200 |  G |

Business Management & Monitoring Report

Position to the end of January 2021

Budget Monitoring - Commercial Development, Assets & Investments

| | | 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 | 17,383 | 14,883 | -2,500 | -14.4% | -1,500 | -1,000 | R |
| CDAI2 | Law & Governance | 8,142 | 8,342 | 200 | 2.5% | 200 | 0 | R |
| CDAI3 | Community Safety | 23,999 | 23,905 | -94 | -0.4% | -94 | 0 | G |
| CDAI4 | CDAI Management Costs | 510 | 510 | 0 | 0.0% | 0 | 0 | G |
| Directorate Total | | 50,034 | 47,640 | -2,394 | -4.8% | -1,394 | -1,000 | G |

Business Management & Monitoring Report: Children's Services
Position to the end of January 2021
Revenue Budget Monitoring

| | | BUDGET 2020/21 | | |
|---|---|-----------------|------------------|-----------------|
| | | Original Budget | Movement to Date | Latest Estimate |
| | | £000 | £000 | £000 |
| CEF1 | Education & Learning | | | |
| | Gross Expenditure | 92,408 | -1,109 | 91,299 |
| | Gross Income | -61,899 | 980 | -60,919 |
| | | 30,509 | -129 | 30,380 |
| CEF2 | Children's Social Care | | | |
| | Gross Expenditure | 36,328 | -3,310 | 33,018 |
| | Gross Income | -3,260 | 973 | -2,287 |
| | | 33,068 | -2,337 | 30,731 |
| CEF3 | Children's Social Care Countywide Services | | | |
| | Gross Expenditure | 65,463 | 6,066 | 71,529 |
| | Gross Income | -4,245 | -1,064 | -5,309 |
| | | 61,218 | 5,002 | 66,220 |
| CEF4 | Schools | | | |
| | Gross Expenditure | 190,476 | 6,039 | 196,515 |
| | Gross Income | -190,260 | -5,631 | -195,891 |
| | | 216 | 408 | 624 |
| CEF5 | Children's Services Central Costs | | | |
| | Gross Expenditure | 6,182 | -116 | 6,066 |
| | Gross Income | -519 | -276 | -795 |
| | | 5,663 | -392 | 5,271 |
| | Expenditure Total | 390,857 | 7,570 | 398,427 |
| | Income Total | -260,183 | -5,018 | -265,201 |
| | Total Children's Services Net Budget | 130,674 | 2,552 | 133,226 |
| MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross) | | | | |
| | Schools DSG | 121,258 | -4,193 | 117,065 |
| | High Needs DSG | 52,798 | 5,141 | 57,939 |
| | Early Years DSG | 37,375 | 1,378 | 38,753 |
| | Central DSG | 4,118 | 8 | 4,126 |
| | Total Gross | 215,549 | 2,334 | 217,883 |

Business Management & Monitoring Report: Adult Services
Position to the end of January 2021
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 | 887 | 80,607 |
| | Gross Income. | 0 | 0 | 0 |
| | | 79,720 | 887 | 80,607 |
| SCS1-1B | Adults with Care and Support Needs Pool Contribution | | | |
| | Gross Expenditure. | 95,358 | 3,361 | 98,719 |
| | Gross Income. | -2 | 2 | 0 |
| | | 95,356 | 3,363 | 98,719 |
| SCS1-2 to SCS1-9 | Other Adult Social Care Services | | | |
| | Gross Expenditure | 32,914 | 15,588 | 48,502 |
| | Gross Income | -19,582 | -17,607 | -37,189 |
| | | 13,332 | -2,019 | 11,313 |
| | Total Adult Social Care | 188,408 | 2,231 | 190,639 |
| SCS2 | Commissioning | | | |
| | Gross Expenditure | 6,700 | 1,495 | 8,195 |
| | Gross Income | -1,061 | -250 | -1,311 |
| | Total Commissioning | 5,639 | 1,245 | 6,884 |
| | Expenditure Total | 214,692 | 21,331 | 236,023 |
| | Income Total | -20,645 | -17,855 | -38,500 |
| | Total Adult Services Net Budget | 194,047 | 3,476 | 197,523 |

Business Management & Monitoring Report: Public Health
Position to the end of January 2021
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 | 1,596 | 30,913 |
| | Gross Income | -228 | -78 | -306 |
| | | 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 | 487 | 487 |
| | Gross Income | -29,722 | -2,005 | -31,727 |
| | | -29,722 | -1,518 | -31,240 |
| | Expenditure Total | 29,950 | 2,083 | 32,033 |
| | Income Total | -29,950 | -2,083 | -32,033 |
| | Total Public Health Net Budget | 0 | 0 | 0 |

Business Management & Monitoring Report: Environment and Place
Position to the end of January 2021
Revenue Budget Monitoring

| | | BUDGET 2020/21 | | |
|------|---|-------------------------------------|--------------------------------------|-------------------------------------|
| | | Original Budget £000 | Movement to Date £000 | Latest Estimate £000 |
| PG1 | Planning & Growth Management | | | |
| | Gross Expenditure | 0 | 0 | 0 |
| | Gross Income | 0 | 0 | 0 |
| | | 0 | 0 | 0 |
| PG2 | Planning & Place | | | |
| | Gross Expenditure | 11,412 | -1,718 | 9,694 |
| | Gross Income | -6,198 | 592 | -5,606 |
| | | 5,214 | -1,126 | 4,088 |
| PG3 | Growth & Economy | | | |
| | Gross Expenditure | 625 | 5 | 630 |
| | Gross Income | -537 | 0 | -537 |
| | | 88 | 5 | 93 |
| COM1 | Communities Management | | | |
| | Gross Expenditure | 0 | 0 | 0 |
| | Gross Income | 0 | 0 | 0 |
| | | 0 | 0 | 0 |
| COM2 | Community Operations | | | |
| | Gross Expenditure | 100,345 | 2,558 | 102,903 |
| | Gross Income | -41,386 | -3,568 | -44,954 |
| | | 58,959 | -1,010 | 57,949 |
| | Expenditure Total | 112,382 | 1,333 | 113,715 |
| | Income Total | -48,121 | -2,976 | -51,097 |
| | Total Environment and Place Net Budget | 64,261 | -1,643 | 62,618 |

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of January 2021
Revenue Budget Monitoring

| | | BUDGET 2020/21 | | |
|-------|--|--------------------|---------------------|--------------------|
| | | Original Budget | Movement to Date | Latest Estimate |
| | | £000 | £000 | £000 |
| CODR1 | Corporate Services | | | |
| | Gross Expenditure | 1,751 | 305 | 2,056 |
| | Gross Income | 0 | 0 | 0 |
| | | 1,751 | 305 | 2,056 |
| CODR2 | Human Resources & Organisational Development | | | |
| | Gross Expenditure | 3,621 | -58 | 3,563 |
| | Gross Income | -1,179 | 9 | -1,170 |
| | | 2,442 | -49 | 2,393 |
| CODR3 | Communications, Strategy & Insight | | | |
| | Gross Expenditure | 4,127 | 3,943 | 8,070 |
| | Gross Income | -1,108 | -4,471 | -5,579 |
| | | 3,019 | -528 | 2,491 |
| CODR4 | ICT & Digital | | | |
| | Gross Expenditure | 11,531 | 3,762 | 15,293 |
| | Gross Income | -317 | -4,230 | -4,547 |
| | | 11,214 | -468 | 10,746 |
| CODR5 | Culture & Customer Experience | | | |
| | Gross Expenditure | 16,570 | 2,242 | 18,812 |
| | Gross Income | -8,408 | 692 | -7,716 |
| | | 8,162 | 2,934 | 11,096 |
| CODR6 | Finance | | | |
| | Gross Expenditure | 9,820 | -695 | 9,125 |
| | Gross Income | -2,485 | -190 | -2,675 |
| | | 7,335 | -885 | 6,450 |
| | Expenditure Total | 47,420 | 9,499 | 56,919 |
| | Income Total | -13,497 | -8,190 | -21,687 |
| | Total Customers & Organisational Development and Resources Net Budget | 33,923 | 1,309 | 35,232 |

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of January 2021
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 | -5,192 | 25,340 |
| | Gross Income | -11,058 | 3,101 | -7,957 |
| | Total Property, Investment & Facilities Management | 19,474 | -2,091 | 17,383 |
| CDAI2 | Law & Governance | | | |
| | Gross Expenditure | 6,637 | 2,724 | 9,361 |
| | Gross Income | -797 | -422 | -1,219 |
| | Total Law & Governance | 5,840 | 2,302 | 8,142 |
| CDAI3 | Community Safety | | | |
| | Gross Expenditure | 27,865 | -1,039 | 26,826 |
| | Gross Income | -3,120 | 293 | -2,827 |
| | Total Community Safety | 24,745 | -746 | 23,999 |
| CDAI4 | Management Costs | | | |
| | Gross Expenditure | 0 | 510 | 510 |
| | Gross Income | 0 | 0 | 0 |
| | Total Management Costs | 0 | 510 | 510 |
| Expenditure Total | | 65,034 | -2,997 | 62,037 |
| Income Total | | -14,975 | 2,972 | -12,003 |
| Total Commercial Development, Assets & Investment Net Budget | | 50,059 | -25 | 50,034 |

Business Management Report
Position to the end of January 2021

CABINET IS RECOMMENDED TO APPROVE 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 | Mar | Jan | PH savings and cont to family safeguarding model | CDAI1 | Property & Investment | T | 0 | -400 |
| | | | | CEF2-1 | Management & Central Costs | T | 0 | -224 |
| | | | | COD3 | Communications, Strategy & Insight | T | 0 | -55 |
| | | | | COM2-2 | Infrastructure Operations | T | 0 | -75 |
| | | | | COM4-2 | Fire & Rescue | T | 0 | -71 |
| | | | | COM4-5 | Trading Standards | T | 0 | -27 |
| | | | | PG2 | Planning & Place | T | 0 | -90 |
| | | | | SCS1-1A | Better Care Fund Pool Contribution | T | 0 | -402 |
| | | | | SCS1-3 | Provider & Support Services | T | 0 | -74 |
| | | | | SCS2 | Joint Commissioning | T | 0 | -154 |
| | | | VSMMSGT | Strategic Measures | T | 0 | 1,571 | |
| Grand Total | | | | | | | 0 | 0 |

COVID Budget 2020/21
Cabinet 16 March 2021

| |
|---|
| Children's Services |
| Gross Expenditure |
| <u>Gross Income</u> |
| Adult Services |
| Gross Expenditure |
| <u>Gross Income</u> |
| Public Health |
| Gross Expenditure |
| <u>Gross Income</u> |
| Environment and Place |
| Gross Expenditure |
| <u>Gross Income</u> |
| Customers & Organisational Development |
| Gross Expenditure |
| <u>Gross Income</u> |
| Commercial Development, Assets & Investment |
| Gross Expenditure |
| <u>Gross Income</u> |
| Corporate Measures |
| COVID-19 Budget for Expenditure and Income Losses |
| Total Expenditure & Income Losses |
| Unringfenced Grant Funding |
| Net Total |

| COVID - 19 Funded Costs 2020/21 | COVID -19 Estimated Costs 2020/21 | Total Latest Estimate 2020/21 |
|---|--|-------------------------------------|
| <i>Temporary virements previously agreed £000</i> | <i>Temporary Virement Requested £000</i> | £000 |
| 2,388 | 709 | 3,097 |
| 0 | 0 | 0 |
| 2,388 | 709 | 3,097 |
| 7,765 | 445 | 8,210 |
| 0 | 0 | 0 |
| 7,765 | 445 | 8,210 |
| 0 | 0 | 0 |
| 0 | 0 | 0 |
| 679 | 1,087 | 1,766 |
| 0 | 0 | 0 |
| 679 | 1,087 | 1,766 |
| 2,860 | 200 | 3,060 |
| 0 | 0 | 0 |
| 2,860 | 200 | 3,060 |
| 1,949 | 427 | 2,376 |
| 0 | 0 | 0 |
| 1,949 | 427 | 2,376 |
| 17,395 | -750 | 16,645 |
| 23,213 | -2,119 | 21,094 |
| 56,249 | 0 | 56,249 |
| -35,996 | | -35,996 |
| 20,253 | 0 | 20,253 |

COVID Budget 2020/21
Children's Services
Cabinet 16 March 2021

COVID - 19
Expenditure
Virement
£000

| | | |
|------|---|------------|
| CEF1 | Education & Learning | |
| | Gross Expenditure | 135 |
| | Gross Income | |
| | | 135 |
| CEF2 | Children's Social Care | |
| | Gross Expenditure | 52 |
| | Gross Income | |
| | | 52 |
| CEF3 | Children's Social Care Countywide Services | |
| | Gross Expenditure | 117 |
| | Gross Income | |
| | | 117 |
| CEF4 | Schools | |
| | Gross Expenditure | 347 |
| | Gross Income | |
| | | 347 |
| CEF5 | Children's Services Central Costs | |
| | Gross Expenditure | 58 |
| | Gross Income | |
| | | 58 |
| | Expenditure Total | 709 |
| | Income Total | 0 |
| | Total Children's Services Net Budget | 709 |

COVID Budget 2020/21
Adult Services
Cabinet 16 March 2021

| | | COVID - 19 Expenditure Virement £000 |
|---------------------|--|---|
| SCS1 | Adult Social Care | |
| SCS1-1A | Better Care Fund Pool Contribution | |
| | Gross Expenditure. | 128 |
| | Gross Income. | |
| | | 128 |
| SCS1-1B | Adults with Care and Support Needs Pool Contribution | |
| | Gross Expenditure. | 23 |
| | Gross Income. | |
| | | 23 |
| SCS1-2 to SCS1-9 | Other Adult Social Care Services | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| | Total Adult Social Care | 151 |
| SCS2 | Commissioning | |
| | Gross Expenditure | 294 |
| | Gross Income | |
| | Total Commissioning | 294 |
| | Expenditure Total | 445 |
| | Income Total | 0 |
| | Total Adult Services Net Budget | 445 |

COVID Budget 2020/21
Public Health
Cabinet 16 March 2021

COVID - 19
Expenditure
Virement
£000

| | | |
|---------------------------------------|-------------------------|----------|
| <hr/> | | |
| PH 1 & 2 | Public Health Functions | |
| | Gross Expenditure | |
| | Gross Income | |
| <hr/> | | 0 |
| PH3 | Public Health Recharges | |
| | Gross Expenditure | |
| | Gross Income | |
| <hr/> | | 0 |
| PH4 | Grant Income | |
| | Gross Expenditure | |
| | Gross Income | |
| <hr/> | | 0 |
| | Expenditure Total | 0 |
| | Income Total | 0 |
| <hr/> | | |
| Total Public Health Net Budget | | 0 |
| <hr/> | | |

COVID Budget 2020/21
Environment and Place
Cabinet 16 March 2021

COVID - 19
Expenditure
Virement
£000

| | | |
|------|------------------------------|--------------|
| COM1 | Communities Management | |
| | Gross Expenditure | 606 |
| | Gross Income | |
| | | 606 |
| COM2 | Community Operations | |
| | Gross Expenditure | 465 |
| | Gross Income | |
| PG1 | Planning & Growth Management | |
| | Gross Expenditure | 16 |
| | Gross Income | |
| | Gross Expenditure | 1,087 |
| | Gross Income | 0 |
| | Total Communities | 1,087 |

COVID Budget 2020/21
Customers, Organisational Development & Resources
Cabinet 16 March 2021

| | | COVID - 19 Expenditure Virement £000 |
|---|--|---|
| COD1 | Corporate Services | |
| | Gross Expenditure | 153 |
| | Gross Income | |
| | | 153 |
| COD2 | Human Resources & Organisational Development | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| COD3 | Communications, Strategy & Insight | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| COD4 | ICT & Digital | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| COD5 | Culture & Customer Experience | |
| | Gross Expenditure | 47 |
| | Gross Income | |
| | | 47 |
| Expenditure Total | | 200 |
| Income Total | | 0 |
| Total Customers, Organisational Development & Resources Net Budget | | 200 |

COVID Budget 2020/21
Commerical Development, Assets & Investment
Cabinet 16 March 2021

COVID - 19
Expenditure Virement

£000

| | | |
|-------|---|------------|
| CDAI1 | Property, Investment & Facilities Management | |
| | Gross Expenditure | 272 |
| | Gross Income | |
| | | 272 |
| CDAI2 | Law & Governance | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| CDAI3 | Procurement | |
| | Gross Expenditure | 155 |
| | Gross Income | |
| | | 155 |
| CDAI4 | CDAI Management Costs | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| COM4 | Community Safety | |
| | Gross Expenditure | |
| | Gross Income | |
| | | 0 |
| | Expenditure Total | 427 |
| | Income Total | 0 |
| | Total Commerical Development, Assets & Investment Net Budget | 427 |

COVID Budget 2020/21
Corporate Measures and Funding
Cabinet 16 March 2021

| | COVID - 19 Expenditure | COVID -19 Grant | Total |
|---|-----------------------------------|----------------------------|---------------|
| | £000 | £000 | £000 |
| Contributions to (+)/from (-)reserves | | | 0 |
| COVID-19 Budget | -2,119 | | -2,119 |
| Interest on Balances | -750 | | -750 |
| Unringfenced Government Grants | | | 0 |
| | | | 0 |
| Total Corporate Measures and Funding | -2,869 | 0 | -2,869 |

Business Management Report
Position to the end of January 2021

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 | Mar | Jan | Transfer of Finance Functions and HESC savings from CEF to ASC to reflect delivery. | CEF5-1 | Management, Admin & Central Support Service Recharges | T | 40 | 0 |
| | | | | SCS1-3 | Provider & Support Services | T | -40 | 0 |
| CS | Mar | Jan | Supplementary Remand Grant 20.21 | CEF3-1 | Corporate Parenting | T | 7 | -7 |
| | | | Alternative Provision Project Budget | CEF1-2 | SEND | T | 5 | 0 |
| | | | | CEF5-1 | Management, Admin & Central Support Service Recharges | T | -5 | 0 |
| | | | SEN Pressures Allocation | CEF1-1 | Management & Central Costs | T | 39 | 0 |
| | | | | CEF1-2 | SEND | T | 461 | 0 |
| | | | | CEF5-1 | Management, Admin & Central Support Service Recharges | T | -500 | 0 |
| PH | Mar | Jan | Wayfinding Grant | PH1&2 | Public Health Functions | T | 78 | -78 |
| AS | Mar | Jan | Funding for Universal Credit shortfall for B&L and budget tidy | SCS1-3 | Provider & Support Services | P | 390 | -390 |
| | | | Lateral Flow Testing Grant | SCS1-6 | Other Funding | T | 1,840 | -1,840 |
| Grand Total | | | | | | | 2,315 | -2,315 |

Business Management & Monitoring Report - January 2021
Cabinet - 16 March 2021
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 which are operated in respect of inter-school activities, primarily relating |
| 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 | -30,836 | -9,421 | -10,371 | 950 | 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. |

Business Management & Monitoring Report - January 2021
Cabinet - 16 March 2021
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 | | | |
| Partnership Reserves | 3,003 | 0 | 3,003 | 3,003 | 0 | To be spent on OxLEP related project expenditure and the Growth Deal |
| 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 | -275 | 725 | 725 | 0 | This reserve is needed to fund the implementation costs of the Council's Transformation programme. |
| Budget Prioritisation Reserve | 3,444 | 1,841 | 5,285 | 5,185 | 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 | 10,392 | 10,392 | 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. |

Business Management & Monitoring Report - January 2021
Cabinet - 16 March 2021
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 | | | |
| Capital Reserves | 33,554 | 1,685 | 35,239 | 35,239 | 0 | <p>This reserve has been established for the purpose of financing capital expenditure in future years.</p> <p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p> |
| Budget Equalisation Reserve | 0 | 0 | 0 | 0 | 0 | |
| 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 | |
| Redundancy Reserve | 548 | 2,000 | 2,548 | 2,548 | 0 | |
| Total Reserves | 102,864 | -18,004 | 84,860 | 83,810 | 1,050 | |
| *Includes DSG High Needs Deficit Reserve | -11,221 | -11,114 | -22,335 | | | |

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 | | 2.2 |
| Projected Level of General Balances at 31 March 2021 | | 30.9 |
| Risk Assessed Level of General Balances 2020/21 | | 23.4 |

Strategic Measures

| Month | Average cash balance | Average rate of return |
|--------------|----------------------|------------------------|
| January 2021 | £403.48m | 0.74% |

| Performance Indicator | Actual | Target |
|---|--------|---------|
| Average interest rate achieved in-house compared to treasury Management Budgeted Rate | 0.74% | >=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 | November | December | January |
|-------------------------------|---------|----------|----------|---------|
| Invoice collection rate | 97.50% | 93.41% | 92.60% | 92.33% |
| Avg. days outstanding | 35 | 26 | 27 | 29 |
| Debt requiring impairment | <£0.30m | £0.72m | £0.41m | £0.56m |
| Unsecure debt over 1 year | <£0.50m | £0.55m | £0.52m | £0.54m |
| Write offs as % of income YTD | <0.10% | 0.000% | 0.002% | 0.003% |

Adult Contribution to Care Charges

| Performance Indicator | Target | October | November | January |
|-------------------------------|---------|---------|----------|---------|
| Invoice collection rate | 92.00% | 90.84% | 90.54% | 90.24% |
| Avg. days outstanding | 100 | 113 | 109 | 106 |
| Debt requiring impairment | <£2.00m | £2.99m | £3.09m | £3.08m |
| Unsecure debt over 1 year | <£1.60m | £4.08m | £4.74m | £4.41m |
| Write offs as % of income YTD | <1.0% | 0.438% | 0.344% | 0.320% |

Business Management & Monitoring Report - July 2020

Cabinet - 15 December 2020

Government Grants 2020/21

| Ringfenced | Directorate | Issued By | Esimate 2020/21 | In year Adjustments / New Allocations reported previously | In year Adjustments/ New Allocations reported this time | Latest Allocation |
|------------|---|-----------|--------------------|--|--|----------------------|
| | | | £000 | £000 | £000 | £000 |
| Page 110 | Children's Services | | | | | |
| | Dedicated School Grants | | | | | |
| | R Dedicated Schools Grant (DSG) - Schools Block | DfE | 117,406 | -341 | 0 | 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 | 113 | 0 | 38,752 |
| | R Dedicated Schools Grant (DSG) - High Needs Block | DfE | 60,373 | -2,434 | 0 | 57,939 |
| | Subtotal DSG Grants | | 220,544 | -2,662 | 0 | 217,882 |
| | School Grants | | | | | |
| | R Pupil Premium | DfE | 5,255 | 1,616 | 0 | 6,871 |
| | 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 | -47 | 0 | 3,973 |
| | R Teacher's Pay Grant | DfE | 1,430 | 235 | 0 | 1,665 |
| | R Teacher's Pension Grant | DfE | 2,771 | 2,764 | 0 | 5,535 |
| | R Coronavirus Catch Up Premium | DfE | 0 | 2,295 | 0 | 2,295 |
| | R Coronavirus (Covid-19) Schools Fund | DfE | 0 | 305 | 0 | 305 |
| | Subtotal School Grants | | 16,050 | 7,168 | 0 | 23,218 |
| | Other Children's Services Grants | | | | | |
| | R Youth Justice Board | YJB | 548 | 7 | 0 | 555 |
| | 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 | 171 | 0 | 2,890 |
| | TOTAL CHILDREN'S SERVICES | | 239,313 | 4,677 | 0 | 243,990 |

Business Management & Monitoring Report - July 2020

Cabinet - 15 December 2020

Government Grants 2020/21

| Ringfenced | Directorate | Issued By | Estimate 2020/21 £000 | In year Adjustments / New Allocations reported previously £000 | In year Adjustments/ New Allocations reported this time £000 | Latest Allocation £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 |
| R | Lateral Flow Testing | DHSC | | 1840 | 0 | 1,840 |
| R | Staffing Capacity Grant | DHSC | | 1146 | 0 | 1,146 |
| | TOTAL ADULT SERVICES | | 10,391 | 16,614 | 0 | 27,005 |
| | Public Health | | | | | |
| R | Public Health Grant | DHSC | 31,329 | -89 | 0 | 31,240 |
| R | HIV PREP Grant | DHSC | | 122 | 0 | 122 |
| R | Wayfinding Grant | SE | | 130 | 0 | 130 |
| R | Track and Trace | MHCLG | | 2858 | 0 | 2,858 |
| | TOTAL PUBLIC HEALTH | | 31,329 | 3,021 | 0 | 34,350 |
| | Environment & Place | | | | | |
| R | Bus Service Operators Grant | DfT | 0 | 795 | 0 | 795 |
| R | Additional Dedicated H2S & College Transport Grant | | | 818 | 0 | 818 |
| R | Natural England | DEFRA | 227 | 0 | 0 | 227 |
| | TOTAL ENVIRONMENT & PLACE | | 227 | 1,613 | 0 | 1,840 |

Business Management & Monitoring Report - July 2020

Cabinet - 15 December 2020

Government Grants 2020/21

| Ringfenced | Directorate | Issued By | Esimate 2020/21 | In year Adjustments / New Allocations reported previously | In year Adjustments/ New Allocations reported this time | Latest Allocation |
|------------|--|-------------|--------------------|--|--|----------------------|
| | | | £000 | £000 | £000 | £000 |
| | 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 |
| R | MaaS:CAV | Innovate UK | 0 | 638 | 0 | 638 |
| R | V2 Go Project | Innovate UK | 0 | 132 | 0 | 132 |
| R | OmniCAV | Innovate UK | 0 | 235 | 0 | 235 |
| R | Park & Charge | Innovate UK | 0 | 580 | 0 | 580 |
| R | Virgin Park & Charge | Innovate UK | 0 | 26 | 0 | 26 |
| R | Data Driven Safety Tool | Innovate UK | 0 | 151 | 0 | 151 |
| R | Quantum Gravimeter | Innovate UK | 0 | 84 | 0 | 84 |
| R | Resilient CAV | Innovate UK | 0 | 25 | 0 | 25 |
| R | Heart Park Project | DFT | 0 | 90 | 0 | 90 |
| R | GTC DfT Congestion Tool | DFT | 0 | 59 | 0 | 59 |
| R | CAVL4R | DFT | 0 | 11 | 0 | 11 |
| | TOTAL CUSTOMERS & ORGANISATIONAL DEVELOPMENT | | 837 | 2,553 | 0 | 3,390 |
| | Commercial Development , Aseets & Investment | | | | | |
| 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 |
| | TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT | | 1,401 | 331 | 0 | 1,732 |

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

| Ringfenced | Directorate | Issued By | Esimate 2020/21 | In year Adjustments / New Allocations reported previously | In year Adjustments/ New Allocations reported this time | Latest Allocation |
|------------|--|-----------|--------------------|--|--|----------------------|
| | | | £000 | £000 | £000 | £000 |
| | 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 Attachment 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 |
| 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 | | 20387 | | 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 | Contain Oubreak Management Fund Surge Funding Grant | DHSC | | 7,114 | 2,767 | 9,881 |
| R | Support for Clinically Extremely Vulnerable | DHSC | | 305 | | 305 |
| R | Sales, Fees and Charges Compensation | MCLG | | 1,379 | | 1,379 |
| U | Rough Sleeping Drug and Alcohol Treatment Grant Scheme | DHSC | | 585 | | 585 |
| U | Business Rates Top-Up | MHCLG | 40,546 | | | 40,546 |
| | Subtotal Strategic Measures | | 67,576 | 30,244 | 2,767 | 100,587 |

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

| Ringfenced | Directorate | Issued By | Esimate 2020/21 £000 | In year Adjustments / New Allocations reported previously £000 | In year Adjustments/ New Allocations reported this time £000 | Latest Allocation £000 |
|------------------|---|-----------|--------------------------------|--|--|----------------------------------|
| | | | | | | |
| R R R R | Grants held on behalf of Local Enterprise Partnership | BEIS | 205 | | | 205 |
| | Oxford Innovation Business Support | | 900 | | | 900 |
| | European Regional Development Fund | BEIS | | 54 | | 54 |
| | EU Transition - Growth Hub Funding | MHCLG | 500 | | | 500 |
| | DCLG (Local Enterprise Partnership Funding) | | | | | |
| | Subtotal Grants held on behalf of Local Enterprise Partnership | | 1,605 | 54.0 | 0 | 1,659 |
| | TOTAL STRATEGIC MEASURES | | 69,181 | 30,298 | 2,767 | 102,246 |
| | Total All Grants | | 352,679 | 59,107 | 2,767 | 414,553 |

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 | |
| DHSC | Adult Services | Lateral Flow Testing | 1,840 | | 368 | | 1,472 | |
| DHSC | Adult Services | Staffing Capacity | 1,146 | 50 | | | 1,096 | |
| 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 | 817 | | | | 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 | 2,295 | | | 2,295 | | |
| DWP | Customers, Organisational Development & Resources | Winter Grant Scheme | 1,368 | | 1,368 | | | |
| DHSC | Customers, Organisational Development & Resources | Clinically Extremely Vulnerable | 305 | | 305 | | | |
| DHSC | Customers, Organisational Development & Resources | Contain Outbreak Management Fund Surge Funding Grant | 9,881 | 3,132 | 2,767 | | 425 | 3,557 |
| Total Ringfenced Grants | | | 35,372 | 3,182 | 6,166 | 2,600 | 17,614 | 5,511 |
| 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 Guarantee Scheme (Claim 1) | 1,379 | 1,379 | | | | |
| DfE | Children's Services | Wellbeing for Return to Schools | 112 | | | 112 | | |
| Total Unringfenced Grants | | | 36,416 | 36,304 | 0 | 112 | 0 | 0 |
| Total COVID-19 Grant Funding | | | 71,788 | | | | | |
| Grants to OCC | | | | | | | | |

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

Contain Outbreak Management Fund

Breakdown of funding received for period to 29 December 2020

£000**Passported to City/District Councils**

| | |
|--------------------------------------|--------------|
| Cherwell District Council | 913 |
| Oxford City Council | 1,021 |
| South Oxfordshire District Council | 587 |
| Vale of White Horse District Council | 568 |
| West Oxfordshire District Council | 468 |
| Total District/City Councils | 3,557 |

Retained by County Council

| | |
|--------------------------------|-------|
| Adult Services | 1,000 |
| Children's Services | 1,000 |
| Homeless & Rough Sleeping | 530 |
| Public Health | 602 |
| Voluntary and Community Sector | 425 |
| Other | 0 |

| | |
|-----------------------------|--------------|
| Total County Council | 3,557 |
|-----------------------------|--------------|

| | |
|------------------------------|-------|
| 3rd Allocation - Unallocated | 2,767 |
|------------------------------|-------|

| | |
|--------------|--------------|
| Total | 9,881 |
|--------------|--------------|

Learning from Child Safeguarding Practice Review: Jacob

Background and introduction to review

This Child Safeguarding Practice Review was commissioned by Oxfordshire Safeguarding Children Board (OSCB) following a serious incident notification and rapid review of Jacob, a 16-year old boy who was found dead in his bedroom. The Coroner Report recorded Jacob was intoxicated and distressed, with insufficient evidence that he had intended to end his life.

From July 2017 to April 2019 the Review analyses how Jacob was groomed into a world where he was criminally exploited and exposed to serious levels of youth violence.

The review concludes that Jacob was significantly harmed in the months prior to his death and felt trapped in a world he could not escape, having been coerced and controlled for many months by organised criminals operating County Lines.

Jacob's family wanted to tell his story along with influencing and affecting change across the safeguarding system in the UK. Our final thoughts are with Jacob and his family whose lives were forever changed by those who chose to exploit him.

Key findings:

In summary the main issues found in this review were:

- **Criminal exploitation**
 - Jacob was known well by key professionals who tried their best to help him but often they did not know how
 - The knowledge, skill and safeguarding systems to identify and respond to criminal exploitation was at times limited and not consistently applied across agencies
 - The network focused on Jacob's range of behaviours and did not focus well enough on disrupting the risks to Jacob while in the community
- **Education**
 - Jacob was let down by the education system which did not place him in a provision that could meet his educational, social and emotional needs
- **Working Together**
 - The provision of local and national services was limited and not able to respond to the risks quickly enough to keep Jacob safe
 - There was a difference of opinion about how to respond to risks and this did not lead to change for Jacob
 - The system was fragmented with some key agencies working together and other partners noticeably missing

Themes in common with other Oxfordshire case reviews:

- The role of education settings in keeping children safe
- Understanding the risk factors and predictability when working with child exploitation
- Use of escalation where risks are not reducing, despite interventions from specialist support
- Missing role of housing in the safeguarding network

The Child Safeguarding Practice Review Panel (2020) report [“It was hard to escape: Safeguarding Children from Criminal Exploitation”](#) examines the findings and learning from practice reviews involving 21 children, from 17 different Local Authorities where a child either died or was seriously harmed owing to criminal exploitation.

This report, the [Serious Case Review ‘Chris’ Newham SCB August 2018](#), [Serious Case Review for ‘Child C’ Waltham Forest May 2020](#), and the [Serious Case Review for ‘Child C’ City and Hackney December 2020](#) draw a number of findings and key learning points in common with Jacob’s story, including how reachable moments are seen and acted upon, the importance of children attending school and how exclusions are seen as a trigger point for risk of serious harm.

Strengths in practice

- There were practitioners who knew Jacob well, saw him often and had built a relationship of trust with him in that he would seek out their support. They worked flexibly and creatively, and took considerable time, skill and persistence in their care for Jacob
- Practitioners had obtained Jacob’s views, wishes and feelings on several occasions by spending 1:1 time with him
- Some of the warning indicators to Jacob’s safety and well-being outlined above were regularly shared between the statutory agencies, risk assessed by individual agencies and plans were established within their own assessment frameworks
- Numerous attempts were made, and meetings held, to try to secure an appropriate home which would keep Jacob safe and offer therapeutic interventions to help address trauma, specifically with criminal exploitation or gang specialisms

Learning Points for practitioners

- Be aware of unconscious gender bias when working with children who are groomed, coerced and controlled into committing crime as victims of exploitation. Research shows some evidence with males tending to be perceived as perpetrators while females are perceived as victims
- Look beyond behaviours to understand need and be aware that the use of overly emotive language can affect how risk is seen
- Know the risk factors and predictability. Use all available tools, especially the [Child Exploitation Screening Tool](#) to help identify possible risks of exploitation, e.g. poverty, abuse, neglect, school exclusions and use [chronologies](#) to record significant events and changes in a child’s life. Where there are repeated missing episodes and concerns regarding exploitation a referral should be made to the **Children Missing or Exploited Panel**
- Consider the [Resolving Multi-Agency Professional Disagreements and Escalation Policy](#) where there are differences of opinion
- Where ‘normal processes’ have not made sufficient progress to reduce risk and secure improved outcomes, consider referral to the [Complex Child Panel](#)
- Act on those critical and reachable moments in a child’s life, e.g. when a child is excluded from school, when they are injured or arrested. Adopting a flexible and responsive approach in the critical moment in a child’s life can have a powerful influence on the direction taken after the event and after conversations have happened

Learning points for managers

- **Escalation:** if risks are not reducing, despite interventions from specialist support, escalate to senior managers and directors where appropriate. Refer to the [Resolving Multi-Agency Disagreements and Escalation Policy](#) where appropriate, [Complex Child Panel](#) according to criteria met and/or IRO Dispute Resolution Process. Check your teams know how to escalate concerns

- **Analysis and management of risk:** promote the use of available tools in your teams, see [OSCB Multi-agency toolkit](#). Ensure practitioners are trained in responding to extra-familial harm, contextual safeguarding and trauma-based approaches, are sharing information routinely and are professionally curious to consider what lies beneath children's behaviours and needs. Multi-agency risk strategies, plans and interventions, must be well coordinated, SMART and evidence based

Jacob's family think the most significant learning in his short life is for professionals to act swiftly on the opportunities to ensure children are safe and for children to be engaged in an educational setting each day so that their time is filled. Their hope is that by telling Jacob's story things will change for other children at similar risk.

Key messages for the safeguarding system

- **Education**
Systemic and enduring drift and delay across the education sector and lack of responsibility and accountability in the education department, resulted in Jacob being without an education provision for almost 2 years. Previous reviews have commented on the importance of the role of education in keeping children safe and how exclusions are seen as a trigger point for risk of serious harm. Where a child's education needs are not being met due to schools refusing to accept a child, matters should be referred to the Education Skills and Funding Agency and the Secretary of State can make direction
- **Community Safety Partnership**
Develop and promote the Community Safety Partnership across the network to ensure pathways are clear and known to all agencies working with children and families, and that local information/knowledge and data is routinely shared and results in community safety actions being put in place
- **Police disruption and of YJS interventions**
Build on the current framework and written guidance offered by Oxford City Local Police Area to develop consistent, effective police activities and strategies to identify, disrupt or stop those adults/organised crime groups exploiting children and to see the children involved through the lens of safeguarding. This requires a joined-up approach across the network to recognise and respond to environmental and extra-familial risks to children and young people within their own and wider communities
- **NRM**
Raise awareness of the National Referral Mechanism Framework and referral process across the network to increase local knowledge, understanding and use
- **Work with parents/carers in tackling criminal exploitation**
Consider the work of SPACE (Stop and Prevent Adolescent Criminal Exploitation) and the National Parents as Partners (NPIES) forums when developing more effective systems and strategies when working with parents/carer in tackling criminal exploitation

National learning from this review

National bodies and partner agencies to acknowledge and share the key learning and findings from Jacob's Review (along with other recent Reviews) so as to inform national policy and practice.

- **National Panel:** Consider the effectiveness of the NRM in making a difference to children's lives
- **Department for Education:** Provide feedback on the effectiveness of the Education and Skills Funding Agency process in resolving issues in a timely manner, and statute and guidance for local areas on how to manage Governance arrangements with academy run schools and local education departments who cannot currently be mandated to accept children on roll

- **DFE:** Undertake a review of national placement sufficiency for children who need to be in care or placed under secure arrangements

If you do one thing.....

Share information across the network and where there are differences of opinion, escalate appropriately, and following the relevant procedure.

Did you know? The following links offer useful further information and guidance:

- ✓ Oxfordshire's [Child Exploitation Screening Tool](#) is designed to help identify possible risks of exploitation and should be used where there are such concerns about any child/ren
- ✓ [Safeguarding Children at Risk of Exploitation](#) outlines the partnership responses and provisions for the effective safeguarding of all children being or at risk of exploitation in Oxfordshire
- ✓ Further resources and guidance are available on the following OSCB themed webpages:
 - [Child Exploitation and Modern Slavery](#)
 - [Child Criminal Exploitation](#)
 - [Modern Slavery and Exploitation](#)
- ✓ And via the following websites:
 - [Contextual Safeguarding Network](#)
 - Home Office: [Modern Slavery: Statutory Guidance for England and Wales \(under s49 of the Modern Slavery Act 2015\)](#) guidance on the National Referral Mechanism

What has changed since:

Youth Justice and Exploitation Service

Oxfordshire's Specialist Child Sexual Exploitation and Youth Justice teams have come together to create a new Youth Justice and Exploitation service working alongside the Violence and Vulnerability Unit across the County. This service hopes to embed Contextual Safeguarding approaches.

Staff Training

Learning events and training have been delivered on Child Drug Exploitation and Exploitation Violence and Vulnerability and the OSCB 2019 Annual Conference was on Contextual Safeguarding. A series of briefings took place Countywide to raise awareness of the Exploitation Screening Tool and to set out the pathway for Children at Risk of Exploitation in Oxfordshire.

Joint Decision-Making

There is now an established Joint Decision-Making Panel held by the Police and Youth Justice Service to assess suitability for out of court disposals and screening for safeguarding concerns.

Response to placement sufficiency

In response to the issue of placement sufficiency for children with a complexity of needs, Oxfordshire initiated and now are collaborating in the South-East region in working with the Independent Children's Homes Association with trying to generate an improved market whilst also looking at the gaps in provisions and highlighting this at a Government level.

Education

Oxfordshire now has a Children Missing Education Policy which clearly spells out its commitments to ensure children receive suitable full-time education.

Dispute Resolution

The [Resolving Multi-Agency Disagreements and Escalation Policy](#) was updated in June 2020 to clarify the process for resolving professional disagreements between agencies. [The IRO Resolution and Escalation Process](#) was updated in Dec 2019 to provide greater focus and transparency of IRO oversight and tracking of themes.



Oxfordshire Safeguarding Children Board

“Untouchable Worlds”: Protecting Children who are criminally exploited and harmed

Child Safeguarding Practice Review: Jacob

Report Author
Sarah Holtom
MSc, BA(Hons) DipSW

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Executive Summary

Introduction

This Review was commissioned by Oxfordshire's Safeguarding Children Board (OSCB) following a serious incident notification and rapid review of Jacob, a 16-year-old boy who was found dead in his bedroom. The Coroner's Report recorded Jacob was intoxicated and distressed, with insufficient evidence that he had intended to end his life. From July 2017 to April 2019 the Review analyses how Jacob was groomed into a world where he was criminally exploited and exposed to serious levels of youth violence.

The Review considered three key questions:

- How children are responded to when they are at risk of being criminally exploited?
- How the education system responds to children who may present a challenge to schools due to their range of behaviours?
- When supporting and protecting adolescents how well does the partnership work together?

The Review was undertaken and written in a way that is mindful of Jacob's untimely death and the impact this had and continues to have upon his family and those many professionals who tried their best to help and protect him.

Analysis & Findings

The analysis and findings are set out under three main key lines of enquiry:

Criminal Exploitation

The Review clearly finds that Jacob was criminally exploited and significantly harmed in the months prior to his death. It concludes that it was difficult to determine with any certainty that Jacob's death was intended and could have been predicted, given that concerns did not highlight suicidal ideation. The Review shows how the local authority did not have the systems or protocols in place to support children, their families or professionals tasked with this work and to effectively respond to the known vulnerabilities and risks, despite practitioners trying their best with Jacob. This Review comments on the impact of placement sufficiency both locally and nationally. The connection is also made to the wider community responses to ensuring safer areas and the disruption strategies needed when tackling criminal exploitation. This Review finds this was dislocated and not the joined up in approach it needed to be in Jacob's community. As a result of a combination of these factors there were many missed opportunities across the safeguarding system and community approaches to keep Jacob safe from harm.

This Review highlights the need for a national Government Strategy to tackle criminal exploitation and without it, local partnerships are likely to continue to struggle to develop properly resourced and effective multi-agency solutions to this type of crime and its impact on families and communities.

The Education System

The Review unequivocally finds that the education system in Oxfordshire did not systemically respond at all well to children who may have presented with certain behaviours and needs. Jacob was failed by the education system in Oxfordshire as he remained off roll and missing from any type of education provision for over 22 months.

Working Together

The Review finds that at the time children at risk of criminal exploitation in Oxfordshire were likely to be responded to in a fragmented way, with agencies missing from discussions and meetings within the partnership. It shows the push and pull factors which can occur in partnerships and between agencies where there is a difference of opinion and no collective ownership and responsibility is then held at all levels from practitioner to strategic lead. The Review comments on Jacob's situation where discussions went around in circles with his needs being pushed from pillar to post and with no change to his day-to-day life or risk levels within it.

KEY LEARNING

The key learning is detailed under 3 themed headings in the Report and relates to the national and local recommendations for system and practice change.

In summary the key learning highlights the need for:

A System designed to support those working with **criminal exploitation** to:

1. Ensure safer communities which keep a relentless focus on disrupting perpetrators and networks
2. Consider the child's home in the local community and assess what other places might be needed to ensure their physical and psychological safety
3. Support professionals to build relationships with children and understand their world
4. Act upon critical and reachable moments in a child's life
5. Consider the significance of gender in working with exploited children
6. Know the risk factors and predictability
7. Understand the significance of a child's identity within their community networks when assessing levels of risk
8. Manage risk via multi-agency assessments, plans and contingency
9. Ensure the right support to help families and manage the risks together
10. Review the role and function of the National Referral Mechanism
11. Have a national drive and agenda for children at risk of exploitation

An **education system** that ensures:

1. The paramount importance of the role of schools in keeping children safe
2. An education package is put in place in a timely manner for those children who may show challenging behaviours
3. Those children missing education are known and action is swift

Working Together must:

1. Involve all the local safeguarding system to understand extra-familial risk and harm in a timely manner
2. Ensure effective discussion at all levels of seniority result in collective responsibility and ownership which the family understands
3. Put robust systems in place which support all levels when there is a difference of opinion
4. Have a shared language across the partnership

CONCLUSIONS & RECOMMENDATIONS

The Review concludes by asking for national and local change for children at risk of extra familial harms when criminal exploitation is identified. The drive for system change must be led by senior leaders at national and local levels so that multi-agency professionals are better equipped to know what works and have systems and procedures in place to support their day to day practice.

National Recommendations:

Recommendation 1: This Review asks the National Panel to acknowledge and share the key learning and findings from Jacob's Review (along with other recent Reviews¹) with partner bodies and agencies such as the National Practice Framework, Youth Justice Board Serious Youth Crime and National Referral Mechanism Review so as to inform national policy and practice.

This Review asks for particular attention to be paid to the effectiveness of the National Referral Mechanism in making a difference to children's lives.

Recommendation 2: This Review asks the Department for Education to acknowledge the education key learning and findings from Jacob's Review and provide feedback as to the effectiveness of the Education and Skills Funding Agency process in resolving issues in a timely manner.

The Review asks the Department of Education to provide statute and guidance to local areas and their communities on how to manage the Governance arrangements with academy run schools and local education departments who currently cannot be mandated to accept children on roll.

Recommendation 3: This Review asks the Department for Education to undertake a review of national placement sufficiency for children who need to be in care or placed under secure arrangements. This national review will analyse residential home provision; secure home provision and should include the views and experiences of children and their families who have and continue to use such provisions. This will inform changes to policy, sufficiency levels and contractual arrangements with independent providers.

Local Recommendation:

There is one local recommendation with three actions plans outlined below.

Jacob's Review has shown the serious and significant consequences to children at risk of exploitation. It asks the Multi Agency Safeguarding Arrangements (MASA) and the OSCB to drive county-wide multi-agency system change at a strategic and operational level and address the three key learning areas identified in this Report. This will support and strengthen single and multi-agency practice across the County and reduce the risks of this happening again to other children in Oxfordshire.

MASA will drive and resource the completion of 3 written action plans within 3 months of Jacob's Review being published. The plans will be approved by MASA and monitored by the OSCB Business Group. These themed Action Plans must consider all the key learning identified in this Report, provide names of nominated leads and detail the work needed under each area to achieve change in the system and practice so that a difference is made for children in Oxfordshire.

Action Plan 1: Criminal Exploitation

The key learning set out below is fully addressed in this action plan for children at risk of exploitation in Oxfordshire, overseen by the Chair of the OSCB Child Exploitation Sub-Group.

Key Learning: A System designed to support those working with **criminal exploitation** to:

1. Ensure safer communities which keep a relentless focus on disrupting perpetrators and networks
2. Consider the child's home in the local community and assess what other places might be needed to ensure their physical and psychological safety
3. Support professionals to build relationships with children and understand their world
4. Act upon critical and reachable moments in a child's life
5. Consider the significance of gender in working with exploited children
6. Know the risk factors and predictability
7. Understand the significance of a child's identity within their community networks when assessing levels of risk
8. Manage risk via multi-agency assessments, plans and contingency
9. Ensure the right support to help families and manage the risks together
10. Review the role and function of the National Referral Mechanism
11. Have a national drive and agenda for children at risk of exploitation

There needs to be particular focus upon:

- The delivery arm of the newly designed Youth Justice & Exploitation Service being fully involved in this action plan to ensure system wide change and embed practices across agencies (including the Voluntary Sector and District Housing)
- A joined-up community approach to keeping children safe in their areas by focusing upon crime prevention and reduction - this is led by the county-wide Community Safety Partnerships and Violence Reduction Unit with key statutory agencies (Children's Social Care and Police)
- Continued focused regional work by Children's Social Care to highlight and address placement sufficiency issues at a local and national level
- Local knowledge, understanding and use of the National Referral Mechanism

Action Plan 2: The Education System

The key learning set out below is fully addressed in this action plan for children in the education system in Oxfordshire, overseen by the Chair of the OSCB Safeguarding in Education Sub-Group

Key Learning: An **education system** that ensures:

1. The paramount importance of the role of schools in keeping children safe
2. An education package is put in place in a timely manner for those children who may show challenging behaviours
3. Those children missing education are known and action is swift

This Action Plan should pay particular attention to ensuring:

- Restorative work to resolve the fragmented arrangements between academy schools, alternative provisions and the local authority to ensure collective ownership
- Policy and procedures to track when children are not on roll
- The function of Education Panels in Oxfordshire (In Year Fair Access and Children Missing Education)
- The local application of the Education Skills Funding Agency intervention
- Education packages for children who may be at risk of exploitation and also present a risk to others

Action Plan 3: Working Together

The key learning set out below is addressed in this action plan when working together in Oxfordshire to keep children safe, overseen by the Chair of the OSCB Business Group

Key Learning: **Working Together** must:

1. Involve all the local safeguarding system to understand extra-familial risk and harm in a timely manner
2. Ensure effective discussion at all levels of seniority result in collective responsibility and ownership which the family understands
3. Put robust systems in place which support all levels when there is a difference of opinion
4. Have a shared language across the partnership

This Action Plan must pay particular attention to:

- The child exploitation system re-design in Oxfordshire involves ALL agencies to map and plan services across thresholds of need and risk – the involvement of District Councils and Housing is imperative
- Ensure the escalation policy and Complex Case Panel purpose and function are known and used to share and resolve difference of opinion at all levels of the partnership

Within 1 year of this Review being published a combined Report should be approved by MASA and presented to the Full Board to evidence the system change and progress made. Clear evidence of impact should be shown in the Report to assure MASA and the Board of the system and practice difference to children's day to day lives in Oxfordshire as a result of the work undertaken following the learning identified in Jacob's Review.

Foreword

Jacob was one of the estimated 50,000 children in the UK thought to be exploited¹ and his story tells of an organised criminal world which skilfully coerced, controlled and harmed him with devastating consequences.

The intention of this report is not to go into specific detail of Jacob's life. It focuses on themes within the safeguarding system, practice and the service responses to the risk and harm faced by Jacob and his family in his local community. It considers the interplay between the two worlds where Jacob was highly touchable to those who exploited him and largely untouchable to a child protection system supposed to keep him safe from harm.

This Review saw a family torn apart and left heartbroken by what happened to a much loved son, brother, grandson and uncle. Jacob's family wanted to tell his story along with influencing and affecting change across the safeguarding system in the UK.

This Review found professionals who tried their best to understand Jacob's world, the risks he faced and to think of ways to work with often daily changes to his world. It found a local system which was not able to respond quickly enough and which did not provide practitioners with the structures and services they needed to work effectively with children at risk. It highlights the community safety partnership role to ensure a coordinated response to criminal exploitation.

This Review acknowledges a national picture of children in rural and urban areas being criminally exploited and a need for a UK wide agenda and action plan which prioritises resources in order to enable professionals to work within effective systems with those children at risk of extra-familial harm.

This Review shows the challenging and complex world when children are criminally exploited. It offers findings and recommendations for local and national thinking and includes pockets of good practice which it is hoped will be built upon further along with the local and national forums and current research.

The Review Team would like to thank all those who have been involved in this process across the Oxfordshire Safeguarding Children's Board partnership. Their honesty and reflections have been invaluable. The CSPR process was mindful and the Report written in a style which acknowledges the relationships built with Jacob alongside the impact of what happened to him on his family, his local community and the many professionals who knew him.

Our final thoughts are with Jacob and his family whose lives were forever changed by those who chose to exploit him.

¹ Keeping kids safe: Improving safeguarding responses to gang violence and criminal exploitation, Children's Commissioner February 2019

Introduction

1. Reason for doing the Review

This Child Safeguarding Practice Review (the Review) was commissioned by Oxfordshire's Safeguarding Children Board (OSCB) following a serious incident notification and rapid review of Jacob, a 16 year old boy who was found dead in his bedroom. The Coroner's Report recorded Jacob was intoxicated and distressed, with insufficient evidence that he had intended to end his life. From July 2017 to April 2019 the Review analyses how Jacob was groomed into a world where he was criminally exploited and exposed to serious levels of youth violence.

The purpose of the Review was to consider:

- How children are responded to when they are at risk of being criminally exploited
- How the education system responds to children who may present a challenge to schools due to their range of behaviours
- When supporting and protecting adolescents how well does the partnership work together

2. What the Review found

Through multi-agency examination of events in Jacob's life the Review found the following practice and system themes:

Criminal Exploitation:

- Jacob was known well by key professionals and they tried their best to help him but often they did not know how to do this.
- The knowledge, skill and safeguarding systems to identify and respond to criminal exploitation was at times limited and not consistently applied across agencies or when working together
- The network focused on Jacob's range of behaviours, with a significant gap in disrupting and stopping the criminal exploitation of Jacob while in the community. This meant the risks from organised crime groups / perpetrators remained high
- There was a dislocation between the community safety partnership and the multi-agency safeguarding network as information did not flow as it needed too. The opportunities to keep Jacob safe from harm were therefore missed.

Education

- Jacob was let down by an education system as it did not result in him being placed in a provision that could meet his educational, social and emotional needs.

Working Together:

- The safeguarding system was not able to respond to the risks quickly enough to keep Jacob safe and the provisions of local and national services were limited
- There was a difference of opinion about how to respond to risks and this did not lead to change for Jacob
- The system was fragmented with some key agencies working together and other partners noticeably missing

This Review concludes Jacob was criminally exploited² and significantly harmed in the months prior to his death. Jacob had been coerced and controlled for many months by adults operating County Lines³ and he was trapped in a world he felt he could not escape. Jacob lived in an untouchable world to many who tried to help and protect him. This world was paradoxically highly touchable to those who chose to exploit him; where those adults remained hidden and showed they could quickly adapt to evade being seen or touched by the safeguarding system.

It is evident that despite professional efforts and individuals consistently raising their concerns about levels of risk to and from Jacob life was not changing for him. Indeed, towards the end of his life Jacob's behaviours and known incidents suggested that in fact risk was increasing. There were some professionals who highlighted Jacob was at risk of serious and significant harm which could only be managed safely by moving him out of county and others who held the view the risk could be managed through a trauma informed approach in the community. From what was known at the time it is difficult to determine with any reasonable certainty that Jacob's death was intended and could have been predicted. His mental health was not highlighted as a concern by professionals and the network and his family held the view that the risk to Jacob came from the adults who were exploiting him and not from Jacob himself.

What Happened

3. Jacob's Story

Jacob was born in Oxfordshire on Valentine's Day in 2003. He identified as a white British boy and is described by those professionals who knew him well as a "joker"; a cheeky, determined and friendly child, who took pride in his appearance. Professionals shared many fond memories of Jacob including the aspirations he had for his life. His family remember his kindness and sense of humour.

Jacob's 1st two years of life were spent with both parents and his elder Half-Sister (known throughout this report as Sister given the nature of their relationship). There were numerous adverse childhood experiences in these early years and a complexity of factors within the family which influenced the work and approach in supporting Jacob. Jacob and his Mum relocated to the North East of England during Jacob's primary school years and Jacob often spoke of having many positive memories of this time in his childhood. Jacob was described by his family and professionals as being a "*strong-willed child*" and having started well in his Primary School in Oxfordshire and then the North East he was moved in Year 6 to an alternative education provision. This was due to an inability to manage a range of his presenting behaviours described by Mental Health Professionals as "*defiant and oppositional*". Aged 14 years Jacob

² The Government definition of criminal exploitation of children is "*where an individual or group takes advantage of an imbalance of power to coerce, control, manipulate or deceive a child under the age of 18. The victim may have been criminally exploited even if the activity appears consensual*" Home Office Guidance 7 February 2020 HMO: London

³ The UK Government defines county lines as "*a geographically widespread form of harm that is a typical feature of county lines activity*" Home Office Guidance: Criminal exploitation of children and vulnerable adults: county lines 7 February 2020 HMO: London

was assessed by Child and Adolescent Mental Health Services (CAMHS) in Northumbria as having symptoms of Attention Deficit Hyperactivity Disorder (ADHD).

Jacob and his Mum returned to live in a shared private tenancy in Oxfordshire in July 2017 and from this time until his death in April 2019 a story of increasing risk and harm to his safety, health and well-being can be seen through a range of presenting behaviours and needs. The agency and service responses to this are summarised in Section 5.

4. Jacob's Family & Community Perspective: *"Nothing changed to keep Jacob safe"*

Jacob's family are completely devastated by the loss of their much loved son, brother, grandson and uncle. Their participation in the Review has shone a light on a family's experiences and perspective when the risks lie outside of the family and are contextual in nature⁴. The family have shared their thoughts of feeling incredibly powerless in a system which is not designed to respond to keeping children safe when they are being criminally exploited and their hope is that by telling Jacob's story things will change for other children at similar risk of harm. Jacob's parents acknowledge professionals tried their best and yet despite this nothing changed for their son. His parents talk of how he was *"duped into a lifestyle"* of exploitation and how they had not understood the severity of this in the early months. Jacob's family think the most significant learning in his short life is for professionals to act swiftly on the opportunities to ensure children are safe and for children to be engaged in an educational setting each day so that their time is filled.

Members of the local community were involved in this Review such was the strength of feeling for Jacob and their wish to share a local perspective. The community and town in which Jacob lived is characterised in the Office for National Statistics 2019 as having significant inequalities, deprivation and poverty (scoring 6 areas in the locality within the 20% most deprived areas nationally in the UK⁵). The understanding by the community of the emerging presence of County Lines and organised gangs during the Review period was shared. The increasing rates of child poverty and inequalities in the local area have been felt and seen with the closure of local services, including those targeted at adolescence. The community has felt the loss of safe spaces for adolescents, alongside a lack of sufficient funding or partnership effort to work with the community in filling the service gaps for young people. Arguably such a community environment can be drivers for increasing vulnerabilities within youth populations to criminal exploitation where those who are marginalised may feel frustrated and alienated and may look for a false sense of belonging.

5. Thematic Overview

Jacob experienced a range of statutory and voluntary services across agencies and there were a significant number of professionals involved in his life during the 22 months under Review. His assessed levels of need and intervention spanned across all categories as detailed in Oxfordshire's Level of Need Document⁶ and he was cared for at home by his family under early help pathways, as a child in need of support⁷ and in need of protection⁸. Jacob was in the care system under Section 20⁹ and an Interim Care Order¹⁰ with

⁴ Contextual Safeguarding is a term developed by Carlene Firmin, University of Bedfordshire which describes an approach to understanding and responding to young people's experiences of significant harm beyond their families. It recognises the different relationships young people form in their neighbourhoods. Parents and carers often have little influence over these contexts.

⁵ Vital Statistics in the UK: Population & Health Reference Tables November 2019. Office for National Statistics. HM Government: London

⁶ Oxfordshire's Level of Need Link – [Oxfordshire Threshold of Needs-2019.pdf](#)

⁷ Section 17 of the Children Act 1989 imposes a general duty on local authorities to safeguard and promote the welfare of children *"in need"* in their area.

⁸ A section 47 enquiry as defined in the Children Act 1989 means children social care must carry out an investigation when they have *"reasonable cause to suspect that a child who lives in their area is suffering or is likely to suffer significant harm"*.

⁹ Section 20 of the Children Act 1989 refers to a local authority providing accommodation for children who do not have a place to live. It is often called *"voluntary accommodation"* as parents must agree to their child being looked after by the local authority.

¹⁰ At the start of court proceedings, a local authority may apply for an interim court order which means parental responsibility is shared between parents and the local authority and they can determine where the child will live

his situation before the Courts for consideration. At the end of his life Jacob was subject to a Supervision Order¹¹ and he was seen as a child in need of support as defined in the Children Act 1989.

In summary Jacob's story and agency responses show that :-

5.1 He was not on roll at any education provision and was a child missing education¹² for 22 months

Jacob's mandatory need for education was not provided by Oxfordshire County Council when he lived at home and when he was in the care of the local authority both in and when out of county for 5 months. Four educational settings were asked to take Jacob on roll, however largely due to his perceived behaviours and risks to other students he remained off roll for almost 2 years. Jacob's family were offered the right of appeal when places were refused. His situation was considered by education panels such as the In Year Fair Access Panel and Children Missing Education to little effect and his needs were overseen and monitored by various professionals, including the Virtual School¹³ and the Independent Reviewing Officer Service whilst in local authority care. There were no formal dispute resolutions raised¹⁴ by Children's Social Care and his situation was not escalated to the Education Skills and Funding Agency (ESFA)¹⁵ as it should have been.

5.2 He was not placed before the courts or subject to any criminal orders for alleged offending behaviours which spanned over 22 months.

The police records are extensive. There are 26 police reports when Jacob was recorded as a suspect or offender for mainly violent crimes (towards his Mum and when in care). 21 offences are recorded between 2018 and 2019 with no court convictions. There were 35 intelligence reports submitted which include information about associates; possession of weapons; drug supply and involvement in violent activities towards others. Jacob was known to other local Police areas including London, Derbyshire, Northampton, Northumbria and British Transport. Jacob was suspected of theft; criminal damage; anti-social behaviour; stabbing; physical and verbal threats to others; violence and assaults to others; supply of class A & B drugs; carrying weapons and threats to kill. Often due to a lack of evidence and victims not wishing to press charges the investigations did not proceed. Jacob was known to the Local Police Area (LPA) as part of a group of children linked to anti-social behaviour in the community.

There were also substantial concerns of criminal exploitation: Jacob owned at least 3 mobiles phones, was seen with large amounts of cash; was selling designer clothes to peers at a considerably lower value than their worth; was observed selling drugs in the community and from October 2018 onwards it was suspected he was accruing mounting drug debts.

Jacob was not open to the youth justice service in Oxfordshire and a referral to the National Referral Mechanism was made too late in the day in March 2019, just a month before Jacob's death.

5.3 He attended Hospital for significant physical injuries

Jacob attended the Emergency Department on 3 occasions. In February 2018 he attended for cuts to both hands and a bruise to his eye. In October 2018 Jacob returned home with a deep cut to his cheek and his Mum and professionals held the view he had been slashed across his face. He did not seek treatment for this. In November 2018 Jacob had a lacerated thumb and deep wound to the bone, again suggesting a

¹¹ A Supervision Order gives the local authority the legal power to monitor the child's needs and progress while living at home.

¹² Children missing education DfE September 2016 HMO: London

¹³ The establishment of Virtual School Heads and Virtual Schools places a duty on local authorities to promote and support the education of looked after children

¹⁴ IRO Dispute Resolution Process as detailed in the Independent Reviewing Officers Handbook 2010

¹⁵ The Education Skills Funding Agency (ESFA) is a Government agency accountable for funding education and skills for children, young people and adults. It regulates academies and intervenes where there is a risk of failure or where there is evidence of mismanagement of public funds

knife injury. He needed an operation (plastic surgery) for this and attended two out of the three appointments for follow up physiotherapy. The last attendance at the Emergency Department was in April 2019 with a laceration to his face. All Hospital information was shared appropriately.

Jacob was registered with a local GP Surgery when he returned to Oxfordshire in July 2017 and records show he left the practice in June 2018 (linked to his time in care of the local authority and moving out of county). Jacob was not re-registered with any GP Practice at this time of his death, having had 8 GP changes in his young life. Records show he never attended for any consultations.

5.4 He repeatedly went missing from home and care

Jacob was reported missing over 20 times during the review period and these times escalated when he was in the care of the local authority as he clearly said he wanted to be with his family or friends in his community. Return interviews¹⁶ were mostly undertaken with Jacob (4 not completed and 2 recorded as “refused” by Jacob). The information was not always routinely shared with children’s social care and plans tended not to be reviewed or adapted following missing periods. As a child who regularly went missing, Jacob was discussed seven times at the multi-agency Missing Children’s Panel. Records show the outcome of Panel oversight was typically to review matters in a month’s time. Written information seen does not consider what lay beneath Jacob’s need and behaviours to abscond from home and care, what risks he was exposed to while absconding or what co-ordinated community tactics were being planned to disrupt exploitation risks to him.

5.5 His needs were assessed, planned and reviewed via statutory interventions and services

Jacob was subject to nine Strategy Discussions as defined under Working Together 2018¹⁷ as he continued to be at risk of significant harm. The majority of these discussions are recorded and the records show a plan of action to reduce risk being put in place which mainly suggest a further period of monitoring Jacob’s on-going situation. Jacob was subject to a period of child protection planning under the category of neglect from March 2018 and until he was accommodated in April 2018. This Review notes the limitations of child protection planning as an effective mechanism for reducing extra familiar risk and harms to children and meaningfully engaging with their families.

5.6 He was a child in care

Jacob’s situation escalated in early April 2018 with 5 missing episodes. There were concerns of Jacob being criminally exploited to sell drugs; assaulting others and being arrested on suspicion of serious violence to another. Jacob’s Mum was fearful for her own and Jacob’s safety and also experienced verbal and physical assaults from her son. Agreement for secure accommodation was initially not given by Children’s Services and Jacob’s was accommodated under Section 20 of the Children Act 1989 in April 2018. He was placed for 12 days in a series of unregulated provisions, namely hotels with a support package including his Granddad and two staff staying with him.

Later in April 2018 agreement was given for secure accommodation and a search identified a place in Scotland. Jacob and his family view at this time was this was too far from home for Jacob to be placed. In hindsight this is a decision Jacob’s family now deeply regret and reflect upon. Jacob was then placed in an in-house residential assessment centre in Oxfordshire at the end of April 2018 and remained there until he moved to an out of county commissioned residential home at the end of May 2018. Jacob remained in the care of the local authority at the out of county residential home until he returned home to his Sister and then his Mum’s care in October 2018 under a Supervision Order.

¹⁶ Return Interviews are undertaken to identify children at risk of significant harm and to help reduce and prevent further episodes of running away: DfE (2014) *Statutory Guidance on children who run away and go missing from home or care*: London

¹⁷ Working Together to Safeguard Children 2018 DfE HMO: London

5.7 His needs for permanence were considered & determined by the Courts

In April 2018 the local authority made the decision to place Jacob's situation before the courts as he was experiencing emotional and physical harm due to criminal exploitation. An interim care order was obtained with a Guardian appointed to represent his views, wishes and feelings. This was an appropriate action to take as Jacob ceased to be accommodated under Section 20 of the Children Act 1989 and resulted in a Judge considering his long-term physical, psychological and legal needs as a child. This plan to place Jacob in residential care, rather than secure accommodation was sanctioned by the Judge.

After a period of assessment, the Judge concluded legal matters in October 2018 and made a Supervision Order for Jacob to return home under child in need arrangements. Various family options were considered before deciding Jacob return permanently to his Mum's care. The rehabilitation plan was limited and focused upon Jacob's behaviours, relationship with Mum and did not include a detailed plan to disrupt the risks presenting to Jacob through criminal exploitation whilst in the community. This family-based plan was set within a context of many unsuccessful searches by the Commissioning Service for alternative care options for Jacob.

5.8 His mental health was assessed during the review period. Jacob was not accessing services for his needs and drug use and alcohol levels were not fully known

Jacob was diagnosed with ADHD whilst living in the North East, he did not agree with this and his Psychiatrist in Oxfordshire queried the diagnosis also. Jacob refused medication as it made him feel unwell.

Records show Jacob was well known to FCAMHS and there were extensive efforts at all levels of the service to raise concerns with lead statutory agencies about the risk Jacob posed to himself and others. FCAMHS held the clinical view that Jacob was high risk due to his vulnerabilities and were clear Jacob was not safe with a community plan.

The Psychiatrist assessed Jacob as not requiring specific mental health interventions such as medication or specialist psychological interventions. It was recorded that he had no history of self-harming or suicidal behaviours. It was concluded that he had a range of complex emotional and behavioural needs which are "*subsumed under the broad diagnosis of conduct disorder*"¹⁸. Multiple attempts were made by FCAMHS throughout the Review period to engage Jacob in therapeutic work; he consistently refused this.

Records show Jacob was using drugs and alcohol and his mood was variable. There was a planned home visit from a specialist team in Children's Services with the aim of reducing his drug use. Jacob was not at home for this 1st meeting and this was not pursued or followed up by the Service as a referral had not been submitted and his consent not obtained. Jacob's family have shared memories of times when Jacob was tearful, bored and low in mood and especially towards the end of 2018 and into 2019. He was frustrated that he had nothing to do in the day and wanted to be in school. Jacob talked to his friend of his idea of buying a school uniform and walking into a school "*to just feel like others*" of his age. He found aspects of home life difficult and in November 2018 he wrote a note about who he would want at his funeral, having taken excessive Hay Fever medication.

¹⁸ Conduct Disorders is a mental health condition in children and young people which causes defiant behaviours and sometimes severe aggressive and/or antisocial behaviour NHS Direct 2013; London: UK

Analysis & Findings, with Key Learning

The Review has found three system and practice areas that are significant in Jacob's story and these are analysed with key learning in this next section. This Review finds similar themes to the Serious Case Reviews concerning "Chris"¹⁹ and Jaden Moody²⁰ and the National Panel's Report²¹.

6. CRIMINAL EXPLOITATION

The national debate of criminal exploitation of children has been described by some²² as the "*next big grooming scandal*" as services and organisations struggle to know the extent of the problem, how best to respond to it and continue to see children as the perpetrators rather than victims.

This section considers how the criminal exploitation of Jacob was seen and responded to across the partnership. It is analysed knowing that there was and arguably still is limited research available to organisations who work with children at risk of being criminally exploited; that Government Guidance was only just beginning to be available to support partnerships in their work and that most local authorities including Oxfordshire did not have developed protocols or systems in place for criminal exploitation during the period under Review.

6.1 Key Learning: Ensuring safer communities – a relentless focus on disrupting perpetrators and networks

Since 2016 local data shows a year-on-year picture of increases in drug offences and trafficking in Oxfordshire. Given the geographical location and links to motorways/rail networks, the district in which Jacob lived shows a high number of complex situations involving county lines activity and as outlined in Section 4 this is set within a context of community inequalities, deprivation and poverty. Some described the situation at the time as the local Police area experiencing a huge volume of problem-solving work concerning criminal exploitation with the high-level demand exceeding their capacity. Arguably the situation remains nationally with the numbers of children at risk of criminal exploitation, where demand outstrips the police resources available to respond to concerns in a longer-term problem-solving context.

This Review finds a disconnect between the different local Police Teams during the period analysed. The evidence shows a significant volume of disruption activity in the area by the Neighbourhood Problem Solving Team with a focus on identifying drug lines and associated individuals. This work included arrests being made and the prosecution of a number of adults and young people. Several police operations were set up to target specific activities and tactics deployed to actively develop intelligence and disrupt the groups. Those involved in this work at the time gave the view that the efforts were largely successful in making the local area a "*hostile environment*" for organised crime groups and individuals to operate within.

Records also show the Neighbourhood Problem Solving Team created a document to disrupt anti-social behaviours in the local area, but this document was not kept updated or reviewed; with no supervisory oversight; with a lack of understanding or analysing the make-up of the group of children and with the children involved being referred to as offenders as opposed to through a lens of safeguarding.

Despite this wider disruption activity and intelligence development work in connection with county drug lines in the area, Jacob was never identified as being linked to the networks by the safeguarding partnership. The Police work did not focus as it could have done on the vulnerabilities to Jacob whilst in his local community as the level of risk he was perceived to be at by partner agencies was not fully recognised by those whose job it was to target and disrupt the networks or individuals. There was a silo-

¹⁹ Serious Case Review "Chris" Newham Local Safeguarding Children Board August 2018

²⁰ Jaden Moodie Serious Case Review Waltham Forest Local Safeguarding Children Board May 2020

²¹ "*It was Hard to Escape*": The Child Safeguarding Practice Review Panel Report 2020 DfE: HMO: London

²² Keeping kids safe: Improving safeguarding responses to gang violence and criminal exploitation, Children's Commissioner February 2019

ed approach to the Police response. On the one hand there was a wider focus upon disrupting and stopping the activities of perpetrators/ organised crime groups in the local area, whilst at the same time a lack of co-ordination and mapping of the individual risks to Jacob when in his community as information and intelligence was not appropriately shared between Police Teams.

The impact of this to Jacob was that the risk whilst in his local community remained at high levels. Those who exploited him were “*untouchable*” to the Police as their details remained unknown to all agencies. The information held and shared by others such as Children’s Social Care at various multi-agency meetings concerning risks to Jacob did not translate to effective Police activities or strategies to identify those adults/organised crime groups who were specifically exploiting him.

The management of Jacob’s criminal activity was slow and largely ineffective during the period under review. Jacob’s offending escalated rapidly within the space of a few months and as a result he bypassed the Youth Restorative Disposal²³ process straight to a Youth Caution (YC)²⁴. The Youth Justice Unit (YJU) noted the YOT1²⁵ submissions for Jacob and tried to collate all outstanding offences so that a disposal decision could be made on all of them at once. This took time due to delays in submitting files to the YJU. The Youth Caution was not administered until 4 months later. Analysis of the police information shows reports were too readily filed by or against Jacob. There were many missed opportunities and a lack of co-ordination to better engage Jacob. A more concerted effort was also needed to support his victims and keep them engaged. The impact of this can be seen by Jacob repeatedly sharing to others how he felt “*untouchable*” to the police and youth justice services.

The ineffective response by the Local Police Area is likely due to a limited capacity and an over reliance on a key individual holding all the information on safeguarding matters in the Neighbourhood Team for individual children. At the time this resulted in poor sharing and dissemination of information within the wider Police Teams and systems. Despite best intentions, the reliance on one individual as opposed to having a system in place meant that when not on duty the processes stopped or fell to an officer who was not trained to perform the role. The flow of information from various multi-agency meetings concerning Jacob was not shared as it should have been with those in the Neighbourhood Problem Solving Team whose task it was to disrupt the activities. The over reliance on an individual was a result of trying to tackle a new phenomenon within existing structures and when the post holder became overwhelmed with information the need for a systems approach was appropriately highlighted and has since been responded to.

²³ YRD = Youth Restorative Disposal – Community Restorative Disposals is the collective National term for both Youth Restorative Disposal and Adult Restorative Disposal. Restorative Disposals are a tool to enable the police to use their professional judgement to make decisions about how to deal more proportionately with lower-level crime and anti-social behaviours. They are primarily aimed at first time offenders where genuine remorse has been expressed, and where the victim has agreed that they do not want the police to take more formal action. It also allows the use of restorative justice techniques, where appropriate, as part of the process. This increases victim inclusivity in the outcome of the offence, and also reduces the likelihood of reoffending by encouraging offenders to face up to the impact of their behaviours and to take responsibility for making good the harm caused.

²⁴ A Youth Caution may be given for any Summary or Either Way offence where the young offender makes clear and reliable admissions to the offence, there is sufficient evidence for a realistic prospect of conviction (RPOC), but it is not in the public interest to prosecute. Must be referred to the YJU. Unlike adults, a Young person does not have to consent to receiving a Youth Caution, under legislation it is a matter for the police to decide on the appropriate disposal and therefore the young person can receive a YC even if they don’t want to accept it, but this should be in rare cases. Voluntary conditions can be imposed, but there is no sanction for failure to complete.

²⁵ A YOT 1 **must** be submitted for anyone under the age of 18 and within 24 hours when either of the following occur; 1. When a positive disposal is given to a young person – This is usually a YRD on the street, YCW, a first YC (authorized by YJU) or a straight charge from custody 2. When an investigation has concluded and the OIC is seeking a disposal decision from ERO / YJU

Along with this when Jacob came to police attention there were no proven tactics for tackling criminal exploitation, it was described as a “*new phenomenon*” with no advice/guidance available to officers. There was also a difference of opinion between key individuals in the Neighbourhood Team as to what was or was not a priority, which went unresolved and a lack of standard prioritisation hindered disruption activities. At the time this Review finds the Police operated an inconsistent approach in their responses to criminal exploitation in Oxfordshire. If Jacob were a child in Oxford City, he could have been afforded a different response as there were different focuses on activity across the three areas of Cherwell & West: Oxford City and South and Vale. The current framework and written Guidance offered by the Oxford City area may provide a useful county-wide approach in tackling Child Criminal Exploitation.

With the benefit of hindsight, it has been acknowledged that a more cohesive and joined up Police approach was required with a focus on building a relationship with Jacob, so as to stand a better chance of disrupting those who were exploiting him. The Review finds that changes have since been made by the Police and work is progressing in the Neighbourhood Policing Teams when responding to criminal exploitation. The Police and National Crime Agency’s²⁶ response to vulnerable people involved in “county lines” drug offending comments on the police seeing “*both sides of the coin*”. This means striking the balance between safeguarding victims, disrupting criminal operations and prosecuting offenders whilst also recognising children involved in county lines activities can be victims as well as offenders. It is suggested that such an approach would reduce the county lines networks ability to exploit children and vulnerable people and the harm those criminals cause in communities.

As well as a policing role the Police and Crime Commissioner (PCC) is also responsible for tackling crime and the causes of it to ensure safer communities. Effective partnership working at a strategic level is essential and one of the ways this is undertaken is through district Community Safety Partnerships (CSP’s). CSP’s consist of five “responsible authorities” (police, local authority, fire and rescue authority, probation and clinical commissioning groups) and by working together they have a duty to assess local community safety issues and draw up a partnership plan setting out strategic priorities.

The Safer Oxfordshire Partnership is a county-wide partnership that provides strategic oversight and direction for preventing crime and anti-social behaviour across the county. The district Community Safety Partnerships develop strategic plans for their respective areas. The District in which Jacob lived had a Safer Communities Partnership Plan with the overarching duty (as specified in the Crime and Disorder Act 1998) to ensure “*local authorities must do all that they reasonably can in the prevention or crime and disorder*”. In addition to this, the plan states it must have cognisance of the Safer Oxfordshire’s partnership (SOP) priorities, the Oxfordshire Children’s Board and the Safeguarding Adults Board. The priorities of these boards (as detailed in the strategic plans) should complement those of the police, especially those surrounding vulnerability and safeguarding.

The CSP Plan 2017-2021 shows specific priorities on child sexual exploitation, anti-social behaviours, youth provisions and tackling serious and organised crime. The Plan sets out strategic responses with actions to protect vulnerable people through reducing the risk of abuse and exploitation. The activities recorded in CSP minutes show groups working in the local area with young people in schools around substance abuse and child sexual exploitation; early help mentoring schemes and school-based work aimed at reducing the risk of involvement in the criminal justice system.

²⁶ *Both Sides of the Coin*: the police and National Crime Agency’s response to vulnerable people in “county lines” drug offending January 2020 HMICFRS

The Review finds that the CSP's held regular meetings where discussions, data and updates were given predominately by the police on the impact of crime on the local community. It is recorded in a 2018 meeting that *"drugs and crime are still on the up and a big issue"*. Records show that no specific actions were raised at these meetings following discussions to ensure the priorities outlined in the 2017-2021 Plan then had the traction needed to ensure a joined up strategic and operational partnership approach. The CSP seem to have been acutely aware of the dangers in the local community along with the risks of serious harm known. However, at that time the co-ordinated strategic approaches of community safety and keeping children safe in their localities were not effective or as developed as they needed to be. This resulted in a fragmented approach in delivering operational services and interventions to individual children such as Jacob and in doing so reduce risk to him in the community. In discussions with District Leaders, it would appear that the community partnership landscape requires further promotion and development. This would then ensure operational information, knowledge and data held by those agencies working with children and their families is regularly shared with the district CSP's to inform their strategic action plans.

6.2 Key Learning: A child's home / The places available to ensure safety

Much has been written about the need for children to have a sense of belonging, a home to call their own and an identity within a family setting and community. Jacob's story of permanence shows a complicated chronology of how he moved between different homes within his own family and the care system, both in and out of county with the Courts involvement in an attempt to keep him safe. This included shared care arrangements between his Mum and grandparents; living with his sister; living in an unregulated home (hotel); living in two residential homes in and out of Oxfordshire and trying to identify secure provisions.

A significant area of discussion across all agencies involved in this Review has focused upon the lack of residential places being available for children who present with behaviours that might be described as "high risk" to themselves or others. This is a well-documented national issue with the Child's Commissioner describing the residential care home system as being *"broken"*²⁷. The Commissioner comments on a series of reports that have highlighted the insufficient number of high-quality places, with much professional frustration in knowing what to do with thousands of children and a repeated Government *"failure"* to address the crisis. This Review concurs with that view and highlights a significant lack of placement sufficiency with serious consequences from the evidence seen in Jacob's situation. In a response to this issue of placement sufficiency, Oxfordshire have led the way in the South East region in identifying and addressing the issue of placement sufficiency for children with a complexity of needs – this is seen as an example of good leadership and practice in working with the Independent Children's Homes Association and trying to generate an improved market whilst also looking at the gaps in provisions and highlighting this at a Government level.

Children remaining at home

The principles of the Children Act 1989 outline how children often do best if they remain within their families in their local communities, unless it is unsafe to do so. Jacob's views, wishes and feelings were clear to all those who knew him well in that he wanted to stay in his local area and living with his family. His escalating and extreme behaviours showed his level of distress when placed outside of his family. Jacob's family also wanted for him to remain in his local area, until risk levels became too high and they requested other provisions to keep him safe. It was an on-going debate between children's social care, FCAMHS and with Jacob's family as to what home would provide him with physical and psychological safety, security and stability. This Review highlights the complexity of such decision-making and how it needs to be set within a wider context of disrupting the risks to Jacob whilst in the community if the extra-familial harms are to be reduced, as previously outlined in 6.1.

²⁷ "Government accused of "deep ambivalence" to plight of England's children in care, Guardian article 11/11/2020

Relocating Children at Risk

As we know from Jacob's story and as cited in the research "*during adolescence young people navigate a range of risks that percolate in public spaces*"²⁸. In Jacob's situation this involved criminal exploitation, serious youth violence and likely gang-affiliation. One of the responses to managing and reducing extra-familial risks such as these is the strategy of relocating children out of their local area. As Firmin 2019²⁹ notes this is usually for the primary motivation of professionals to achieve physical safety for the child.

This Review found differing professionals views across the partnership of moving children to ensure their physical safety. Those who were reluctant were sceptical of its long-term benefits although acknowledged how it does often address the immediate risks to physical safety. They were also mindful and gave weight to Jacob's views, wishes and feelings as he was adamant, he wanted to remain at home living in his local community. He had found being in the care of the local authority and especially living out of the county a particularly difficult time where missing episodes escalated, and professionals were cognisant of his psychological well-being if moved out of area. Jacob's parents at the time were also wary of their son moving far away from them as different locations were explored.

There were also those professionals who advocated and at all levels of the partnership for Jacob to be relocated out of area to a therapeutic provision and possibly secure accommodation³⁰ and then work could commence and keep him safe. This group of professionals did not reach this decision lightly. It was founded upon their assessed risks to his own and others safety in the community and it was made in the knowledge of known national shortages of beds for such provisions. These are highlighted in national Court Judgements concerning the shortages of secure accommodation spaces for children, which have fallen by about a quarter in the last 10 years³¹.

The use of secure accommodation

Agreement for secure accommodation was given by a Senior Multi-Agency Panel³² following an escalation on two occasions however this was not achieved despite many repeated attempts by the Commissioning Team due to a lack of secure provision nationally. There were relatively few "other options" available and identified to Jacob after both attempts at findings a secure bed did not succeed, with a high number of referrals being held on a national waiting list. The professional network described feeling at a loss as to what else they could do given that a contextual framework with interventions to disrupt the risks to Jacob were not established in the County. This highlights further the dislocation between the multi-agency partnership and the wider strategic responsibilities of community safety. A more joined up approach with the Police Problem Solving Team/Community Safety Partnership when strategically working with Children's Social Care, Education and FCAMHS might have yielded a different response to disrupting and tackling the serious organised groups and perpetrators who were exploiting Jacob in his local community.

Placement Sufficiency

Children's Social Care Placement Commissioning Service commented on the lack of local and national accommodation for adolescents who present with a variety of behaviours such as Jacob. Records show some good practice in that the numerous attempts were made, and meetings held to try to secure an appropriate home which would keep him safe and offer therapeutic interventions to help address trauma.

²⁸ Firmin, C March 2019 *Relocation, relocation, relocation: home and school-moves for children affected extra—familial risks during adolescence* Available via the Contextual Safeguarding Network, University of Bedfordshire

²⁹ Firmin, C March 2019 *Relocation, relocation, relocation: home and school-moves for children affected extra—familial risks during adolescence* Available via the Contextual Safeguarding Network, University of Bedfordshire

³⁰ Section 25 of the Children Act 1989 gives legal provision to place a child in secure accommodation for welfare reasons if this child is likely to abscond and will be at risk of significant physical harm if they do or are likely to injure themselves or others

³¹ The Guardian 10 October 2018 "*Judge condemns unacceptable lack of secure accommodation for children*" Owen Bowcott

³² Complex Needs Panel Terms of Reference : [complex_case_panel.html](https://www.oxfordshire.gov.uk/complex-needs-panel/terms-of-reference)

The service was specifically trying to find a foster home or residential home with criminal exploitation and gang specialisms whilst Jacob remained in care. When these were not available and with secure beds being extremely scarce in supply Jacob's family think the focus was lost on continuing to look for other options outside of his family home.

This was a highly complex situation and children's social care decision-making therefore had many factors to consider. There was very limited availability of residential homes for Jacob that could meet his needs, possibly at a distance to his local community. As previously explained, this was also within a context of Jacob's views, wishes and feelings which were listened too as he repeatedly said he did not want to live anywhere other than his family. Children's Social Care were attempting to balance community risk, with limited placement availability and psychological risk to Jacob if placed in a residential home which if not a secure provision would have likely seen an escalation of missing times. The complexity faced and options considered by Children's Social Care also included if secure accommodation was granted by the Courts and a bed found this would-be time limited, likely 3-6 months. Without the wider disruption work being undertaken by the Police and strategically led by the Community Safety Partnership to ensure a safer local area, this temporary fix to ensure physical safety for Jacob would have undoubtedly placed him back in his local community where risk levels from his exploiters would have remained unchanged.

6.3 Support Professionals to build relationships with children and understand their world

This Review shows that there were professionals who knew Jacob well, who saw him often and had built a relationship with him in that he would seek them out to ask for support on certain matters. There was creativity seen in commissioning an ex-gang member to sit alongside Jacob offering mentoring to show him alternative options. Towards the end of the review period in particular trusted relationships with Jacob were maintained by (various practitioners/teams) in Children's Services and the Voluntary Sector and he was beginning to share some of his worries about the world he had been pulled into and how trapped he felt. Such key relationship building took considerable time and a flexible approach; skill and a persistence; and illustrated how professionals showed care to Jacob. These efforts are commendable and highlight good practice in relationship building skills.

However, the professional relationship in isolation and with a lack of evidence, trauma informed practice, system thinking and procedures was not enough to keep Jacob safe. Practitioners and Managers were clearly worried for Jacob's well-being and thought he would be seriously injured by a dangerous adult exploiting him or through serious youth violence. Workers talked of feeling at a loss to know what to do for the best and without a policing approach, safeguarding system and procedures which tackled criminal exploitation effectively they often felt "*as if they were making it up as we went along*". Some professionals shared openly about not feeling experienced or sufficiently confident to work with such complexity, even when adequate supervision arrangements and support were in place by Managers.

Jacob had a range of children's social care professionals allocated to him during the period under Review and the mix of change in worker, change in teams (due to organisational structures) also sat alongside varying levels of experience. Experience levels can impact on professional confidence when working with children and their families and these organisational factors remind of the need for on-going staff development with regular training opportunities for complex and emerging areas of practice.

There were missed opportunities to build relationships with Jacob from some parts of the safeguarding network. Jacob told his Mum and other professionals in Children's Social Care that he felt "*untouchable*" to the Police and the Court System. He thought until he reached 18 years old he would be safe to do largely as he wished and he often told his Mum not to worry about his criminal activities. Jacob was largely untouched by the criminal youth justice system which arguably left him highly vulnerable as he remained a "*clean skin*" where those who exploited him knew he was not being monitored closely by professionals within this service. Jacob's family view is that this was not a helpful approach as a level of youth justice

interventions might have resulted in preventative work and in Jacob becoming “*too hot to handle*”. His family think his exploiters may have seen youth justice interventions as a deterrent and then not used him as much as part of the drug runs.

When working with children who engage and are coerced into criminal type behaviours it is important to ensure they do not get labelled with a criminal identity and other alternative programmes are offered to support them. In Jacob’s situation the evidence suggests that neither were able to happen via the youth justice service. He had a long list of criminal matters that never progressed to any further restorative work with him and this was primarily due to a lack of evidence and matters being dropped. Jacob did not receive any statutory disposal which would have triggered youth justice involvement. This meant that Jacob was not known to or supported by this Service and they were not involved in any discussions or decisions or included in any assessments or planning to reduce risk to him. This was a significant missing piece of the safeguarding jigsaw with Jacob and had this service entered his world and worked with him a clearer picture of his life may have been known.

This Review finds that the system has since changed and there is an established Joint Decision-Making Panel held by the Police and Youth Justice Service to assess suitability for out-of-court disposals and screening for safeguarding concerns. This Panel is recognised as good practice as it enables healthy discussion, challenge and consistent decision-making from a multi-agency group of professionals seeking proportionate outcomes for the young person, and opportunities for involvement in restorative justice for their victim/s. Following the HMIP inspection of Oxfordshire YJS in January 2020, the domain of the Panel was rated as ‘outstanding’ by inspectors. The report states the following: *In all cases, the YJS made well-informed recommendations to the police and decision-making panel. These recommendations were based on relevant information and assessments, which included the child’s understanding and acknowledgement of responsibility. Work was undertaken to reduce the criminalisation of looked-after children. Consideration is given during meetings to children’s safety and wellbeing.*

6.4 Key Learning: Act upon critical and reachable moments in a child’s life

The National Panel Reviewⁱ explored the systems theory concept of how critical times in a child’s life are responded to so as to make a difference to their lived experiences. The National Panel explain how by adopting a flexible and responsive approach in the critical moment in a child’s life can have a powerful influence on the direction taken after the event and after conversations have happened. By leaving things, even by a day or two later may be too late to effect change. Such times can include when a child is excluded from school, when they are injured or arrested. The Review into Jaden Moodie’s³³ life similarly talks of how “*reachable moments*” are seen and acted upon.

There were numerous critical and reachable moments throughout Jacob’s story which could have been acted upon in a different way and possibly with a different outcome for him. To provide one example there were three separate critical, reachable moments identified where physical and psychological risk were increasing to Jacob suggesting things were spiralling out of control. In November 2018 he experienced a deep laceration to his thumb, digital arteries and nerves and in April 2019 he had a 2.5 cm laceration on this face; both were thought to be knife injuries. Another time was seen in April 2019 when Jacob was filmed inflicting serious violence on another young person who had been held against his will. Jacob’s emotional presentation during this attack was described as completely out of character.

Towards the end of Jacob’s life there is evidence to show how scared he was of the world he had been coerced into, how trapped he felt and it was impacting on his thoughts and feelings. Jacobs’ family and the professionals involved have reflected upon this as he was asking for help and support from those he knew best. Particularly towards the end, professionals noticed how often Jacob would visit them in the

³³ Jaden Moodie Serious Case Review Waltham Forest Local Safeguarding Children Board May 2020

locality office and shared how they felt powerless and unsure as to how to best keep him safe in his community. Understandably Jacob would only “say so much” and this was possibly due to fear of repercussions to him or his family. Jacob would not have wanted to be seen as a “grass” or “snitch” and would have been fearful of others suspecting him of this and especially given his status in the community (Hudek 2018³⁴).

These significant and reachable moments show there was an escalation of physical and emotional risk for Jacob and this was not re-evaluated and joined up in a multi-agency swift response. Although Emergency Department information was shared concerning the likely knife injuries, this was not responded to in a context of escalating criminal exploitation and gang influence. His mental health was also not re-assessed and support from Children’s Services remained under Child in Need arrangements in 2019 when he was filmed acting out violence behaviours towards another. In hindsight this was an oversight with serious consequences by the partnership in not effectively re-assessing the risk and reviewing plans with Jacob and his family. In response to this critical moment, a strategy discussion was urgently required which might have led to a return to Court to consider what other remedies and orders were needed to keep Jacob and others safe.

6.5 Key Learning: The significance of gender in working with exploited children

The National Review into Criminal Exploitation³⁵ found that ethnicity and gender appeared to be factors when considering vulnerability to harm from criminal exploitation. It was of note to the Reviewer to consider how a child’s gender is seen by professionals across the partnership when working with exploitation as the research shows some evidence of a gendered approach to exploitation with males tending to be perceived as perpetrators while females are perceived as victims³⁶.

Jacob was an adolescent male who identified as white British. In the County in which he lived there had been much systemic work in identifying and responding to child sexual exploitation following the Bullfinch Inquiry in 2012 and the subsequent Serious Case Review³⁷. A dedicated multi-agency team, the Kingfisher Service, was established in 2015 to tackle this area of extra-familial sexual abuse of predominately young females (children open to the Service March 2019 show 60 were girls and 7 boys). Their remit was not to consider criminal exploitation. Oxfordshire is aiming to improve the way it works with children who are being exploited and/or are offending and /or are victims of crime by bringing together the Youth Justice Service and Specialist Child Sexual Exploitation Service. The integrated multi-agency approach will work alongside the Violence and Vulnerability Unit across three areas of the county and hopes to embed contextual safeguarding approaches across the county, seeing those children who are groomed, coerced and controlled into committing crime as victims of exploitation.

A spotlight on improving practice and systems in a certain area such as child sexual exploitation can result in emerging areas not being given the space and attention they need, and the partnership have commented on this playing a part in Jacob’s story as a young male. This may also be in part alongside a professional tendency to default to an unconscious gender bias³⁸ which needs a reflective curiosity if girls are seen as needing more protection than boys and as victims, and especially older boys who may be seen as more able to protect themselves and viewed more as perpetrators. There were some anecdotal examples of this provided in the review process which require careful attention by the Partnership. This will further enhance the on-going focused and educational work by the Board in ensuring boys needs are not over-

³⁴ Hudek, J 2018 Evaluation of the County Lines Project (available online)

³⁵ “It was Hard to Escape”: The Child Safeguarding Practice Review Panel Report 2020 DfE: HMO: London

³⁶ Violence and Vulnerability Unit May 2018 *County Lines – a national summary and emerging best practice* (available online)

³⁷ [Children-A-F-SCR-Learning-Summary-FINAL.pdf](#)

³⁸ Gender bias is described as an inclination or prejudice against one gender over the other and can be conscious or unconscious: Oxford English Dictionary

looked in Oxfordshire and provide practitioners with the tools to remain professionally curious when identifying and responding to criminal exploitation irrespective of gender.

6.6 Key Learning: Know the risk factors & predictability

The research³⁹ suggests there are a wide range of risk factors that can increase potential vulnerability to child criminal exploitation. These include poverty, abuse, neglect, behavioural difficulties, school exclusions, additional educational needs, children in care, those who go missing, those who use drugs and those with mental health issues. This research tells us that individual factors can increase potential vulnerability and the presence of more than one can heighten the risk.

Jacob's childhood multi-agency chronology evidences that he had numerous experiences which are likely to have increased risk and these along with a combination of factors in his adolescence years would have meant Jacob was highly attractable to drug networks operating in his local area. These vulnerabilities were considered through an early help assessment completed in December 2017 and single assessment (March 2018). From 2019 Children's Services held the view that a trauma informed approach was needed to understand the current behaviours and how they linked to previous early life experiences and current levels of anxiety and distress. This was an admirable approach which may have yielded more positive results if undertaken earlier in Jacob's story and not when risk was high and on-going various harms to him likely.

A further example of vulnerability and risk was Jacob's mental health which deteriorated over the review period. He was assessed by the Forensic Child and Adolescent Mental Health Team as being a high risk to himself and others at various points but not as having specific mental health needs. The Children's Commissioner (2019) found that gang associated children are over 75% more likely to have an identified mental health need than other young people assessed by children's services and also twice as likely to have a history of self-harm. Jacob's mental health was not seen or understood through a lens of gang affiliation and risk even when he showed his frustrations and upset much more towards the end of his life through his behaviours which became more extreme and violent. He had written a note about his funeral and his feelings of worth in November 2018. These were all warning signs in hindsight that all was not well in his world and this was not acted upon swiftly enough within the partnership. The frustrations felt by Children's Social Care were acknowledged in this Review with discussions centering on the current thresholds for mental health support and interventions via Child & Adolescent Mental Health Services for children who show such behaviours. FCAMHS offered clinical support to Jacob to help him though he said he did not want such input.

When working with children who are under the care of FCAMHS, risk levels are likely to be high and young people are frequently described as 'hard to engage' in assessment or intervention. These considerations are recognised within the FCAMHS service model which allows for ongoing involvement with children recognised as of particularly high risk even if specific mental health interventions are considered unlikely to be feasible. In Jacob's situation FCAMHS continued to try to undertake assessment and provide support and advice to the wider professional network in relation to ongoing emotional issues and specialist evaluation of risk. Jacob's levels of engagement were discussed on a regular basis and was a key factor raised in the escalation to the Complex Case Panel. For FCAMHS to consider closing a child's file when there are ongoing concerns there would need to be a) agreement about this within the wider professional network or b) in very rare instances a decision made that all efforts to escalate the FCAMHS concerns about the young person have been made and that FCAMHS involvement is not proving meaningful within the child's ongoing plan. The latter (b) was decided by FCAMHS in Jacob's situation. The complexity of FCAMHS work means that when closing a child's file, mention is always made to the referring professional that further contact with the team is welcome if required.

³⁹ Children's Commissioner 2019, National Crime Agency 2017, & Spencer et al 2019

Abusers who operate County Lines rely upon a business model that exploits children and often those children who have some level of vulnerability. They run large-scale operations which are hierarchical in nature with those at the top levels appearing to be “untouchable” by agencies. Jacob’s Dad talks about the untouchability of those who abused his son and how he was easily groomed into this world by a chance meeting in the town centre saying, “and it was as simple as that”. For Jacob with the multiple vulnerabilities as outlined above there would have been a simplicity in which he would have been pulled into this world and as referred to by many in this process Jacob was sadly “easy pickings” to being influenced and groomed by his exploiters.

6.7 Key Learning: Understand the significance of a child’s identity within their community networks when assessing levels of risk

The building of social connections and relationships with peers is a key part of development during adolescence. The behaviours and actions of groups of young people in their communities has received much public and Government focus with an on-going debate on the definition of what constitutes a “gang”. For the purposes of this Review, the 2015 Serious Crime Act definition is used which sets out the features of a gang as a group which consists of at least 3 people; has one or more characteristics that enable its members to be identified by others as a group and which is engaged in violence or involved in the illegal drug market. This is different to an organised crime group or criminal network which the Crown Prosecution Service (2017) describe as planned and co-ordinated criminal behaviour and conduct by people working together on a continual basis. This persistent criminality offers individuals some form of personal gain and/or demonstrative status and causes significant harm, with a corrosive impact to the community.

There is no evidence and therefore it is not with certainty that Jacob defined himself as a street gang member, but it is likely his identity was on the periphery of the above definition of a “gang” membership. His association and involvement in group activity in the community needed to be better understood, assessed and disrupted by the Youth Justice Service, Police and Children’s Social Care in sharing intelligence and mapping the risks together. There was a gap in knowing and understanding the risk factors associated with where Jacob spent the majority of his time with his peers in the community and it resulted in pieces of the contextual safeguarding picture of his life being missed. Social connection and spending time with his peers in the local community were clearly important to him and he called them his “family”. Jacob enjoyed drill music⁴⁰ and his family remember how this often “hyped him up”; often he would hang around with groups of young people in his community and was seen as an instigator and leader of behaviours.

As research finds⁴¹ children’s involvement in child criminal exploitation and gang association is a complex area and needs to be considered in terms of how socially included or excluded a child feels in their community. Jacob was a child who enjoyed financial and material objects such as having the latest tracksuit, bracelets or trainers. Alongside this, county lines and drug dealing may have given him the kudos, respect and recognition that he did not find elsewhere in his life – it became his “other” family, life and world when dynamics in his own family were at times strained. This “other” world of county lines and drug dealing can make some children more touchable to exploiters if like Jacob and as afore mentioned you live in a community with levels of deprivation, where your aspirations are high and where you experience : “a denial of reward and a denial of recognition in the conventional world, but find both in the gang and drugs business” (Andell & Pitts, 2017: 11)

⁴⁰ Drill music is a style of rap music and is defined by its dark, violent and nihilistic lyrical content. It has associations with crime.

⁴¹ Robinson et al (2019) *Working County Lines: Child Criminal Exploitation and Illicit drug dealing in Glasgow and Merseyside*. International Journal of Offender Therapy and Comparative Criminology 63(5) , 694-711 , Andell P & Pitts J (2017) Filling the gaps/Joining the dots: the Lambeth gang and youth violence strategy; Lambeth, London

Estimates suggest there are 27,000 children in England who currently identify with being a gang member⁴². Research⁴³ shows that criminal and organised gangs operate in England by using ruthless and sophisticated means to groom children, with often chilling levels of violence to keep them compliant. While important to remember all children can fall prey to gangs and criminal exploitation, Jacob's known vulnerabilities are likely to have increased the risks factors with emotional health issues, substance use, early adverse childhood experiences and not being in school. Such vulnerabilities as Jacob had are thought to result in being more susceptible to gang inducement or threats. The Children's Commissioner Report (2019) highlights how risk can then be increased or moderated by how services respond to the child's needs and in Jacob's situation not being on-roll at school would have increased susceptibility to serious youth or group violence.

The Review considered risk levels from the shocking serious violence and knife crimes that are likely to have saturated Jacob's life on a regular basis while in the community. It is known Jacob received significant injuries, was found with weapons at home and when arrested by the police and undertook behaviours such as burning clothes in his back garden. At the end of his life it is also known that Jacob inflicted a serious assault on a peer and held him hostage. It is important learning that children who are criminally exploited can also be perpetrators of violence and often they might carry weapons as a warning or so as protect themselves or as part of group affiliation.

6.8 Key Learning: Managing risk via multi-agency assessments, plans and contingency

It was good practice that some of the warning indicators to Jacob's safety and well-being outlined above were regularly shared between the statutory agencies, risk assessed by individual agencies and plans were established within organisations within their own assessment frameworks. However, there is no evidence that his known vulnerabilities or the information shared about him led to effective multi-agency plans which improved life for him. There was a clear lack of Plan B's or contingency for Jacob when things were not changing in his world and the same response was often given to monitor the situation and carrying on with the previous actions agreed. Jacob's family use the term of "*sticking plasters*" and refer to the situation of Jacob being dealt with in a temporary and unsatisfactory way where risk was not reduced. His family feel that "*there were opportunities to make a difference and these were missed*" as different options were not then explored when improvements were not seen and/or services were unavailable.

This Review has found some evidence to suggest that the assessments undertaken and plans put in place focused predominately on Jacob's behaviours, were single agency and silo-ed in approach and did not look beyond this to the contextual risks with sufficient multi-agency coordination despite many meetings and attendance at single and multi-agency Panels. The reason for the lack of a coordinated approach is likely to rest in the county council not having a systems approach to responding to criminal exploitation. There were pockets of emerging good practice and system thinking but this tended to be focused in Oxford City and not County wide and this was a frustration felt deeply by all practitioners and managers involved in this Review as they talked of feeling stuck and not knowing what else to try.

The Community Safety Partnership and those agencies within the children's safeguarding partnership (children's social care, police, health, housing & education) would have benefitted from having a more effective and joined-up approach. This Review highlights the many individual and group meetings that took place at strategic and operational levels in the local area and county wide about safer communities and crime reduction. The flow of information and thinking was not joined up with individual children living in those areas and improving their day to day lives. The community and safeguarding systems needed to map and share all of this information strategically and operationally to plan more effectively together to

⁴² Office of National Statistics, British Crime Survey

⁴³ A systematic map and synthesis review of Child Criminal Exploitation, October 2019 Cardiff University; What Works Centre and Cascade

tackle the criminal exploitation in the local community and for Jacob. This would have enabled critical understanding, analysis and a systemic community response to these wider contextual risk factors. What happened instead was a focus on Jacob's presenting behaviours and responding to immediate risks as they arose and without adjusting plans of intervention. A coordinated and systems wide response to criminal exploitation, backed up by clear policy and procedures would clearly have helped professionals who were struggling with what else to do to keep him safe. Such an approach which could be reviewed and amended in light of new multi-agency contextual information may have allowed a greater focus on the cumulative effects of extra-familial harms and a more comprehensive picture of his day-to-day life when in the community with a plan of interventions based upon the current research of what works for children in these situations. It is hoped that with the new delivery arm of the Child Exploitation Service now being developed, along with the introduction of the Violence Reduction Unit⁴⁴ in Oxfordshire along with the recommendations from this Review it will drive strategy and embed cultural change.

Various care plans were being considered as part of the proceedings. It was not always as clear as it needed to be through Children's Services written assessment, plans and review as to what the permanence plan was for Jacob and on what basis the decision had been made. For example, at the second child in care review where a long term plan should be known, a plan for reunification home was proposed without the assessment of his needs being completed and authorised by a Children's Services Manager. The second child in care review was held in two parts, which is not unusual practice but went out of timescale with part 1 being held in mid-July 2018 and part 2 convened early September 2018. The reason for the delay in care planning was explained as not being sure about the best options: whether Jacob should remain in residential care or return home to his family.

Dispute resolution processes could have been instigated on various matters including the use of unregulated placements, lack of education provision and drift and delay in care planning. However, there was regular communication between the social worker, IRO and Guardian and it was known the matter would ultimately be decided by the Courts. Good practice was seen in that both the Guardian and IRO had obtained Jacob's views, wishes and feelings on several occasions by spending 1:1 time with him. He remained adamant he wanted to go home to Mum. Jacob found his time in care difficult and talked of feeling "*embarrassed*" by it and not wanting his family to visit or see him. His Sister describes how "*it didn't work at all for him; he hated it*". Indeed, his behaviours escalated whilst in care and there was a clear impact on his psychological and physical safety as he often went missing. Given his age and level of understanding his views were given considerable weight and some have since reflected on how the balance is made between Jacob's voice and rights alongside his needs to be kept safe from significant harm whilst in the community.

6.9 Key Learning: Ensure the right support to help families and manage risks together "*We knew him best; work with us*"

Jacob's family shared their perspective of involvement with various organisations across the partnership. Individual family members asked for help and support for Jacob on many occasions however the family did not feel they were supported or helped in the right way to effect change for Jacob. This increased tensions within the family too and Jacob was aware of this.

Jacob's Grandfather gave his perspective on the safeguarding system when responding to child criminal exploitation by using a new car analogy. He said "*you buy a new car; you get to know it and you look after it to begin with...after a while it loses its shine and appeal and you do not have the same level of interest in*

⁴⁴ In March 2019 the Home Office committed £100 million from the Serious Violence Fund to help tackle serious violence. VRU's are a multi-agency response, formed in local areas to build capacity to tackle the root causes of violence – Home Office Violence Reduction unit Interim Guidance March 2020

it. This is what happened to Jacob, when the system did not know what else to do, the focus was lost on helping him”.

Mum in particular reported Jacob missing on many occasions to statutory agencies and shared her worries about managing Jacob’s range of behaviours at home and when in the community. She often felt frustrated by a lack of community resources and practical guidance on how best to manage the situation with her son when at home and most importantly when in the community. The serious violence and abuse her son were likely experiencing in the spaces and places he occupied would have been extremely difficult for any parent or family to manage alone.

The usual parenting strategies of setting boundaries and repairing relationships between Jacob and his Mum were provided by Children’s Social Care to try to rebuild family connections and mitigate the risky behaviours. Given some of the complexities within the family this was not always straightforward for practitioners to effectively undertake. This was also within an extra familial context of not tackling the wider community risks and disrupting the perpetrators and stopping the exploitation to Jacob. The need for a coordinated strategic approach led by the Community Safety Partnership (District Council and Police) would have rendered this single agency operational work by Children’s Social Care largely ineffective and of course unlikely to reduce harms as an intra-familial approach alone would not have kept him safe.

Mum commented on Jacob’s life during the review period involving the court processes, children in care provision and statutory interventions which culminated at the end of 2018 with Jacob “*ending up back at square one*” living at home under a supervision order with risk having escalated. In summary the family view highlights there was no effective system in place to respond, help or protect Jacob who was being criminally exploited and no effective support system in place to his family either. The work of SPACE⁴⁵ and the National Parents as Partners (NPIES) forums are helpful to consider when developing more effective systems, strategies and solutions when working with families in tackling criminal exploitation.

6.10 Key Learning: The role of the National Referral Mechanism (NRM)

When a child is suspected of being significantly harmed through criminal exploitation there are certain mandatory steps that are required. The Police will consider investigating the offence and Children’s Social Care will lead on child protection enquiries and assessments as detailed in Working Together 2018⁴⁶. A referral should also be made to the National Referral Mechanism⁴⁷ to determine whether a child is a victim of modern slavery.

If a child is recognised as a potential victim of modern slavery through the NRM referral they can have access to tailored support for a period of at least 45 days while matters are further considered and this can include accommodation and protection, along with independent emotional and practical help including Independent Child Trafficking Guardians (ICTG’s)⁴⁸.

Although referrals have increased year on year since its introduction in 2009⁴⁹ this Review finds that much confusion about its role and purpose continue across the partnership. Despite many missing episodes which should have triggered a referral to the NRM it remains unclear as to why this was not made for Jacob until March 2019, or what the outcome of this referral and what support was offered by the NRM Framework. This delay in referring might lead to a conclusion that Jacob was seen through a lens of

⁴⁵ Space (Stop & Prevent Adolescent Criminal Exploitation) is a self-funded organisation helping to raise awareness and campaign to promote more effective working with parents as partners

⁴⁶ Working Together to Safeguard Children 2018 DfE; HMO: London

⁴⁷ The National Referral Mechanism is a framework for identifying victims of human trafficking and ensuring they receive the appropriate protection and support

⁴⁸ National Referral Mechanism Guidance (England and Wales) January 2020 HMO 2020: London

⁴⁹ A systematic map and synthesis review of Child Criminal Exploitation, October 2019 Cardiff University; What Works Centre and Cascade

perpetrator and offender and not as a child who was being exploited through modern slavery. Or it might suggest that largely most professionals involved in this process were and remain unsure as to what good it would have achieved if Jacob's needs had been considered under this framework. This suggests that the role and purpose require a national review to ascertain whether it remains fit for the purpose it was intended.

6.11 Key Learning: The Need for a National Drive and Agenda

Jacob's story must not be seen in isolation of the wider national picture of child criminal exploitation. The National Crime Agency (2018) have estimated that there are approximately 1000 branded criminal networks with around 2000 individual lines in the UK. Each individual line is thought to make around £800,000 profit per year, with nationwide profits estimated to be £500 million (Grierson, 2019a⁵⁰). It is also known that serious youth crime across England and Wales has a total economic and social cost of £11 billion⁵¹ – this huge amount of course does not include the devastating individual costs to individuals and their families such as Jacob's. The impact of children being criminally exploited, which includes Jacob's story, is illustrated in the Channel 4 Dispatches Documentary⁵² and this Review recommends a national response. Without such a response to criminal exploitation and without a national sufficiency of placements for children who may show high risk behaviours and need specialist homes, it places local authorities in a more difficult position of providing a local response which can then realistically be effective for those children in their local area at risk of criminal exploitation.

7. THE ROLE OF THE EDUCATION SYSTEM

Research⁵³ has clearly and repeatedly shown that when children fall through the gaps in a system, such as attending an education provision, then they become more vulnerable. This section explores the role of the education system in keeping children safe and considers the fragmented nature of local authorities' education systems, which may well be recognised by other areas nationally with the introduction of Academy Schools.

The Review examined the statutory processes and procedures alongside the local provisions available when children's behaviours are seen as a challenge to those tasked with educating them. It highlights how children can easily fall through the net when the parts of the system do not work well together as in Jacob's situation with harmful consequences to his self-worth and physical and psychological safety.

7.1 Key learning: The role of schools in keeping children safe

Previous Reviews⁵⁴ have commented on the importance of a child attending school and how exclusions from school are seen as a trigger point for risk of serious harm. Jacob was not on any admissions roll and did not attend any education provision when he returned to Oxfordshire in July 2017, when he lived in and out of county in care and until his death in April 2019. During this period of almost 2 years the Review finds systemic and enduring drift and delay across the education sector. There is substantial evidence to show that professional practice was impacted by ineffective systems which resulted in much too slow a response to Jacob's need for an education provision. In some areas there was a lack of responsibility and accountability in the education department in progressing matters for Jacob and his situation was described as being "passed from pillar to post".

⁵⁰ Grierson, J 2019 County Lines: huge scale £500m drug industry revealed. The Guardian (online) 29/01/2019

⁵¹ Youth Violence Commission Final Report July 2020

⁵² [britains-child-drug-runners](#)

⁵³ Children's Commissioner 2019

⁵⁴ "It was Hard to Escape": The Child Safeguarding Practice Review Panel Report 2020 DfE: HMO: London

The relationship between the County Council’s admissions processes and Academy Schools is complicated. Since 2014 Academies are their own admissions authority except where variations have been written into their funding agreement to support fair access⁵⁵. If an Academy School refuses to accept a child the County Council are not in a position to direct them to do so as in Jacob’s situation. The matter can be referred to the ESFA and the Secretary of State can make direction. At this time this was not done and was not regularly undertaken as there appeared to be a cultural view that framed it as a slow and cumbersome process with no guarantee of positive outcome. The In-Year Fair Access Panel’s function as detailed in the School Admissions Code 2014 function is to consider and place those children who are deemed “hard to place”. There are four county-specific multi-agency Panels across Oxfordshire which include School Leaders, held eight times per year and those who are involved in them commented on the ineffectiveness of Jacob’s Panel during the Review period with some provisions being resistant and on-going delays in progressing matters. Dedicated and targeted work by schools and the county council working together is now underway to improve the interplay between the education provisions and education systems in Oxfordshire.

The reasons for the inadequate response to meeting Jacob’s education needs are complex and this Review finds many current examples of improvement work. There has been much reflection by education colleagues as to what allowed for a continuing unsatisfactory education situation for Jacob. Much educational debate centred upon the barriers which exist between the County Council and education settings when trying to place children. At the time this resulted in an apparent systemic delay with progressing children’s educational needs who remained off roll. This is evidenced further by the Local Government & Social Care Ombudsman⁵⁶. The department lacked capacity during the Review period, with numerous staff changes and insufficient leadership and management oversight. There was at that time a culture of not holding responsibility for progressing the agreed plans to secure an educational place for Jacob. There was evidence seen of passing the responsibility to others without appropriate follow-up; a lack of effective monitoring systems and no locally held data of tracking those children not on roll, along with poorly run Education Panels (the In Year Fair Access Panel; Children Missing Education) which did not affect change for Jacob. The Review finds currently that a plan of work is underway, and changes are being made between schools and the county council to resolve these cultural, practice and system issues in Oxfordshire.

The on-going lack of daily education for Jacob will have played a significant role in not identifying levels of risk and leaving him vulnerable to further episodes or incidents of harm. The possible impact on Jacob is one where he may have felt disheartened as he repeatedly asked for an education provision and was not provided with the opportunity for this as he should have been. Not being on roll or in any education provision left Jacob highly vulnerable to coercion and being criminally exploited as he had nothing to fill the majority of his day or week with and left him with much time on his hands in the community. Not being in a learning environment denied Jacob the many daily experiences, and possibly a relationship with a teacher, which would have given him opportunities and hopes for a different day to day life and for a better future. There would have been a need for creative thinking and some flexibility in supporting Jacob in an education setting but he also wanted this opportunity, often asking to be in a school setting, talking of missing his education and sharing his dreams of what he wanted to become later in life.

7.2 Key Learning : Educating children who may pose a concern due to a range of presenting behaviours

Jacob’s educational history of behaviours seen by professionals suggests he would have provided challenges to any education provision in meeting his needs alongside balancing the learning needs of other

⁵⁵ Academy Admissions 11th March 2014, updated 19th September 2019 HMO Gov.UK: London

⁵⁶ <https://www.lgo.org.uk/information-centre/news/2019/jul/oxfordshire-teen-left-out-of-school-for-14-months-because-of-council-delay>

children. This Review notes the transfer of information from county to county when Jacob moved homes in July 2017 was not as thorough as it needed to be given his later school experiences and exclusion in the North East. His education, social or emotional needs were not considered for assessment under an Education Health Care Plan (EHCP) ⁵⁷ and so his needs were all largely speculative and never properly assessed through the required educational processes.

After debate and information being shared via Education & Multi-Agency Panels (the In Year Fair Access Panel and the Multi-Agency Risk Assessment Panel), the alternative education provision in Oxfordshire was recommended as the most appropriate option for Jacob's education. There were multi-agency discussions with the alternative provision and evidence shows a hesitancy to accept Jacob due to the risk he may pose to himself and others attending the provision. It was agreed following advice from FCAMHS (due to his behaviours) a risk assessment was required to understand better how to meet his range of needs and also to ensure the safety of children. This assessment was not forthcoming from Children's Social Care and the provision were informed the place was no longer required.

Jacob not being accepted on roll at any setting meant that the Local Authority remained unable to provide him with access to a suitable programme of education. As a result of a lack of joined up working across the education system, Jacob's situation remained in limbo. This Review has considered the strengths when education departments, schools and alternative providers work effectively together and the safeguarding system in sharing information in a timely manner, mapping out individual and community risks with specialist packages of education and psychological support in meeting the needs of those children who show a range of challenging behaviours.

Research suggests ⁵⁸ that dangerous drug networks regard Pupil Referral Units and alternative provisions as places to recruit some young people with vulnerabilities and also children in gangs are more likely to be in alternative provisions. This Review finds that some professionals had real concerns about the risks of placing Jacob with other young people in a provision where there was increased risk of being exposed to criminal activities, including drug crimes. The clustering together of groups of children who often have multi vulnerabilities is a highlighted national practice issue which requires further consideration, although the fact remained that Jacob was not on roll at any provision in the area in which he lived.

7.3 Key Learning: Children Missing Education

There is statutory guidance for children missing education⁵⁹ which sets out what parents, education authorities and education providers must do so as to ensure children receive suitable full-time education. Oxfordshire now has a local Children Missing Education Policy⁶⁰ which spells out clearly its commitments to children and the County acknowledge in this Review that they did not meet their duty to Jacob in providing him with full-time education as a child.

Jacob was a child who moved in and out of the county and in out of the care system which should have afforded him an additional level of scrutiny from an Independent Reviewing Officer and Virtual School, with a Personal Education Plan⁶¹. Unfortunately, and as previously noted, for Jacob during this 5-month period in care neither provided him the oversight that was needed to resolve the educational issues and secure him an education provision.

⁵⁷ An Education Health Care Plan outlines any special educational needs a child has, and the provision a local authority must put in place to help them

⁵⁸ Clarke, T (2019) *The characteristics of gang-associated children and young people*: February 2019 Children's Commissioner

⁵⁹ Children Missing Education September 2016 DfE HMO; London

⁶⁰ Oxfordshire County Council Child Missing Education Policy 2019 – [CE Oxon-Partnership-Brochure](#)

⁶¹ A Personal Education Plan forms an essential part of a child's care plan when they are looked after by a local authority. The PEP will follow the child through their education and records progress.

8. WORKING TOGETHER

Ofsted⁶² identify the need for the development of a whole system approach that includes policy, prevention, disruption, protection and support across multiple agencies when working with children at risk of criminal exploitation. This section reflects on the safeguarding systems in place in the particular local area to Jacob whose statutory function was to protect him and keep him safe from harm and this will likely be relatable to other local authority areas across the UK.

8.1. Key learning: Involve all the local safeguarding system to understand extra-familial risk & harm in a timely manner.

There is no specific legislation or policies for child criminal exploitation and is therefore mainly supported under legislation including the Children Act 1989 and the Modern Slavery Act 2015. The statutory guidance for agencies was revised in 2018⁶³ to include extra-familial risks as child protection issues. However local authorities have received very little guidance and the research is still somewhat limited to support and inform agencies as to the most effective ways of responding to such extra-familial risks. The impact of this means that most professionals working with children at risk of criminal exploitation did not and arguably still do not know how best to support children or reduce risk effectively in this complex area of practice. A professional involved with Jacob describes the current situation as “*trying to fit a square peg in a round hole*” in that they often found themselves in situations with Jacob where what they could offer would not meet his needs or they knew would not work. This context sits alongside cuts to Children’s Services which are estimated to have reduced by 50 per cent since 2010⁶⁴ and specifically the national funding for new services for exploitation or serious youth crime prevention.

This Review has found some good practice examples of the key statutory partners (Police, Health and Children’s Services) working together at a local level, where information was shared and considered together with differences of opinion known. However, the Review has also noted the benefit of having all partner agencies around the table when considering levels of risk – those that held important information and/ or should have been involved include housing providers and district councils, youth services and the voluntary sector.

As previously detailed the Youth Justice System were not involved with Jacob as he did not have a criminal record having not been placed before the Courts. This was arguably a large piece of the safeguarding jigsaw missing from the work with Jacob and his family. The Youth Justice Service, Police and Children’s Social Care needed to be interrelated to ensure their practice approaches targeted Jacob who was clearly at risk of criminal exploitation and offered support to him as a victim and not a perpetrator or offender. Youth Justice Services were not part of the wider systemic picture and mapping with Jacob and this meant their local intelligence about Jacob or other children in the community was missed. Care must be taken to not criminalise children or focus solely on offending behaviours but more so to map out which education provisions or which accommodation children live in so as to reduce risks of exploitation and possible networking so as to better understand what support might work for those children groomed into exploitation.

Previous serious case reviews in Oxfordshire have commented on the important and often missing role of housing in the safeguarding network⁶⁵. Housing providers and the district council were key missing parts from the multi-agency table as they held information about the local community and Jacob’s family’s

⁶² Ofsted 2018 in A systematic map and synthesis review of Child Criminal Exploitation, October 2019 Cardiff University; What Works Centre and Cascade

⁶³ Working Together to Safeguard Children 2018 DfE; HMO: London

⁶⁴ ADCS 2018 Safeguarding Pressures Phase 6 to be found here: <https://adcs.org.uk>

⁶⁵ [Child-Q-SCR-Summary-sheet](#)

needs. The Review finds the housing provider was not involved or engaged in multi-agency discussions about how to respond to the criminal exploitation of Jacob in a coordinated way. The Housing Provider and District Council held critical information, were part of some local multi-agency discussions in forums concerned with community risks but this did not tie up effectively with meetings about protecting Jacob. As helpfully explained by a professional *“it is so important to make sure the right people are around the table for children at risk of exploitation so that a bigger picture is known”*.

The Voluntary Sector provided a specialist community based service to Jacob and his Mum and the remit was to work with children at risk of exploitation and modern slavery. Effective relationships were built and regular 1:1 work was undertaken from November 2018 until April 2019. This was an example of good practice and such provisions can offer children at an early help time an alternative path. Such outreach measures provided at an earlier time of need might offer proactive and preventative solutions when on the edges or just entering worlds of criminal exploitation. A befriending & mentoring service such as this offered a street based and a community focus to Jacob in a safe-space and with leisure activities alongside a much needed listening ear to his family. Jacob began to confide in professionals at this service in 2019 and talked of feeling there was *“no way out”* for him.

Timely and swift action

This Review has shown that the partnership did not consistently offer Jacob a well-coordinated multi-agency approach where risk was quickly identified and responded to, with the numerous critical and reachable moments not being considered and risk strategies and plans remaining single agency in approach. The chances to protect him were not acted upon swiftly enough as professionals felt at a loss as to what else to do and the focus remained on his behaviours predominately as opposed to including systematic county wide and national strategies to effectively reduce risk in the community.

Often where there is a risk of criminal exploitation a child’s behaviours seem to need to escalate before services become involved. Spencer et al (2019) describes how the *“multi-agency response is reactive and could be described as crisis management. As the risks and vulnerability grew, behaviours were more serious, more violent and more frequent; agencies struggled to meet their needs”*⁶⁶. The community, the professional network and Jacob’s family all share this view and reflect upon the important role of prevention and early help to children and their families and not waiting until crisis points when children are so enmeshed in worlds and are largely untouchable to those trying their hardest to support and protect them.

Much of the crisis work with Jacob happened overnight and was managed by the emergency duty team (EDT). Records of this are detailed and notifications should have been sent via email to the locality day team social worker. However, the system at the time for recording out of hours activity was described as “clunky” with a potential for information to go a drift. A Children’s Services EDT re-design in February 2019 evidences a much improved one service approach with practitioners being co-located with the Police which strengthens working together practices; staff in substantive posts; recording direct into the child’s electronic file and daily Skype handover meetings with the Multi-Agency Safeguarding Hub.

In hindsight and on reflection the professional network is able to identify what could have been offered at early points via the Early Help Pathway to Jacob and his family when worries were first emerging, and this could be built upon in further work when developing the new contextual framework in Oxfordshire. The rationale for these reflections is based upon a development of skills and knowledge across the partnership since Jacob’s death and when working with criminal exploitation with a clear recognition and need for early intervention with relationship based, evidence informed practice at its heart. This was offered towards the end of Jacob’s life by Children’s Social Care but by then the extra-familial risks were too high to Jacob.

⁶⁶ Spencer, C et al (2019) Vulnerable Adolescents Thematic Review: Croydon Safeguarding Board

8.2 Key Learning: Effective Discussion to ensure a collective responsibility and ownership which the family should understand

In 6.4 the Report considers how the reachable and critical moments in Jacob's life were not responded to effectively at a practitioner and manager level when risk was escalating. This Review shines a light on the challenges of how individual agencies and partnerships work together at all levels when a child's situation changes often on a daily basis and how this information is held collectively and understood to inform decision-making. The push and pull factors of multi-agency working when there are many professionals involved with a child, with different roles and responsibilities and likely professional time constraints means that children can be pushed from agency pillar to post with results in a limited collective multi-agency responsibility and ownership. Jacob's family share examples of often being unsure of who was doing what which suggests the multi-agency approach lacked a clarity and shared purpose with clearly defined outcomes to reduce risk and make a difference to his day to day life. Families need to know, understand and participate in the decision-making and planning when risk is extra familial. The lack of collective responsibility and ownership is clearly evidenced with Jacob falling through the gap as a child needing education in Oxfordshire and can be also seen at higher levels of seniority via the Complex Case Panel and this is explored further in the next section.

8.3 Key Learning : The systems which support when there is a difference of opinion

There was a lack of consensus within the partnership from practitioner to senior leadership level regarding both the level of risk to Jacob and how he should be kept safe from harm both in the immediate and long term between Children's Services and FCAMHS. Jacob was assessed by FCAMHS as needing a secure provision or a therapeutic residential home given the high level of risk and harm to Jacob and others. There is an argument and with hindsight this is made easier to note that a higher level option such as secure accommodation would have provided Jacob with an immediate contained level of care where he would be safe for a limited period while therapeutic work was undertaken and a level of education provided. However, others debated how he would have returned to the local community after this period away and risk would remain as the wider community work was not effective in disrupting the perpetrators. Research⁶⁷ at that time was not readily available to help and support the partnership in which approach would offer the most effective outcome for Jacob and this Review debated whose voice is heard and acted upon when there is a professional difference on the most appropriate actions to reduce risk. FCAMHS felt they were not heard on these occasions and said this was not typical of usual working together practices in the County.

Having a difference of professional thinking and/or hypothesis is important when working together to safeguard children. The risk to Jacob was not reduced despite two multi-agency risk assessments and plans being undertaken in April and December 2018. Jacob's needs and level of risk was considered at numerous single and multi-agency Panels across all levels of seniority. The Complex Case Panel is a multi-agency panel at Senior level that was specifically set up following a recommendation in a Serious Case Review⁶⁸ to provide a "*fresh pair of eyes*" on complex situations, to provide senior manager support to frontline professionals so as to hold the risk together and enable a working culture which enables professionals to say, "*I'm stuck and I'm not sure what else to do*". The Panel also has a remit to help unstick the variance in opinion about the best options and plans if practitioners cannot agree locally.

⁶⁷ Carlene Firmin *Relocation, Relocation, Relocation: Home and school moves for children affected by extra familial risks during adolescence* March 2019

⁶⁸ Claire/ Kay Reference OSCB SCR or link re: Complex Case Panel recommendation (Kay to check with Hannah)

This Panel considered Jacob on two occasions during the Review period where the need for secure accommodation was discussed. However, given national shortages for secure beds and a lack of persistence to drive this plan, secure accommodation was never achieved and the high level of risk remained. This difference in professional thinking and responses to how to meet the thresholds of risk in the partnership did not find a workable compromise at this strategic level and this meant plans continued at a family and community-based approach, with Jacob's views, wishes and feelings remaining of paramount importance to stay in his community. Professionals have commented on the number of Panels in operation, their effectiveness in terms of making a difference to children's day to day lives and the need to ensure the right professionals are *"around the table"*.

It is clear from hearing from those who are part of the Complex Case Panel there have been benefits of the forum but on this occasion for Jacob the escalation and senior oversight effected no change in risk levels or a positive change to Jacob's lived experience. The reason for this is linked to the dislocated community approach and lack of work to stop or disrupt the activities of the perpetrators exploiting Jacob as afore mentioned. Without disrupting that part of the picture for Jacob, and unless he was removed from his community for a considerable amount of time and under secure arrangements given the risk of continued missing episodes if placed in residential care, extra familial harm in the community would have remained.

A further frustration and tension in the Partnership centred upon the need for specialist psychological work with Jacob to respond to his needs whilst he lived in the community. Jacob did not wish to engage in this work despite repeated efforts by FCAMHS to offer 1:1 sessions. The service kept Jacob's file open due to the high risk identified until January 2019 when it was then closed. The FCAMHS Team concluded they had repeatedly escalated their concerns and did not feel their input was regarded as helpful within the core group of professionals and senior managers. Some parts of the safeguarding system identified this as a gap in support to manage his day to day mental health, however this requires more nuanced analysis to understand reluctance or resistance to services and support. The national and local reputation of mental health services as not being able to meet need until a child is settled and safe resulted in many discussions with Children's Services. Although there is no formal trauma-based service for young people in Oxfordshire, the FCAMHS service works within a trauma-based model and delivers multi-agency trauma-based training to the Partnership.

8.4 Key Learning: The importance of a shared language

The language we use can impact on how we view children and their families and how we form our professional judgements and this may result in how risk is seen and support is given. It is important as it can also alter how realistic the picture is of a child. In the Review the use of emotive language has been considered in terms of how it influenced how Jacob was seen by key professionals to analyse whether at times it resulted in an outcome whereby the *"tail wagged the dog"*. This means that in certain settings at certain times the behaviour that Jacob was showing or was alleged to have shown took precedent over his other needs and were based on single pieces of evidence or assumption. Jacob's behaviours at times were seen as being too dangerous to include him and this resulted in him being excluded from sources of help. Conversely at other times the levels of risk to Jacob and his vulnerability to being seriously harmed was not seen in the significant way that they should have been despite have various evidential information, professional opinion and incidences of harm.

Risks and strengths need to be recorded accurately, changed in light of new information and present a balanced picture, using the child's own words wherever possible. Jacob's behaviours were at times referred to in highly emotive ways by professionals who had more often than not simply read about Jacob in reports, had never met him and the risk was then escalated to a point where professionals felt he was too unmanageable to be in their provision and posed a risk to others. This is often described as being risk adverse. Alternatively, when Jacob was assessed with evidence by a senior clinical Psychiatrist who had met him on several occasions in the partnership as being a significant risk to himself and others this was

heard and listened too but given the context of placement sufficiency for secure or specialist provisions and a different agency view, was not acted upon in terms of reducing risk to Jacob via effective risk planning to change his immediate situation.

When working to understand a child's world it is important to be aware of unconscious bias and the use of overly emotive language as this can affect how risk is seen by the partnership and to look beyond behaviours to understand needs. The key is in accurate, timely information sharing with all aspects of the child's life evidenced. There is much current thinking and work around changing the narrative for child both locally and on a national level.

Recommendations for System Change which will support and strengthen practice

Jacob's Review makes 3 National Recommendations and 1 Local Recommendation (with 3 Action Plans which relate to the 3 key themes).

9. National Recommendations:

Recommendation 1: This Review asks the National Panel to acknowledge and share the key learning and findings from Jacob's Review (along with other recent Reviews¹) with partner bodies and agencies such as the National Practice Framework, Youth Justice Board Serious Youth Crime and National Referral Mechanism Review so as to inform national policy and practice.

This Review asks for particular attention to be paid to the effectiveness of the National Referral Mechanism in making a difference to children's lives.

Recommendation 2: This Review asks the Department for Education to acknowledge the education key learning and findings from Jacob's Review and provide feedback as to the effectiveness of the Education and Skills Funding Agency process in resolving issues in a timely manner.

The Review asks the Department of Education to provide statute and guidance to local areas and their communities on how to manage the Governance arrangements with academy run schools and local education departments who currently cannot be mandated to accept children on roll.

Recommendation 3: This Review asks the Department for Education to undertake a review of national placement sufficiency for children who need to be in care or placed under secure arrangements. This national review will analyse residential home provision; secure home provision and should include the views and experiences of children and their families who have and continue to use such provisions. This will inform changes to policy, sufficiency levels and contractual arrangements with independent providers.

10. Local Recommendation:

There is one local recommendation with three actions plans outlined below.

Jacob's Review has shown the serious and significant consequences to children at risk of exploitation. It asks the Multi Agency Safeguarding Arrangements (MASA) and the OSCB to drive county-wide multi-agency system change at a strategic and operational level and address the three key learning areas identified in

this Report. This will support and strengthen single and multi-agency practice across the County and reduce the risks of this happening again to other children in Oxfordshire.

MASA will drive and resource the completion of 3 written action plans within 3 months of Jacob's Review being published. The plans will be approved by MASA and monitored by the OSCB Business Group. These themed Action Plans must consider all the key learning identified in this Report, provide names of nominated leads and detail the work needed under each area to achieve change in the system and practice so that a difference is made for children in Oxfordshire.

Local Recommendation Action Plan 1: Criminal Exploitation

The key learning set out below is fully addressed in this action plan for children at risk of exploitation in Oxfordshire, overseen by the Chair of the OSCB Child Exploitation Sub-Group.

Key Learning: A System designed to support those working with **criminal exploitation** to:

1. Ensure safer communities which keep a relentless focus on disrupting perpetrators and networks
2. Consider the child's home in the local community and assess what other places might be needed to ensure their physical and psychological safety
3. Support professionals to build relationships with children and understand their world
4. Act upon critical and reachable moments in a child's life
5. Consider the significance of gender in working with exploited children
6. Know the risk factors and predictability
7. Understand the significance of a child's identity within their community networks when assessing levels of risk
8. Manage risk via multi-agency assessments, plans and contingency
9. Ensure the right support to help families and manage the risks together
10. Review the role and function of the National Referral Mechanism
11. Have a national drive and agenda for children at risk of exploitation

There needs to be particular focus upon:

- The delivery arm of the newly designed Youth Justice & Exploitation Service being fully involved in this action plan to ensure system wide change and embed practices across agencies (including the Voluntary Sector and District Housing)
- A joined-up community approach to keeping children safe in their areas by focusing upon crime prevention and reduction - this is led by the county-wide Community Safety Partnerships and Violence Reduction Unit with key statutory agencies (Children's Social Care and Police)
- Continued focused regional work by Children's Social Care to highlight and address placement sufficiency issues at a local and national level
- Local knowledge, understanding and use of the National Referral Mechanism

Local Recommendation Action Plan 2: The Education System

The key learning set out below is fully addressed in this action plan for children in the education system in Oxfordshire, overseen by the Chair of the OSCB Safeguarding in Education Sub-Group

Key Learning: An **education system** that ensures:

1. The paramount importance of the role of schools in keeping children safe
2. An education package is put in place in a timely manner for those children who may show challenging behaviours
3. Those children missing education are known and action is swift

This Action should pay particular attention to ensuring:

- Restorative work to resolve the fragmented arrangements between academy schools, alternative provisions and the local authority to ensure collective ownership
- Policy and procedures to track when children are not on roll
- The function of Education Panels in Oxfordshire (In Year Fair Access and Children Missing Education)
- The local application of the Education Skills Funding Agency intervention
- Education packages for children who may be at risk of exploitation and also present a risk to others

Local Recommendation Action Plan 3: Working Together

The key learning set out below is addressed in this action plan when working together in Oxfordshire to keep children safe, overseen by the Chair of the OSCB Business Group

Key Learning: **Working Together** must:

1. Involve all the local safeguarding system to understand extra-familial risk and harm in a timely manner
2. Ensure effective discussion at all levels of seniority result in collective responsibility and ownership which the family understands
3. Put robust systems in place which support all levels when there is a difference of opinion
4. Have a shared language across the partnership

This Action Plan must pay particular attention to:

- The child exploitation system re-design in Oxfordshire involves ALL agencies to map and plan services across thresholds of need and risk – the involvement of District Councils and Housing is imperative
- Ensure the escalation policy and Complex Case Panel purpose and function are known and used to share and resolve difference of opinion at all levels of the partnership

Within 1 year of this Review being published a combined Report should be approved by MASA and presented to the Full Board to evidence the system change and progress made. Clear evidence of impact should be shown in the Report to assure MASA and the Board of the system and practice difference to

children's day to day lives in Oxfordshire as a result of the work undertaken following the learning identified in Jacob's Review.

11. Reflections & Conclusions

The current English child protection system which is intended to protect those children at risk of harm failed to do so for Jacob. Those involved with Jacob and his family were acutely aware of the dangers and the risk of serious harm he faced from the organised crime groups and perpetrators who exploited him. This Review shows Jacob experienced serious and significant harm in the months prior to his sad and untimely death having been groomed into drug trafficking and experiencing physical and psychological injury as a result of this. Jacob's early life experiences and vulnerabilities predicted he was at risk of being pulled into this world and the system did not respond quickly enough and offer a well-coordinated response to keep him safe. Not being in school only increased risk and is likely to have damaged his self-esteem and identity by closing off avenues for another way. An education provision could have provided him with a space of safety and care. This Review calls for a national educational rethink on the current issues including the role of the ESFA, academy led schools and how children with additional needs are secured their education in a timely manner. Jacob experienced many traumas during his life and this Review highlights a need to look beyond a narrow focus of resilience work or relationship building with the child and to have a greater emphasis on locating and disrupting the environments and spaces that are causing the harm in the first place.

Jacob's Review concurs with the National Panel Report⁶⁹ in that the criminal exploitation of children *"is a complex social problem and therefore it requires interventions at national, community, family and child level"*. This Review has shown the need for safer communities for us all to live in and the urgent need for proper resourcing of secure and specialist residential provision when required. Although of course there is no guarantee for Jacob this would have seen a different outcome, it is not enough to simply make local and community recommendations as Jacob's situation will be known by most other local authorities across the UK who are all grappling with the complexities and daily challenges outlined in this review.

It is also simply not good enough to expect families to keep their children safe on their own when the current safeguarding systems are not designed to help and protect children at risk of extra-familial harm where the adults who exploit children criminally move at an alarming pace, with sophistication and often with high levels of violence.

The solution surely lies in a well-resourced, research based National Government Strategy which can be implemented and adequately funded in local areas and delivered by a team of highly skilled and dedicated professionals who are well supported to work with their communities and families. Such a national strategy with local community responses that keep a relentless focus on the child who is being exploited along with implementing multi-agency tactics to disrupt the adult networks and operations in and across communities would hopefully ensure the untouchable worlds where children are trapped become more reachable to the safeguarding system. We should expect, ask and indeed demand no less for Jacob and the many thousands of children in our society who are currently at risk of being criminally exploited.

⁶⁹ *"It was Hard to Escape"*: The Child Safeguarding Practice Review Panel Report 2020 DfE: HMO: London

Divisions Affected - All

Performance Scrutiny Committee – 11 March 2021

Climate Action Update

Report by Jane Portman, Senior Responsible Officer Climate Action and Corporate Director

RECOMMENDATION

1. The Performance Scrutiny Committee is RECOMMENDED to
 - (a) note the publication of the council's Climate Action framework in response to the climate emergency declaration
 - (b) note the progress made in delivering the Climate Action Programme.

Executive Summary

2. In response to the climate emergency, Oxfordshire County Council has committed to:
 - transform our organisation to be zero-carbon by 2030
 - work within our wider sphere of influence to enable a zero-carbon Oxfordshire by 2050.
3. A Climate Action Framework has been developed to guide the mobilisation of a cross-organisational Climate Action Programme. The framework recognises zero carbon as integral to the council's 're-start, re-cover, re-new' post-COVID approach, underpinning resilient and future-proofed communities, infrastructure and economy.
4. Progress has been made in the delivery of the Climate Action Programme, across its three areas: becoming a climate neutral council, operating at net-zero carbon by 2030 and enabling a zero-carbon future for Oxfordshire.

Climate Action Update

Introduction

5. Oxfordshire County Council declared a climate emergency in April 2019, pledging to be carbon neutral by 2030 for its own operations and estate.

PSC7

6. The climate emergency declaration was followed by a public commitment in November 2019 to prioritise action on climate change across the council's decision-making, services and activities.
7. This paper introduces the framework that has been developed to inform the council's approach to climate action and provides an update on the work being done through the joint Climate Action Programme.

Climate Action Framework

8. The Climate Action Framework (Appendix 1) has been developed through engagement with a range of stakeholders – staff, managers and directors, and Climate Action Cabinet Advisory Group.
9. The framework:
 - Recognises zero carbon as integral to Council's 're-start, re-cover, re-new' approach, underpinning resilient and future-proofed infrastructure and economy, and linked to shaping liveable, healthy communities.
 - Sets out a mobilisation phase, identifying priority work areas and deliverables, and moving to integrate climate action into the council's business-as-usual approach through organisational development.
 - Sets out that our own estate target will be delivered through an invest-to-save approach, coupled with an innovation strand to support the business models and technologies needed to address more challenging areas.
 - Reflects the evidence base of the Countywide Energy Strategy calling for a halving of countywide emissions by 2030 and net-zero by 2050.
 - Acknowledges the significant step change in activity and focus of investment required to achieve the targets desired, as well as the role of wider stakeholders including central government.
10. A carbon management plan for the council's own estate net-zero target is currently in development. This plan will identify a series of interim targets on route to 2030, a project pipeline and assessment of the scale of any 'technology gap' in getting to net zero and subsequent offsetting needs.
11. A review of the Oxfordshire Low Carbon Economy report – now titled Oxfordshire Zero Carbon Economy report – will re-new the evidence base for decarbonisation trajectories and investment in the County.

Progress on delivering the Climate Action Programme

12. Based on OCC's and CDC's Climate Action Frameworks, a joint cross-organisational Climate Action Programme has been developed, aiming to realise efficiencies and share good practice in delivering our climate action priorities. The Programme covers three areas:
- (a) **Becoming climate active council:** aligning key corporate strategies and policies with climate action commitments, integrating climate considerations into business planning and decision making, equipping staff and leadership to take action.
 - (b) **Operating at net-zero carbon by 2030:** developing action plans to reduce energy usage and carbon emissions across estate, fleet, highway assets, and staff mileage; mobilising adequate resourcing to deliver such plans; supporting schools to deliver against their climate targets; working with suppliers to minimise the carbon emissions impact of our purchasing.
 - (c) **Enabling a zero-carbon future for Oxfordshire:** leveraging the council's influence, strategic policy roles and partnerships to accelerate the transition to zero-carbon across transport and connectivity, smart local energy systems, energy efficient homes, natural carbon management, and waste reduction.
13. Significant progress has been made towards integrating Climate Action into the council's strategies, decision making and service planning:
- Commitment to a zero-carbon future is a cross-cutting theme of the Corporate Plan, connecting priorities such as healthy place shaping; equality, diversity and inclusion; active travel; digital connectivity; EV infrastructure; local energy systems; and green economic recovery
 - Property strategy reviewed to support climate action objectives
 - Investment strategy reviewed to align investment decisions with commitment to make climate action a 'top priority in decision making' and to deliver our own estate and countywide reduction targets
 - An Equalities and Climate Impacts Assessment accompanied the 2021-2022 budget savings proposals
 - A prioritisation tool for infrastructure schemes was designed with Climate Action as one of its core criteria
 - Service planning templates reviewed to include Climate Action as a key theme.
14. The following initiatives contributed towards our goal of reaching net zero by 2030 across our estate and activities:
- Green grid electricity contract for corporate estate and maintained schools started in October

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- 1,410 streetlights converted to LED in November-December, bringing total to 29.5%
 - Energy audits funded by the Low Carbon Skills Fund at 11 OCC sites to inform invest-to-save programme
 - Application submitted to Public Sector Decarbonisation Scheme (PSDS) for £2.13m for heat decarbonisation and energy efficiency projects in our estate and 4 maintained schools, with further 3 supported to submit their applications
 - Solar PV, battery storage and heat pump funded by PSDS installed at Benson Library, allowing the site to go off gas grid
 - Investment team looking at solar investment
 - New design standards for new build and refurbishment under development, in line with Climate Emergency Design Guide Standard
 - Social value policy under development as part of our commitment to work with suppliers to minimize carbon emissions impact of our purchasing
15. Through the council's statutory roles and wider influence, we're developing projects, plans, and strategies that contribute to a zero-carbon future for Oxfordshire:
- Established Active Travel Hub
 - £2.9m in grant funding obtained for Active Travel projects
 - Oxford Local Cycling Walking Infrastructure Plan approved
 - Vision for Local Transport and Connectivity Plan developed with zero-carbon transport system as a key objective
 - Green Homes Grant LAD1B bid submitted to support households in fuel poverty increase the energy efficiency of their homes
 - Pilot under way to reduce carbon footprint of the Kennington Bridge Replacement Scheme. Without any carbon reduction work, the bridge will have a carbon footprint similar to the entire OCC corporate estate.
 - 'Zero Carbon Oxfordshire' report review started, led by the University of Oxford (to complete Feb 2021)
16. In 2019-2020 our carbon emissions continued to decline, showing an annual reduction of 12.1% in overall emissions and 8% in corporate emissions (our carbon neutrality target). These figures cover the period to March 2020, not capturing yet the effects of COVID-related changes. Since the baseline year of 2010-2011, overall emissions have declined 65.7% and corporate emissions 50.8%. Please see the council's 2019-2020 Greenhouse Gas report for more details (Appendix 2).

Next steps

17. The decade to 2030 has been called the ‘decade of action’ against climate change. While it is true that over the next 9 years remaining emissions will become progressively harder to eliminate, substantial progress will be made by taking early action to reduce energy consumption using available technologies. Such early actions will have the added benefit of maximising savings and future-proofing our services, assets and investments.
18. The Climate Action Framework identifies as key next steps:
 - (a) Continue delivering the streetlight LED conversion programme
 - (b) Develop an invest-to-save programme for energy efficiency and generation on our estate
 - (c) Develop an integrated fleet management approach to support fleet rationalisation and electrification
 - (d) Work closely with contractors to reduce carbon emissions across supply chains
 - (e) Support schools to set and meet their climate targets
 - (f) Develop the evidence base to inform the Oxfordshire Infrastructure Strategy
 - (g) Champion climate action in OP2050.

Corporate Policies and Priorities

19. The Climate Action Programme has been created to deliver the council's commitments to act on the climate emergency by becoming net zero in its own estate and operations by 2030 and enabling Oxfordshire's transition to net zero by 2050, as outlined in the Climate Action Framework.
20. Acting on climate change is a cross-cutting theme of the Corporate Plan, which highlights how reducing carbon emissions and increasing climate resiliency will deliver benefits for Oxfordshire's people, communities and economy – e.g., improved health, better air quality, green jobs, sustainable growth.
21. Zero carbon as also integral to the council's ‘re-start, re-cover, re-new’ post-COVID approach.

Financial Implications

22. Both capital and revenue proposals were brought forward in 2019/20 to address immediate resourcing needs. Funding was agreed between OCC and CDC to

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create a joint climate action team. Revenue and capital directly associated with Climate Action is shown in Table 1.

23. Funding was agreed for the revenue resource to mobilise an invest-to-save programme in OCC Property. Recognising that opportunities for material changes in the way the council delivers services following Covid-19 will impact the Property Strategy, this will now commence in 2021/22 to optimise our effective use of this funding.
24. These roles will help develop the business case for future investment requirements which will be brought through the council's usual decision-making channels.
25. Capital has been identified for EV charging infrastructure for council-owned fleet and for creation of an invest-to-save recycling fund for property retrofit following the Property Strategy, alongside the existing allocation for streetlighting investment. Capital investment in property is likely to be reprofiled into 21/22 reflecting the intention in paragraph 20 to optimise the use of this funding in line with new property strategy.
26. A refreshed Oxfordshire Infrastructure Strategy will take into account climate implications and low-carbon infrastructure needs as part of its prioritisation approach to funding.

Table 1 - Revenue and capital funding for climate action

| | 2020/21 £m | 2021/22 £m | 2022/23 £m | 2023/24 £m | Total |
|---|---------------|---------------|---------------|---------------|-------|
| Staffing Budget | | | | | |
| Joint OCC/CDC Climate Action Team staffing (hosted OCC) | 0.39 | 0.39 | 0.39 | 0.39 | 1.56 |
| CDC contribution Joint Climate Action team | -0.05 | -0.05 | -0.05 | -0.05 | -0.2 |
| Property Climate Action Staffing Budget | | 0.24 | 0.06 | | 0.3 |

| CAPITAL FUNDING | 2020/21 £m | 2021/22 £m | 2022/23 £m | 2023/24 £m | Total |
|---|---------------|---------------|---------------|---------------|---------------|
| Allocated Capital Budget: | | | | | |
| SALIX Energy Programme Invest to Save Recycling Fund | 0.417 | 0.153 | 0.109 | 0.05 | 0.729 |
| EV Charging Infrastructure own estate | 0.020 | 0.014 | | | 0.034 |
| EV Charging Infrastructure own estate | 0.100 | 0.100 | 0.100 | 0.100 | 0.400 |
| Climate Action Invest to Save Property Recycling Fund | 0.100 | 0.400 | 0.500 | 0.500 | 1.500 |
| Streetlighting invest to save retrofit | 7.800 | 11.400 | 11.400 | 8.182 | 38.782 |
| Total in-year capital budget | 8.437 | 12.067 | 12.009 | 8.732 | 41.445 |

Comments checked by:

Rob Finlayson, Finance Business Partner, Rob.Finlayson@Oxfordshire.gov.uk

Legal Implications

27. This report raises no legal issues or implications.

Comments checked by:

Christian Smith, Principal Solicitor, on behalf of Sukdave Ghuman, Head of Legal and Deputy Monitoring Officer, christian.smith@oxfordshire.gov.uk

Staff Implications

28. Delivering the climate action programme involves all council staff. Management are being supported to include climate action in their short and long-term planning. Staff will be supported to integrate climate considerations into their day-to-day activities and decision making.
29. A climate action team has been put in place to support services to deliver on their workstreams in the climate action programme. This team is funded jointly by OCC and CDC. Resource funding has also been allocated to the Property team to develop and deliver an invest-to-save programme for energy efficiency and generation across the estate.

Equality & Inclusion Implications

30. Climate change will disproportionately disadvantage vulnerable groups and young people. Acting on climate change is, therefore, most likely to have a disproportionately positive impact on several of the protected and disadvantaged groups considered within the Council's equality framework
31. When developing and implementing the Climate Action Programme, the council must take an inclusive approach, ensuring the costs and benefits of the transition to a low-carbon economy are fairly shared.

Sustainability Implications

32. The Climate Action Programme is at the core of the council's response to the climate emergency. A number of its projects have a direct impact on our corporate emissions e.g., installing heat pumps in our buildings or converting streetlighting to LED, while others, e.g., reviewing the Oxfordshire Infrastructure Strategy, aim to put in place the strategies, partnerships and initiatives that will help reduce carbon emission and increase climate resiliency across the county.

Risk Management

33. Adequate resourcing is required to capture opportunities for energy savings across the estate and to put in place a delivery mechanism for heat decarbonisation and energy efficiency projects funded by the Public Sector Decarbonisation Scheme.

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34. A single management approach to fleet is needed to deliver the existing 'electric by default' fleet policy and to support rationalisation and sharing of fleet.
35. Work is taking place to assess whether the existing partnership arrangements are optimum to support cross-county working on climate action.

Jane Portman, Senior Responsible Officer Climate Action/ Corporate Director

Appendix 1: Climate Action Framework

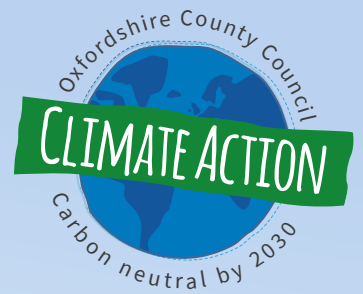
Appendix 2: OCC 2019-2020 Greenhouse Gas Report

Background papers: Nil.

Contact Officer: Sarah Gilbert, Climate Action Team Leader,
07867467797, Sarah.Gilbert@Oxfordshire.gov.uk

February 2021

2020 Climate Action Framework



FOR A THRIVING OXFORDSHIRE

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Tackling the Climate Emergency

The 'decade of action' required on climate change has begun with the COVID-19 pandemic. It has changed our world almost overnight. The pandemic has hurt us, and it has changed us. We must not allow it to hold us back: it is our responsibility to use this time of change to achieve our goals.

There will be significant challenges to our ambitions. It requires rapid, far-reaching and unprecedented changes in all aspects of society and a strong lead from national government. But we are experiencing a moment in time at which our pace of learning and appetite for change is rapid. We have adopted new skills and adapted how we live and work. It is this ingenuity that we will draw upon as we address the climate emergency. We will 'build back better' for a zero-carbon, resilient economy, strong communities and a healthy place to live.

The future we will create will not be based on business-as-usual decision making. The government is reprioritising its investment plans. Oxfordshire County Council is doing the same: reprioritising road space and favouring digital connectivity.

Oxfordshire has a unique foundation: proactive and engaged communities, cutting-edge third sector and community energy, a high-potential low-carbon and innovation economy, world-class academia, a proactive public sector, and a track record of collaboration on transport and energy challenges.

Zero carbon is integral to our vision for a thriving county: we will create a resilient economy based on zero-carbon jobs and future-proofed infrastructure in order to achieve liveable, healthy communities.

Councillor Ian Hudspeth

Leader of Oxfordshire County Council

This Climate Action Framework sets out our guiding principles and how we will mobilise to tackle this challenge through two connected roles:

- **Transforming our own organisation**
- **Enabling a zero-carbon Oxfordshire**

THE PRINCIPLES GUIDING OUR WORK ON CLIMATE ACTION:

WE ARE FOCUSING ON:

- 1 Being a Climate Active Council**
page 4
- 2 Operating at net-zero Carbon by 2030**
page 5, 6
- 3 Supporting schools**
page 7
- 4 Working with our suppliers**
page 7
- 5 Enabling a net-zero Carbon Oxfordshire by 2050**
page 10-12

OUR NATURAL ENVIRONMENT

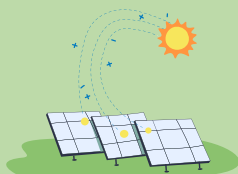
Evidenced-based decisions

- We hold ourselves to account and take an open, smart approach to data gathering and sharing to accelerate our ability to re-prioritise investment
- We work with our world-class universities to develop the evidence to inform decisions



Maximise Oxfordshire benefits

- You can count on our spending to support the growth of low-carbon jobs
- We support communities to own energy projects and retain the benefits locally



Healthy Place Shaping

- We create sustainable, well-designed communities in which it is easy to eat well, be active and healthy



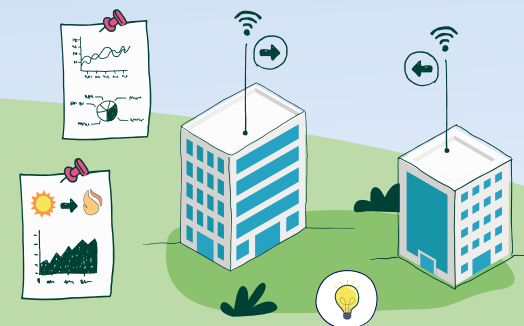
Inclusive transition

- We support all our communities and businesses to participate
- We ensure costs and benefits are fairly shared
- We seek to design out energy inequality



Continuous improvement and Living Laboratory

- Our estate is a '**Living Lab**' to trial new ideas and accelerate innovation
- We are actively seeking new business models to make investment for zero-carbon viable
- We share our learning



Recognising a role for everyone

- We are asking everyone to participate: our staff, communities, suppliers, businesses, partners and national government
- We build partnerships to tackle systemic challenges



A Climate Active Council

Mobilising change

The Council's Climate Action Team is implementing a two-year climate action mobilisation phase that focuses on the priority teams, services and policies that are identified in this framework.

A role for everyone

The council's vision and values recognise the importance of climate action to our local prosperity and wellbeing. Supported by our Delivering the Future Together staff development programme we are embedding the skills, tools and culture so that:

- All our staff have the tools to play their role
- Our decisions consider carbon impacts
 - Directors and managers have a low-carbon vision for their services
 - All staff act as ambassadors for climate action with our partners.

Holding ourselves to account

We will develop our annual carbon emissions reporting over time to report a wider scope than our 2030 net-zero operational target to help us monitor, evaluate, review and communicate our progress.

We also commit to report against this Climate Action Framework in order to inform future corporate planning in the council.



Operating at net-zero carbon by 2030

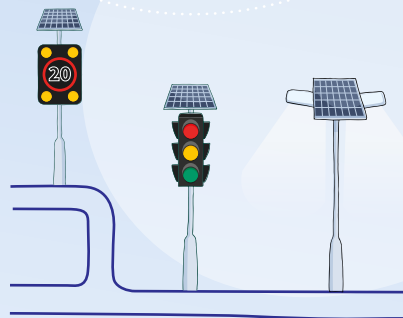
OUR COMMITMENT

As your council we are leading the way and are committed to be carbon neutral by 2030 for our major operational footprint.



500

Fleet vehicles, including the fire service



60,000

Streetlights, illuminated signs and traffic signals



Staff business **mileage**



Energy use in around

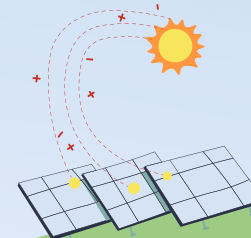
140 buildings

that the council occupies

Resilience

The council, residents and business alike have all adapted to the COVID-19 pandemic. We can see that some of these adaptations also reduce carbon emissions. As we emerge, you will see us maintain and build on that resilience by:

- Developing digital connectivity and skills to ensure continuity of services and to reduce travel emissions and support rationalising our estate
- Optimising our property portfolio to avoid unnecessary travel and to focus upon infrastructure necessary to deliver critical services
- Reducing reliance on grid electricity by generating our own clean power and reducing demand.



Transformation

Residents, businesses, our staff and partners are going to see a very different council. By 2024, the majority of our cars will be electric and by 2028 the same will be true of our vans. Virtual meetings will be the norm and through encouraging active travel, and local pool cars and bikes, by 2030 staff travel by private fossil fuelled vehicles will be the exception.

2 Operating at net-zero carbon by 2030

Reinvigorating our carbon management plan

Residents can expect value-for-money from our invest-to-save approach. Business can rely on us to pave the way through research and development partnerships that unlock new opportunities. Everyone can expect us to achieve real carbon emissions reductions: offsetting is an option of last resort.

Take action now

Our actions embody an 'energy hierarchy' approach to ensure best value and reduce demand.

CONTINUOUS IMPROVEMENT



1

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3

4

5

Design in energy saving from the outset

- New best practice building design standards adopted
- Virtual meetings policy as preference to travel
- Encourage and enable effective home working
- Increase staff use of active and zero-carbon travel options, particularly e-bikes

Energy efficient

- Rigorous building energy management practice introduced
- Streetlighting conversion to LED
- Purchasing standards introduced to reduce energy demand from equipment



Alternative fuel

- Continue implementation of our 'electric default' car and van replacement policy
- Support staff to move to transition from fossil to electric cars

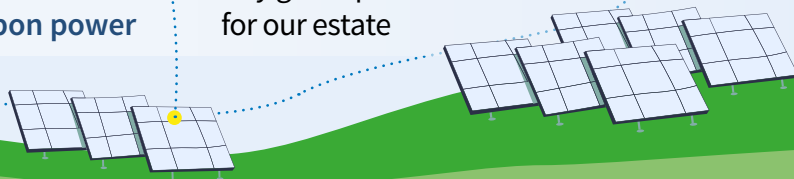
Generate

- Build the business case for solar on our roofs, land and carparks



Buy zero carbon power

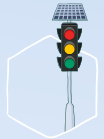
- Buy green power for our estate



Plan ahead

Following our continuous improvement approach we will:

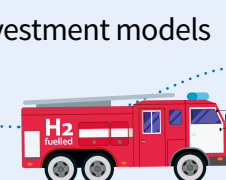
- Publish a new property strategy to support net zero-carbon buildings and travel
- Develop a new invest-to-save programme to reduce power use in buildings
- Convert traffic lighting to LED
- Optimise streetlighting demand through smart controls
- Introduce electric minibuses
- Identify ways to improve biodiversity and carbon capture on our green estate
- Implement a 'one fleet' management approach to help rationalise fleet
- Investigate opportunities to buy remaining green power direct from a local generator.



Pilot, engage government and develop new business models

Through our Living Lab approach and Innovation Hub, support research and development of:

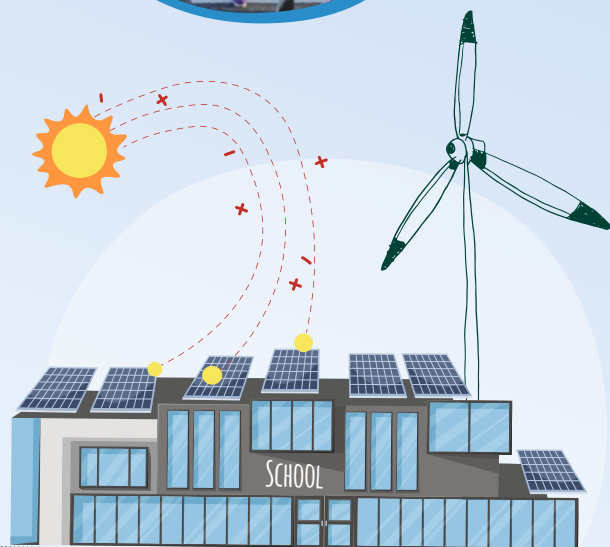
- Heat pumps, heat networks and green gas for our buildings
- Low-carbon options for large vehicles e.g. hydrogen
- Smart buildings innovations to improve control
- Digital-first approaches to specialist service delivery
- Battery storage, flexibility and peer-to-peer trading to improve business cases
- Solar-powered street lighting
- Energy service contracts and innovative investment models
- Offsetting that delivers local social value.



Supporting schools



Protecting the environment is an important part of schools' community values. Maintained schools are responsible for their operations and energy and maintenance budgets, but often lack the resources and capacity to reduce energy costs and carbon. Parents, teachers and pupils can rely on us to support them to address this challenge.



We want schools to be able to set and deliver against their own climate action targets, and to act as ambassadors in their communities. We will act to ensure:

- Schools have support to take action on energy efficiency
- Schools have access to the educational materials needed to engage pupils
- Promote a policy that newly approved schools are built to net-zero standards
- Innovative business models support all schools to generate and store their own energy
- Our services to schools and pupils operate at low carbon and impact e.g. cleaning, catering, maintenance, home to school transport
- We rapidly expand our 'School Streets' approach for more walking and cycling.



Supply chain

Over 80% of the Council's spend is with our 25 biggest suppliers.

By working with those suppliers, we have the greatest ability to influence the carbons emissions impact of our purchasing and move towards a circular economy.

We spend over £500m a year with suppliers delivering critical services for residents. Creating a new social value policy will lever more benefits from our purchasing and drive the market for low-carbon goods and services, supporting Oxfordshire's high potential low-carbon economy.

For climate action the policy will set a number of minimum expectations from our suppliers whilst allowing the flexibility to drive innovation and higher standards where the market is more advanced. It will:

- Clearly define best practice standards for goods and services
- Require reporting of carbon emissions within suppliers' control (called "direct" or "scope 1 and 2" emissions)
- Include pass/fail sustainability pre-screening questions
- Apply sustainability, innovation and circular economy principles at the outset and in our soft market testing for major contracts.

SPOTLIGHT ON... Our suppliers

Skanska, our highways contractor, is committed to working with Oxfordshire County Council for an accelerated decarbonisation of our highways contract, including taking a range of steps to reduce the embodied carbon in its infrastructure projects.



How we will achieve it

We will transform our own organisation, support our schools and work closely with our suppliers. By building climate action into every decision, we will become carbon neutral by 2030.



BUILD THE FOUNDATIONS

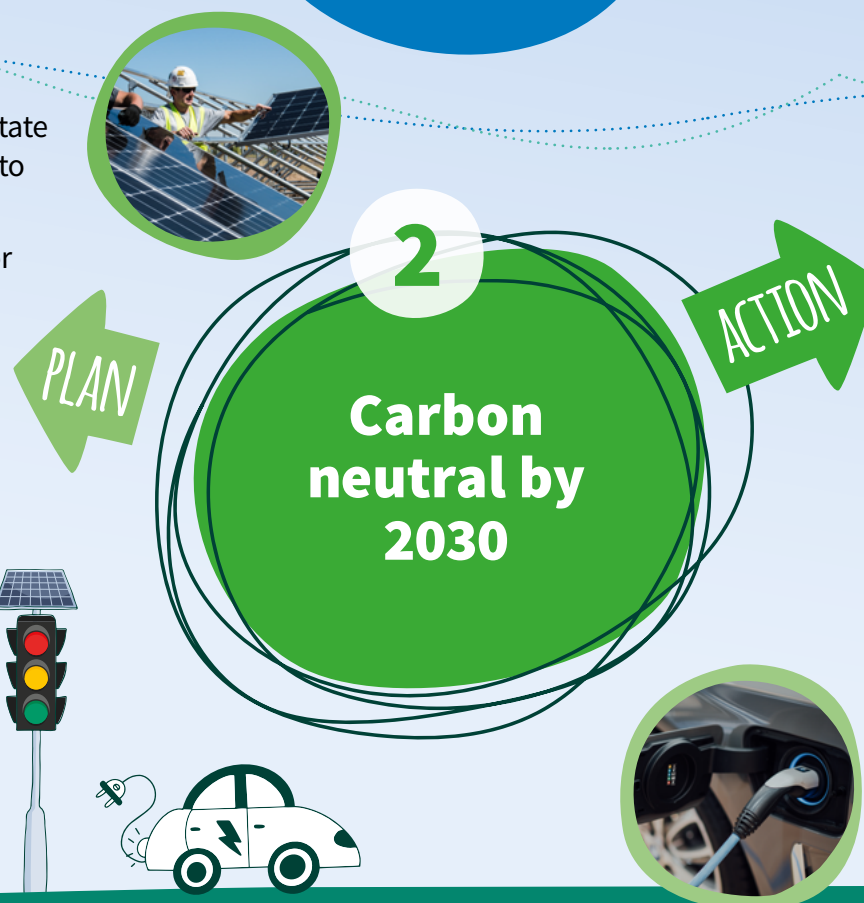
- Integrate climate action as a key theme in the council's vision and organisational development review

- Publish our property strategy to enable estate rationalisation and enhanced investment to reduce carbon emissions
- Develop an invest-to-save programme for energy efficiency and generation
- Review natural carbon management opportunities on our estate
- Develop approaches to offset delivering local social value
- Pilot 'flexibility' trials under Local Energy Oxfordshire
- Develop traffic lighting and signage conversion programme
- Publish workplace electric vehicle charging strategy
- Release of OCC property to minimise the demand for energy



TAKE ACTION

- Introduce a climate action toolkit and training programme for staff
- Integrate climate action into the business planning for all services
- Publish emissions reporting



- Introduce new corporate building design standards in line with the industry Climate Emergency Design Guide standards
- Buy green electricity for our estate from October 2020
- Deliver our carbon management plan and new annual KPIs by end 2020
- Deliver our streetlighting LED conversion programme
- Continue to roll out our 'fleet to electric' policy
- Mobilise an organisational travel programme
- Introduce a staff incentive scheme to purchase EV
- Develop a "One Fleet" management approach to support rationalisation of fleet

How we will achieve it



BUILD THE FOUNDATIONS

- Review our structural maintenance programmes and commercial offers to schools for sustainability opportunities
- Agree approach to reduce carbon in 'home to school' transport
- Further develop and expand a model for installing solar on schools

PLAN

3

Supporting schools

ACTION

TAKE ACTION

- Introduce a new support package for maintained schools to reduce carbon
- Introduce new standards for academy builds
- Publish initiatives to accelerate School Streets roll out

4

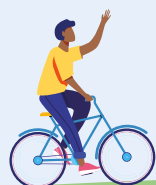
Supply chain

PLAN

ACTION

- Explore 'smart' approaches to carbon management in supply chain
- Collaborate to introduce climate action 'good practice' terms as part of our partnering with the third sector

- Publish our social value policy to guide future contracts
- Introduce training for our procurement staff and key contract managers
- Produce climate action opportunity plans with key existing suppliers



Enabling a zero carbon Oxfordshire by 2050:

Partnerships

Our vision is to shape a thriving Oxfordshire - achieving liveable, healthy places. It is a vision for prosperity in an enhanced natural environment and within global carbon limits.

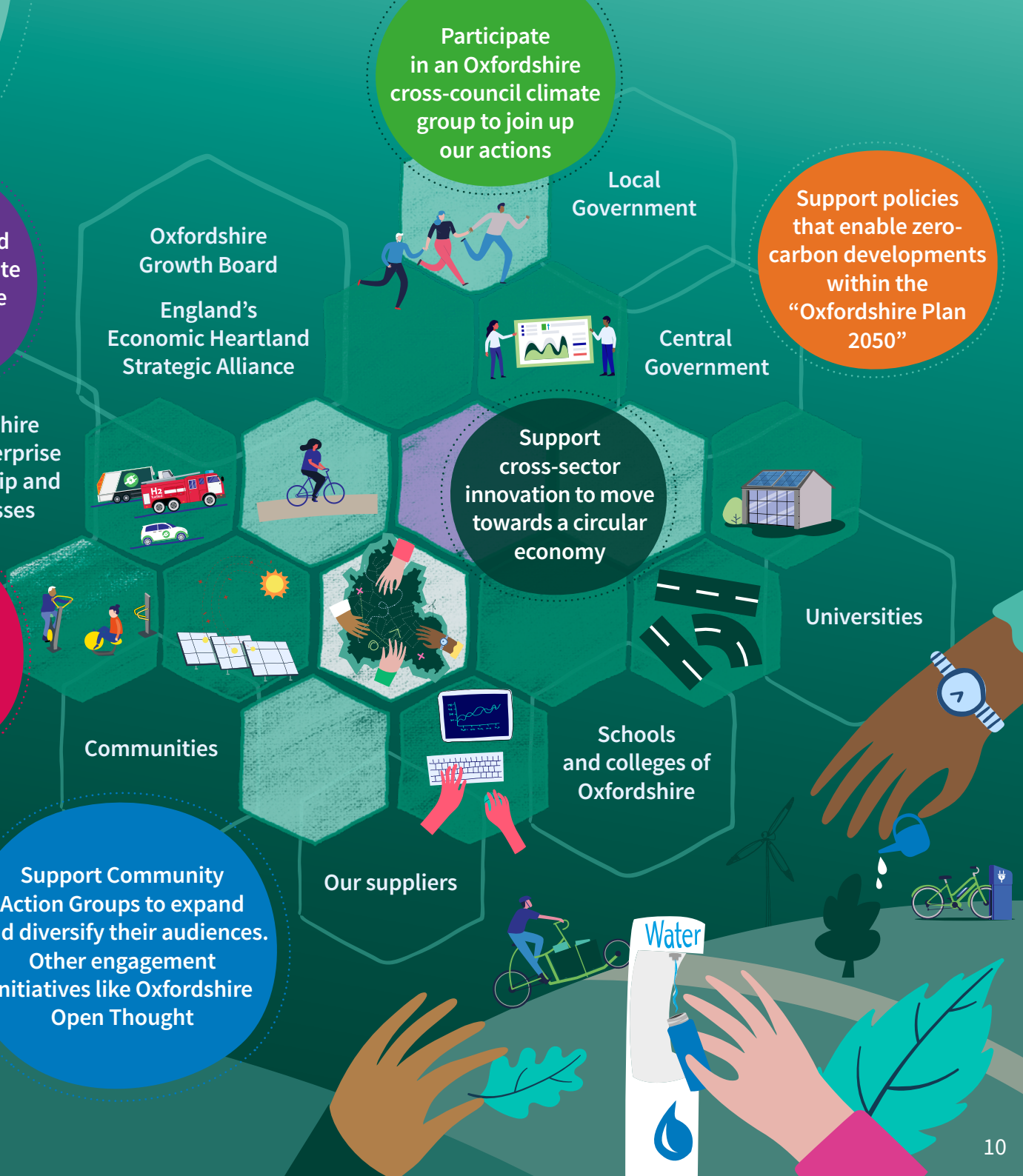
Together with the leaders and chief executives of all local authorities across Oxfordshire, we have committed to join together to tackle the Climate Emergency. With wider Oxfordshire partners we are signatories to Oxfordshire's Energy Strategy, setting out a pathway to reduce carbon emissions by 50% by 2030, as an ambitious step on the road to net zero by 2050.

The council's long-term funding of Community Action Groups created the biggest climate network reaching 80,000 people in 2018. They pioneer local food production and land management through to community-owned and operated hydro and solar power.

Review of the local partnerships and how they enable climate action and deliver the Oxfordshire Energy Strategy

Support the Local Industrial Strategy to position Oxfordshire as a leader in clean growth

Support Community Action Groups to expand and diversify their audiences. Other engagement initiatives like Oxfordshire Open Thought



5 Enabling a Zero Carbon Oxfordshire by 2050:

Energy Strategy

Oxfordshire's Energy Strategy

Alongside a range of local partners Oxfordshire County Council is a signatory to OxLEP's Oxfordshire Energy Strategy aiming to:

1 Secure
a smart, modern,
clean energy
infrastructure in
Oxfordshire

2 Reduce
emissions by 50%
by 2030 setting a
pathway to achieving
net zero by 2050

3 Enhance
partnership working
across Oxfordshire to
focus on energy
challenges and
financing

Local Energy Oxfordshire (Project LEO)

LEO is a national demonstrator tackling energy at the community scale: it finds ways to invest in zero-carbon energy solutions that are only possible across multiple homes, schools or businesses.

Oxfordshire's Low Carbon Hub is developing new community-owned energy projects through its Smart and Fair Neighbourhood programme that will be possible thanks to a new local energy trading market developed by Scottish and Southern Energy Networks.

The council will deliver a new spatial 'energy insights' tool to identify potential for generation and energy efficiency across the county.

This strong Oxfordshire coalition involving public sector, community, academia and private sector, is a model for addressing systemic energy challenges.

It is ambitious. To reduce emissions by 50% by 2030 calls for:

5 times more
solar power in county

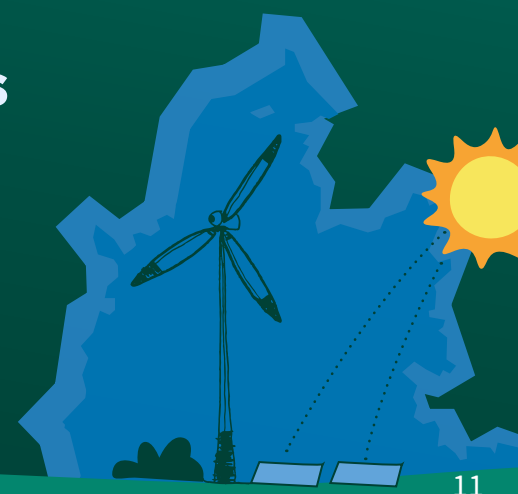
40% of heating
to be renewable

New housing to meet the highest possible
energy standards

Electric and active travel
as the new normal

Retrofitting
4,000 homes
a year to a 'C' standard or higher

It is cross cutting: no single partner owns all the workstreams in the energy strategy. Its goals will be met in the shift to electric transport and heating. The commitment to 100,000 new homes in Oxfordshire by 2030 presents a huge opportunity to deliver on its ambition. The low-carbon investment required is estimated at £300 million annually with the potential to add £1.35 billion annually to the Oxfordshire economy by 2030, creating over 11,000 new jobs.



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Enabling a Zero-carbon Oxfordshire by 2050:

Build back better

The pandemic has shown both the adaptability of communities and a growing desire to 'build back better'. As we consider our recovery we look to accelerate our work on climate action in 3 ways:



▶ **Maintaining positive changes for the long-term**

▶ **Seeking climate and connectivity investment to support economic recovery and jobs**

▶ **Focussing on building future resilience:**

- Supporting a local zero-carbon energy system that moves away from reliance on global fuel markets
- Enhancing digital connectivity

Investment

The future will not be built on business-as-usual decision making. Central government is reviewing policies and re-prioritising funding, and we will need to do that same, prioritising investment in full fibre connectivity across Oxfordshire as a preference to new roads, active travel over single-occupancy cars, and planning and economic development policies that require the highest design standards from the outset.

We will create the evidence base to review and re-orientate investment towards the objectives of this strategy through a new approach to the Oxfordshire Infrastructure Strategy. Moving to a zero-carbon Oxfordshire will also require substantial new investment – from the private sector and central government. A refresh of the low-carbon economy report for Oxfordshire will help identify the additional finance needed. Our Local Industrial Strategy and energy and transport innovation projects will help to de-risk business models to attract private investment. There will be roles for new partnerships on investment and ownership models. The council's commercial investment strategy already recognises the opportunity to align with energy strategy objectives in the county. We are committed to move to align our treasury investment with environmental and social governance best practice.

RE-DESIGN

MANUFACTURE

SHARING
IN RETAIL

LEASING
INSTEAD OF
BUYING

RE-USE
REPAIR

RECYCLE

CIRCULAR
ECONOMY

No To
PLASTIC

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SPOTLIGHT ON...

Resilience and the Circular Economy

A 'circular economy' is one which enhances resilience as we collectively:

- Design out waste and pollution
- Keep products and materials in use
- Regenerate natural systems

The council is just one player and a 'circular economy' inherently depends on the whole system. So, we are committed to learning about the circular economy through our staff development programme. We will improve our ability to spot, support and operate in a way that leads towards this kind of system.

What we want to achieve

Residents and businesses of Oxfordshire can rely on the council to use its strategic policy roles and partnerships to take climate action. For example, through our supporting role in the development the Oxfordshire Plan 2050 (OP2050) which will set out the basis for future planning decisions about housing and infrastructure. Another important policy that the council leads on is the Local Transport and Connectivity Plan.

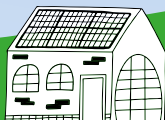
TRANSPORT AND CONNECTIVITY



Through our local transport planning role we will:

- Prioritise digital infrastructure over road building: full fibre broadband across Oxfordshire will replace many journeys
- Increase walking and cycling: it will be accessible and normal
- Enable safe, convenient electric public transport across and between towns
- Accelerate the rise of electric, shared and autonomous travel
- Increasingly deprioritise journeys by single occupancy private car
- Support electrification of rail networks in Oxfordshire.

BUILDINGS

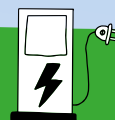


By engaging with the city and district councils through OP2050 spatial strategy, and Oxfordshire communities we support initiatives that lead to:

- Extensive retrofitting of existing buildings
- Increase the proportion of work on fuel poverty delivered through improved building standards
- Net zero-carbon new developments, with high fabric standards, renewables maximised on site and low embodied carbon.



INFRASTRUCTURE AND SYSTEMS



Through our strategic planning and economic development roles, and working as a regional partner we will develop policy, support others, take part in innovation projects and channel our investment for:

- Smart, flexible, local renewable generation that enhances local resilience identified in strategic planning
- Good design that favours zero-carbon connectivity and low-impact living from the outset
- Enabling electric charging infrastructure accessible for all residents
- Community ownership of energy generation and storage assets.

NATURAL CARBON MANAGEMENT



Through our planning policies and as a community and regional partner we will ensure Oxfordshire:

- Takes advantage of 'natural capital' assets such as soils, woodlands, hedges and ponds in order to capture and store carbon and are valued by communities
- Explore the opportunities for protection, conservation and enhancement of carbon capture and storage through our natural environments
- Support the community ambition to double tree cover in Oxfordshire with 'the right tree in the right place', as part of a holistic approach to enhance the county's biodiversity and green infrastructure.

WASTE AND CONSUMPTION



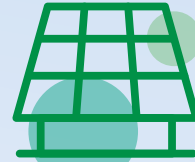
By leading county-wide partnerships, supporting residents and reviewing our own policies we will:

- Maximise waste reduction and recycling
- Target zero growth in waste per person
- Work towards assessing whole-system carbon impacts in our waste strategy and seek to influence national policy
- Support both the consumption of healthy and sustainable food, and reducing food waste throughout the supply chain.



5

Enabling a zero-carbon Oxfordshire by 2050



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Developing partnerships

- Support Community Action Groups to expand, diversify and collaborate with civil society organisations
- Review partnership options for cross-county working on climate action
- Build upon our strong track record of working with the universities to shape research programme that serve Oxfordshire and lead the world
- Support Living Oxford to leverage Living Labs data and insights

Investment

- Develop zero-carbon investment options under the commercial investment strategy to support Oxfordshire Energy Strategy
- Review our Property Investment Strategy to account for its contribution to our zero-carbon commitment and to continue to explore ethical, sustainable and good governance investment practices
- Update Oxfordshire's Low-carbon Economy report to provide evidence base to reprioritised infrastructure strategy
- Produce an Environmental, Social and Governance policy for treasury management investments
- Review and plan for the strategic investment requirements of the Oxfordshire Energy and Local Industrial Strategies

Transport and Connectivity

- Deliver a new Local Transport and Connectivity Plan supporting a zero-carbon ambition
- Implement post-covid schemes to support active travel
- Deliver our Connecting Oxford schemes including the Zero Emissions Zone
- Develop and implement local cycling and walking infrastructure plans
- Pilot low traffic neighbourhoods
- Publish cross-county EV charging infrastructure strategy
- Roll-out up to 300 electric vehicle charge points in over-night charging hubs by 2022
- Support electrification of bus fleet in Oxford

5

Enabling a zero-carbon Oxfordshire by 2050

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Infrastructure and systems

- Publish an Oxford Infrastructure Strategy with a new carbon prioritisation on investments
- Develop the Countywide Energy Insights tool for identify renewable and energy efficiency opportunities
- Deliver the Local Energy Oxfordshire (LEO) partnership project and plan for a strategic energy partnership post-LEO



Buildings

- Support policy for net-zero-carbon development in line with industry best practice in the Oxfordshire Plan 2050
- Support policy identifying sites for strategic renewables in Oxfordshire Plan 2050
- Introduce an Innovation Planning Framework to guide major development
- Support community and social enterprise-led initiatives for zero-carbon, liveable housing developments
- Through LEP, support skills strategies that accelerate a zero-carbon Oxfordshire (eg. jobs to deliver high quality retrofit)
- With partners, review role of 'Oxfordshire bonds' to accelerate investment in retrofit and renewables



Natural carbon management

- Publish a nature recovery strategy to introduce new policy in the planning system
- Work with partners to launch a tree planting opportunity tool for Oxfordshire and develop funding models to support investment in increasing tree cover
- Introduce biodiversity net gain targets into planning policy



Waste and consumption

- Work in partnership to deliver the Joint Municipal Waste Management Strategy
- Develop cross-Oxfordshire engagement on the role of 'circular economy'
- Work towards whole system carbon impacts in our waste strategy and seek to influence national policy

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Greenhouse Gas Report

Reporting Year 2019 - 2020

Oxfordshire County Council

Date: January 2021
Owner: Climate Action Team

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1. Context

- 1.1. Oxfordshire County Council provides services to residents, businesses and communities across the whole county. We are responsible for around 80% of local government spending in Oxfordshire. The following core services are provided by the Council:
- adult social care
 - children's services
 - services for public health including mental health
 - fire and rescue
 - roads and transport planning
 - waste disposal
 - libraries and museums
 - coroners' and registration services
 - trading standards
- 1.2. The Council either provides these services directly or commissions them from other organisations. Most of these services are statutory – things we are obliged by law to do.

2. Reporting Period

- 2.1. This report covers GHG emissions from April 2019 to March 2020

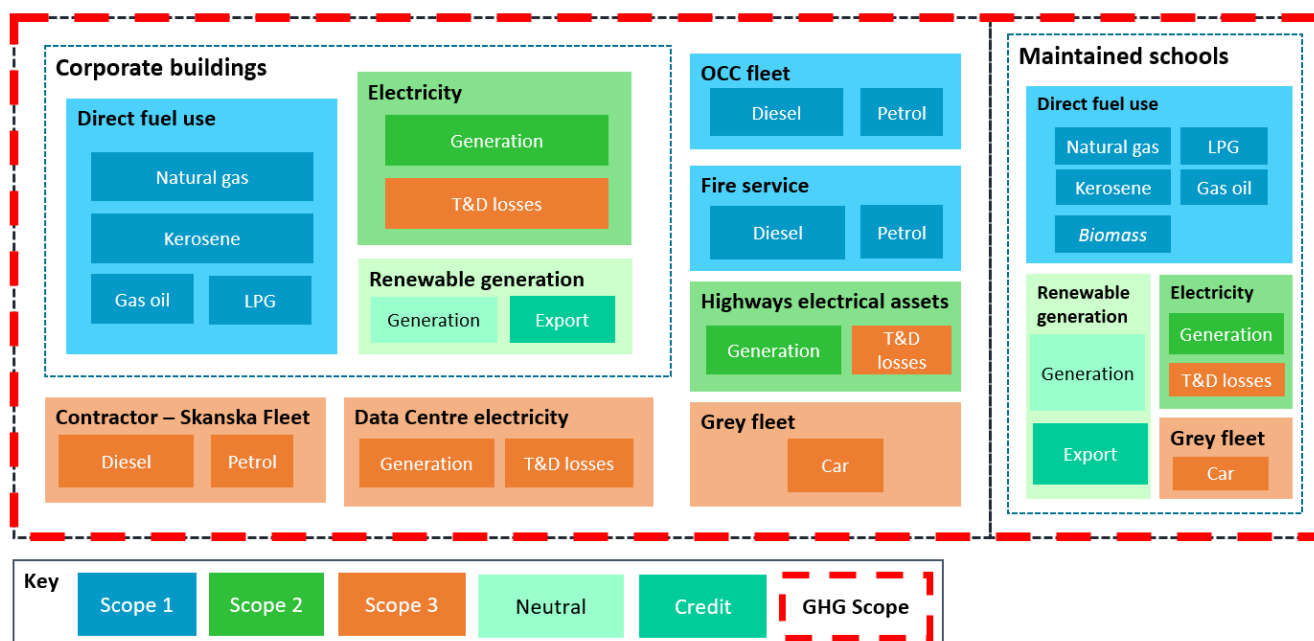
3. Introduction, boundary and conversion factors

- 3.1. Each year, Oxfordshire County Council publishes details of its greenhouse gas (GHG) emissions in accordance with guidance published by the Department of Business, Energy and Industrial Strategy (BEIS).
- 3.2. The Council is committed to improving our GHG reporting in line with the latest BEIS guidance. We will be auditing our data in 2020/21.
- 3.3. **Figure 1** shows the scope of our reported GHG emissions boundary. The council reports on emissions from its:
- corporate estate and activities (excluding contractors)
 - maintained schools
 - Contractors - Skanska highway fleet fuel and outsourced Data Centre electricity consumption.

These have historically been included in our carbon footprint.

- 3.4. In 2019 the council committed to become carbon neutral for its corporate estate and activities (excluding contractor emissions) by 2030. This report creates a new category to show the emissions in scope for this target. (refer Section 7)
- 3.5. The carbon factor methodology applied are the 2019 carbon factors for the emissions generated in Financial year 2019-20 which can be found at: [Greenhouse gas reporting: conversion factors 2019 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2019)

Figure 1: OCC GHG Emissions Boundary



4. Greenhouse Gas (GHG Emissions) 2019/20

- 4.1. **Table 1** shows that for **2019/20** gross emissions from Oxfordshire County Council were **19,164.4** tonnes of CO₂ equivalent (CO₂e) split across the three scopes.
- 4.2. Our **corporate estate and activities** (the scope of our carbon neutrality target) amounted to **13,047 tonnes CO₂e** (68.1%) of the total emissions.
- 4.3. Emissions from maintained schools was **5,260 tonnes CO₂e** (27.4% of the total emissions).
- 4.4. Whereas emissions from our **Contractors** - Skanska highway fleet fuel and outsourced Data Centre servers (electricity consumption) contributed **858 tonnes CO₂e**, 4.5% of total emissions.

Table 1: Total GHG Emissions (Corporate estate and activities, Maintained Schools and Highways contractor fuel and data center)

| | Corporate Estate & Activities | Maintained Schools | Contractors (Highways & Data Centres) | Total |
|---|-------------------------------|--------------------|---------------------------------------|-----------------|
| Scope 1 | 3,247.7 | 3,116.3 | - | 6,364.0 |
| Scope 2 | 7,927.7 | 2,015.6 | - | 9,943.3 |
| Scope 3 | 1,875.7 | 195.4 | 857.5 | 2,928.6 |
| Tota Emissions | 13,051.2 | 5,327.3 | 857.5 | 19,236.0 |
| Solar Export Corporate (offset) | -4.0 | -67.5 | - | -71.5 |
| Total Emissions (after Solar offset) | 13,047.2 | 5,259.7 | 857.5 | 19,164.4 |

5. Change from Previous Year

- 5.1. Total emissions in **2019/20** were **12.1% lower** than in 2018/19, a total reduction of 2,749 tonnes CO_{2e}. ***Electricity grid decarbonisation and annual changes to carbon factors accounted for 1,080 tonnes CO_{2e}, 40.8% of total reduction as compared to 2018/19.***
- Emissions from the Council's **corporate estate and activities** (excluding outsourced contractors and maintained schools) fell from **14,179 tonnes** in **2018/19** to **13,047 tonnes** in **2019/20**, a reduction of **8%** (1,132 tonnes CO_{2e}). This includes offset from Solar PV exports. ***Electricity grid decarbonisation accounted for 853 tonnes CO_{2e} i.e. 75.3% of total reduction for corporate estate and activities.***
 - Emissions from **maintained schools** decreased by **22.2% (1,494 tonnes CO_{2e})** from **6,679 tonnes** to **5,260 tonnes CO_{2e}** (this includes offset from schools Solar PV exports). Out of this reduction, 4.1% (275 tonnes CO_{2e}) is because nine schools have converted to academies during the reporting year and have therefore been removed from the footprint. ***Electricity grid decarbonisation accounted for 217 tonnes CO_{2e}. 15.3% of overall reduction.***
 - Emissions from the Council's **Contractors** (Skanska highway fleet fuel and outsourced data center electricity consumption) fell by **10.3%** during this period from **956 tonnes** in 2018/19 to **858 tonnes CO_{2e}** in 2019/20. ***Electricity grid decarbonisation accounted for 10 tonnes CO_{2e}. 10% of the total reduction.***
- 5.2. **Table 2** below shows the comparison of emissions in 2019/20 against 2018/19. A further breakdown of consumption at source is detailed in Annex B, C, D & E.
- 5.3. Gas consumption – annual weather data (degree day data) indicated heating fuel demand could have increased by up to 17% or 919 tonnes CO_{2e} in 2019/20. However, gas consumption decreased by 344 tonnes CO_{2e}. This was due to optimisation of heating controls in major buildings and boilers replacements.
- 5.4. **Refer to section 9** for details of the projects and energy efficiency measures that contributed to the decrease in council's GHG emissions in 2019/20

Table 2: Emissions Comparison 2019/20 and 2018/19 (tonnes CO_{2e})

| 2019/20 and 2018/19 Comparison (Tonned CO _{2e}) | | | |
|---|-----------------|-----------------|--------------|
| | 2018/19 | 2019 20 | Reduction |
| Corporate Estate & Activities | 14,183.4 | 13,051.2 | 8.0% |
| Solar Export Corporate (offset) | -4.4 | -4.0 | 9.1% |
| Total Corporate Estate & Activities | 14,179.0 | 13,047.2 | 8.0% |
| Schools | 6,753.7 | 5,327.2 | 21.1% |
| Solar Export Schools (offset) | -74.8 | -67.5 | 9.8% |
| Total Schools | 6,678.9 | 5,259.7 | 21.2% |
| Contractors | 955.7 | 857.5 | 10.3% |
| Total Net Emissions | 21,813.6 | 19,164.4 | 12.1% |

6. Comparison Against baseline year and reduction target

Oxfordshire County Council track emissions against a baseline year of 2010/11.

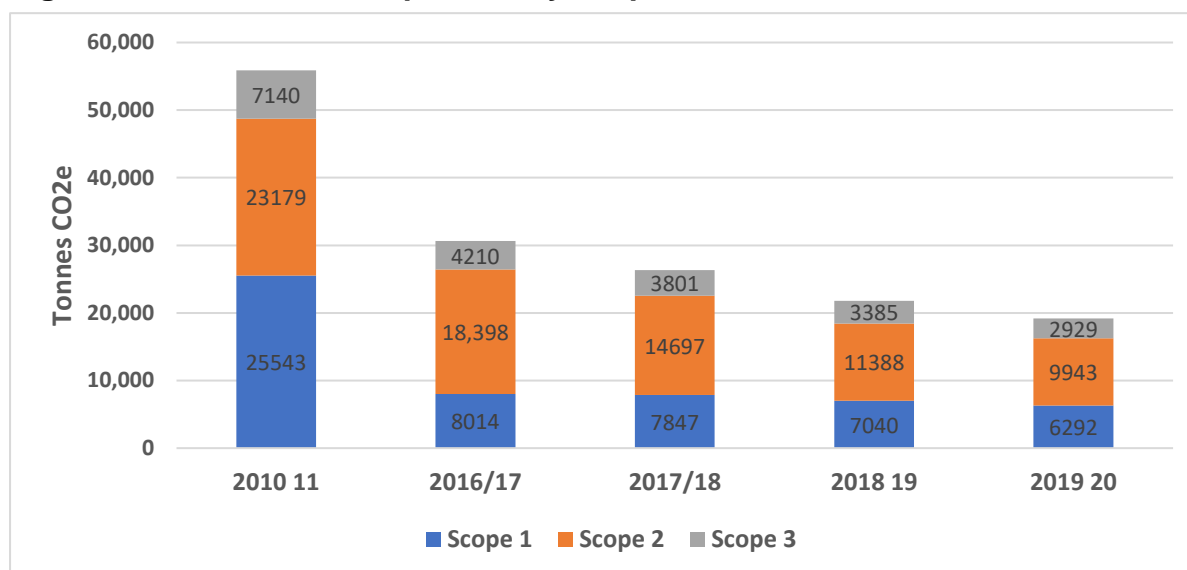
- 6.1. **Total emissions** for this year, against a baseline year were 19,164.4 tonnes CO₂e in 2019/20 and 55,862 tonnes of CO₂e in 2010/11. This represents a decrease of **36,698 tonnes of CO₂e**; a decrease of 65.7%. An average annual reduction of 7.3% per year.
- Emissions from our **corporate estate and activities excluding contractor emissions & maintained schools (the scope of our carbon neutrality target)** have reduced by 50.8% since 2010/11, an average annual reduction of 5.6% per year (this does not include the effect of REGO¹ backed electricity).
 - Emissions from maintained schools have reduced by 86.8%** since the baseline year 2010/11. 155 schools converting to academies and therefore falling outside the Council's reporting has contributed significantly to this change.
 - Our contractor emissions (Skanska fleet fuel and ICT Data Centers)** have reduced by 26.3% since 2010/11; an average annual reduction of 2.9% per year.
- 6.2. **Table 3** below shows the comparison of emissions in 2019/20 against baseline year 2010/11. A further breakdown of consumption at source is detailed in Annex F.
- 6.3. **Emissions from the remaining 131 maintained schools** (adjusted to remove the effect of schools converting to academies) have reduced by an estimated 26% since 2010/11, an average of 3% per year.

Table 3: Emissions Comparison 2019/20 and 2010/11

| 2019/20 and 2010/11 Comparison (Tonnes CO ₂ e) | | | |
|---|-----------------|-----------------|--------------|
| | 2010/11 | 2019/20 | Reduction |
| Corporate Estate & Activities | 26,510.5 | 13,051.2 | 50.8% |
| Solar Export Corporate (offset) | - | -4.0 | - |
| Green REGO electricity (offset) | - 12,179.0 | - | - |
| Total Corporate Estates & Activities | 14,331.5 | 13,047.2 | 9.0% |
| Schools | 40,367.2 | 5,327.2 | 86.8% |
| Solar Export SChools (offset) | - | -67.5 | - |
| Total Schools | 40,367.2 | 5,259.7 | 87.0% |
| Contractors | 1,163.4 | 857.5 | 26.3% |
| Total Net Emissions | 55,862.1 | 19,164.4 | 65.7% |

¹ REGO- Renewable Electricity Guarantees of Origin. This is a renewable electricity tariff backed by (REGO) certificates, allows traceability of energy supply and the opportunity to report electricity as zero carbon under the Greenhouse Gas reporting protocol.

Figure 2: Emissions Comparison by scope from 2010/11 to 2019/20



7. Carbon Neutrality Target 2030

- 7.1. In 2019 the council committed to become carbon neutral for its corporate estate and activities (excluding contractor and maintained school's emissions) by 2030.
- 7.2. **Figure 3** below shows the boundary of our Carbon Neutrality 2030 target.
- 7.3. **Figure 4** shows carbon neutrality performance since baseline year 2010/11
- 7.4. The council is in the process of reviewing its annual targets to meet this objective, and currently tracking progress against a 6% annual reduction target.

Figure 3: OCC Carbon Neutrality 2030 Target Boundary

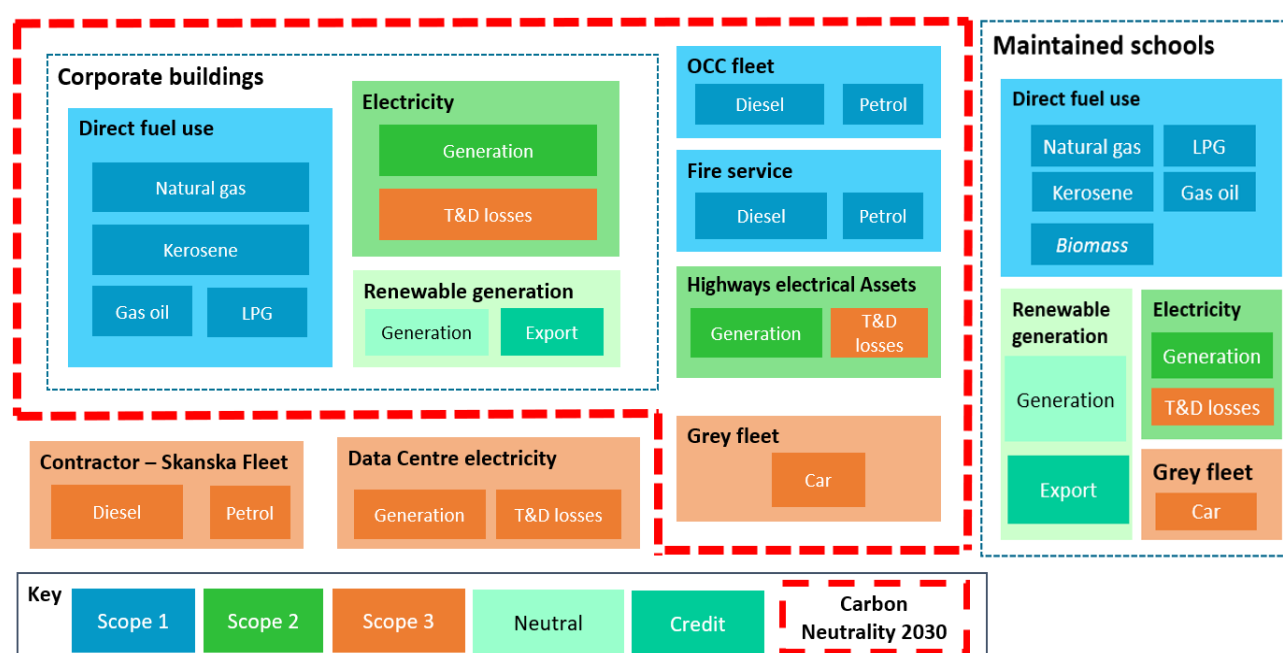
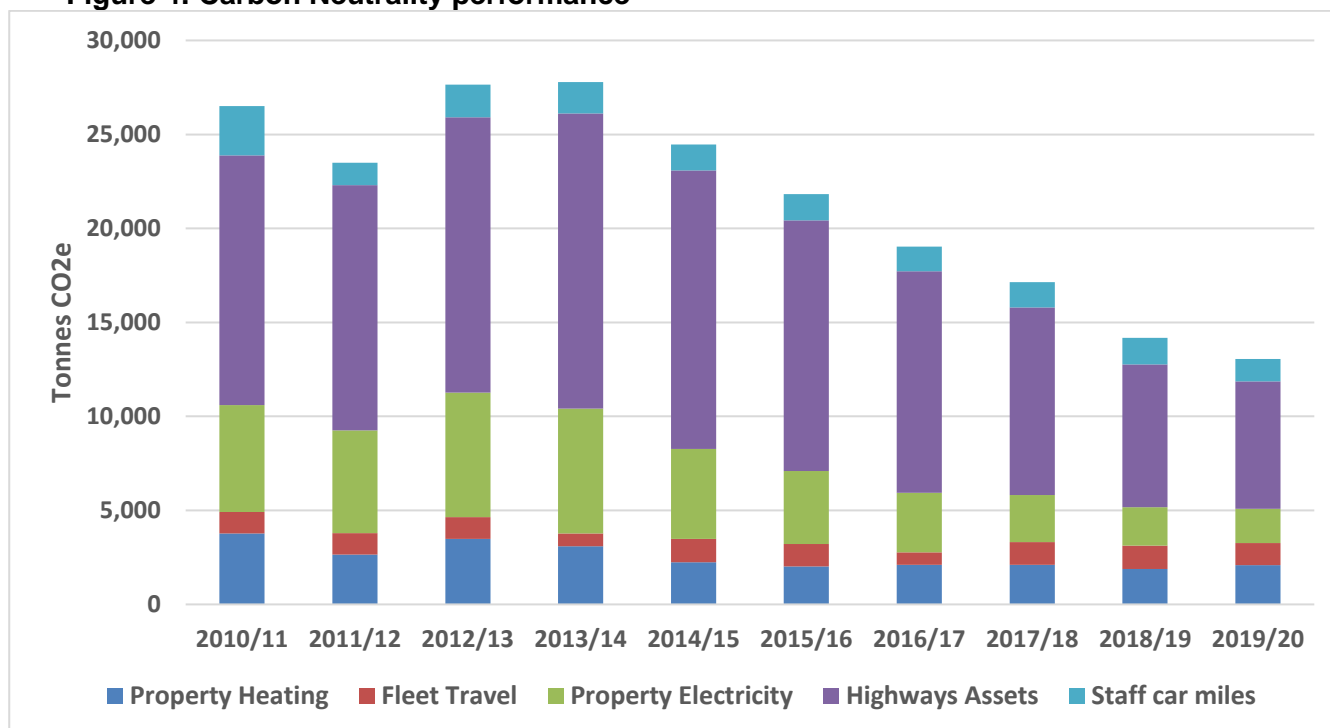


Figure 4: Carbon Neutrality performance



8. Measurement, data quality, methodology and refinements

8.1. Oxfordshire County Council wish to collect high-quality data and has invested in AMR (Automatic meter reading), loggers and meter upgrades.

8.2. Our data quality is as follows:

- 91% of our electricity data is from actual meter data and the remaining 9% is estimated annual consumption.
- 100% of our oil data is from delivered fuel invoices/ Fuel card data
- 45% of our gas data is from actual meter data and 55% is estimated annual consumption.
- Street lighting data is calculated from *Elexon BSCP520 –Unmetered supplies Registered in SMRS*
- Mileage data for business miles is collected from claim forms (as is cycle mileage) through staff expenses claims.
- We also collect motorbike business mileage through staff expenses claims.

9. Energy Efficiency measures and carbon reduction projects 2019-20

Below is a list of a some of the energy efficiency projects undertaken to reduce both energy (379,455kWh) and carbon emissions (839 tonnes CO2e).

- 2,827 street lighting lanterns have been replaced with LEDs as part of an ongoing programme to convert 51,000 lanterns by 2025/26. This has resulted in savings of 245,109 kWh in electricity usage (813 tonnes CO2e). Note: some of the CO2 savings is from grid decarbonisation.

- A heating control project at Speedwell House has saved 24,084 kWh per year (4 tonnes CO₂e).
- New energy efficient boilers were installed at Aston & Cote school, Charlton Centre, St Swithun's School and Whitchurch School, with an anticipated reduction of 85,801 kWh from Schools and 13,921 kWh from the corporate estate and activities (18.2 tonnes CO₂e).
- 42 PV panels with a 12.81kWp were installed in Ron Groves House in Kidlington, which produced 11,170 kWh (3 tonnes CO₂e).

Below is a list of the some of the carbon reduction measures undertaken to reduce carbon emissions.

- Over the past 12 months EV Charging infrastructure has been installed at 17 council sites, this includes a mix of 7kW/22kW dual wall mount units and free-standing posts.
- Over the last year an additional 16 Electric vehicles (EV) were added to the fleet bringing a total of EVs to 21. Vehicles include cars, vans and minibuses. This supports our corporate commitment to transition to all electric cars by 2024 and all vans under 3.5 tonnes by 2028

Picture 1. PV installation on Ron Groves House, Kidlington



Annex A – GHG Data Breakdown at Source

| Scope | Energy source | Units | Quantity | C02 |
|-------|--------------------------------------|---------------|-------------------|-----------------|
| 1 | Corporate gas | kWh | 11,285,821 | 2,074.90 |
| | Voluntary Aided Schools Gas | kWh | 1,129,119 | 207.59 |
| | Church of England funded Schools | kWh | 5,452,584 | 1,002.46 |
| | Catholic Church Funded Schools Gas | kWh | 396,478 | 72.89 |
| | Community Schools Gas | kWh | 9,220,562 | 1,695.20 |
| | Total gas | kWh | 27,484,564 | 5,053.04 |
| | Corporate gas oil | litres | 801 | 2.21 |
| | Church of England funded Schools oil | litres | 17,922 | 49.43 |
| | Foundtion Schools Oil | litres | 7,252 | 20.00 |
| | Total gas oil | litres | 25,975 | 71.64 |
| | Corporate burning oil (kerosene) | litres | 0 | 0.00 |
| | Community Schools (Kerosene) | litres | 4,501 | 11.43 |
| | Church of England funded Schools | litres | 10,090 | 25.63 |
| | Voluntary Aided School burning oil | litres | 1,391 | 3.53 |
| | Total burning oil | litres | 15,982 | 40.60 |
| | Corporate LPG | litres | 925 | 1.41 |
| | Community Schools LPG | litres | 8,542 | 13.01 |
| | Foundtion Schools LPG | litres | 7,179 | 10.93 |
| | Church of England funded Schools | litres | 2,731 | 4.16 |
| | Total LPG | litres | 19,377 | 29.50 |
| | Corporate diesel - fire service | litres | 218,992 | 588.42 |
| | Corporate diesel- OCC fleet | litres | 200,531 | 538.82 |
| | Total diesel | litres | 419,523 | 1,127.25 |
| | Corporate petrol - OCC fleet | litres | 16,621 | 38.48 |
| | Corporate petrol- Fire service | litres | 1,505 | 3.48 |
| | Total petrol | litres | 18,126 | 41.96 |
| | Corporate Fuel Oil | litres | 44 | 0.01 |
| | Vehicle Fuel Oil | litres | 44 | 0.01 |
| 2 | Corporate electricity | kWh | 5,902,672 | 1,508.72 |
| | Travellers Sites | kWh | 653,339 | 166.99 |
| | Community Schools Electricity | kWh | 3,621,379 | 925.62 |
| | Foundtion Schools Electricity | kWh | 128,418 | 32.82 |
| | Voluntary Controlled Schools | kWh | 28,120 | 7.19 |
| | Voluntary Aided School Electricity | kWh | 473,326 | 120.98 |
| | Church of England funded Schools | kWh | 3,395,278 | 867.83 |
| | Catholic Church Funded Schools | kWh | 239,243 | 61.15 |
| | Street lighting electricity | kWh | 24,460,185 | 6,252.02 |
| | Total electricity | kWh | 38,901,960 | 9,943.34 |

| | | | | |
|---|--|--------------|-------------------|---------------|
| 3 | Corporate Average unknown car (miles) | Miles | 4,140,965 | 1,180.26 |
| | Community Schools Average unknown car (miles) | Miles | 59,353 | 16.92 |
| | Foundtion Schools Average unknown car (miles) | Miles | 1,642 | 0.47 |
| | Casual staff Schools Average unknown car (miles) | Miles | 2,201 | 0.63 |
| | Voluntary Controlled Schools Average unknown car (miles) | Miles | 774 | 0.22 |
| | Church of England funded Schools Average unknown car (miles) | Miles | 16,686 | 4.76 |
| | Catholic Church Funded Schools Average unknown car (miles) | Miles | 830 | 0.24 |
| | Voluntary Aided School Average unknown car (miles) | Miles | 3,637 | 1.04 |
| | Total OCC business travel Average unknown car (miles) | Miles | 4,226,088 | 1,204.52 |
| | Corporate business travel Motorbike | Miles | 7,436 | 1.38 |
| | Skanska diesel | Miles | 235,670 | 633.24 |
| | Total Skanska Diesel | Miles | 235,670 | 633.24 |
| | Skanska petrol | Miles | 51,671 | 119.62 |
| | Total Skanska Petrol | Miles | 51,671 | 119.62 |
| | Electriciy Transmission losses | kWh | 39,308,001 | 852.98 |
| | Data Centre Contractor Electricity | kWh | 377,519 | 96.49 |
| | Corporate Vacant Electricity | kWh | 28,522 | 7.29 |
| | Corporate Vacant Gas | kWh | 71299 | 13.11 |
| | Solar Export Corporate | kWh | -15629 | -3.99 |
| | Solar Export Schools | kWh | -264217 | -67.53 |
| | Total Solar Export | kWh | -279846 | -71.58 |
| | Total Emmissions | | | 19,164.45 |

Annex B – Total GHG emissions summary (Corporate Estate, Contractors & Schools)

| Annex B: Total GHG emissions for period 1 April 2019 to 31 March 2020 | | | | | |
|---|-------------|-------------------|-----------------|------------------|-------------------|
| 2019/20 | Total Units | CO ₂ | CH ₄ | N ₂ O | Total |
| Scope 1 | | | | | |
| Gas (kWh) | 27,484,564 | 5,043,692 | 6,596 | 2,748 | 5,053,037 |
| Gas Oil (litres) | 25,975 | 70,760 | 76 | 808 | 71,645 |
| Kerosene (Litres) | 15,982 | 40,400 | 101 | 101 | 40,601 |
| LPG (Litres) | 19,377 | 29,465 | 20 | 19 | 29,503 |
| Diesel (litres) | 419,523 | 1,112,751 | 126 | 14,369 | 1,127,246 |
| Petrol (litres) | 18,126 | 41,722 | 125 | 114 | 41,961 |
| Fuel Oil | 44 | 12 | 0 | 0 | 12 |
| Scope 1 Total | | 6,338,802 | 7,043 | 18,159 | 6,364,004 |
| Scope 2 | | | | | |
| Electricity (kWh) | 38,901,960 | 9,864,759 | 25,286 | 53,296 | 9,943,341 |
| Scope 3 | | | | | |
| Electricity transmission and distribution (kWh) | 39,308,001 | 846,301 | 1,965 | 4,717 | 852,984 |
| Contractor diesel (litres) | 235,670 | 625,096 | 71 | 8,072 | 633,238 |
| Contractor petrol (litres) | 51,671 | 118,934 | 355 | 326 | 119,616 |
| Business Travel average petrol car (miles) | 4,226,088 | 1,195,856 | 1,099 | 7,565 | 1,204,520 |
| Business travel average bike (miles) | 7,436 | 1,354 | 21 | 7 | 1,382 |
| Electricity (kWh) | 406,041 | 102,964 | 264 | 556 | 103,784 |
| Gas (kWh) | 71,299 | 13,084 | 17 | 7 | 13,108 |
| Scope 3 Total | | 2,903,589 | 3,793 | 21,250 | 2,928,632 |
| Scope 1, 2 & 3 Total (kg) | | 19,107,150 | 36,122 | 92,705 | 19,235,977 |
| Offsetting (Solar Exports kWh) | -279,846 | | | | -71,529 |
| Total (tonnes) | | 19,107.15 | 36.12 | 92.71 | 19,164.45 |

Annex C – Corporate Estate GHG emissions

| Annex C: Corporate GHG emissions for period 1 April 2019 to 31 March 2020 | | | | | |
|---|-------------|-------------------|-----------------|------------------|-------------------|
| 2019/20 | Total Units | CO ₂ | CH ₄ | N ₂ O | Total |
| Scope 1 | | | | | |
| Gas (kWh) | 11,285,821 | 2,071,061 | 2,709 | 1,129 | 2,074,898 |
| Gas Oil (litres) | 801 | 2,182 | 2 | 25 | 2,209 |
| Kerosene (Litres) | 0 | 0 | 0 | 0 | 0 |
| LPG (Litres) | 925 | 1,407 | 1 | 1 | 1,408 |
| Diesel (litres) | 419,523 | 1,112,751 | 126 | 14,369 | 1,127,246 |
| Petrol (litres) | 18,126 | 41,722 | 125 | 114 | 41,961 |
| Fuel Oil | 44 | 12 | 0 | 0 | 12 |
| Scope 1 Total | | 3,229,123 | 2,962 | 15,637 | 3,247,734 |
| Scope 2 | | | | | |
| Electricity (kWh) | 31,016,196 | 7,865,087 | 20,161 | 42,492 | 7,927,740 |
| Scope 3 | | | | | |
| Electricity transmission and distribution (kWh) | 31,044,718 | 668,393 | 1,552 | 3,725 | 673,670 |
| Vacant Elec | 28,522 | 7,233 | 19 | 39 | 7,290 |
| Vacant Gas | 71,299 | 13,084 | 17 | 7 | 13,108 |
| Business Travel Average unknown car (miles) | 4,140,965 | 1,171,769 | 1,077 | 7,412 | 1,180,258 |
| Corporate business travel Motorbike | 7,436 | 1,354 | 21 | 7 | 1,382 |
| Scope 3 Total | | 1,861,832 | 2,686 | 11,191 | 1,875,709 |
| Total (kg) | | 12,956,042 | 25,809 | 69,321 | 13,051,183 |
| Offsetting (Solar) | -15,629 | | | | -3,995 |
| Total (tonnes) | | 12,956.04 | 25.81 | 69.32 | 13,047.19 |

Annex D - Maintained schools GHG emissions

| Annex D: Maintained Schools GHG emissions for period 1 April 2019 to 31 March 2020 | | | | | |
|--|-------------|-----------------|-----------------|------------------|-----------|
| 2019/20 | Total Units | CO ₂ | CH ₄ | N ₂ O | Total |
| Scope 1 | | | | | |
| Gas (kWh) | 16,198,743 | 2,972,631 | 3,888 | 1,620 | 2,978,139 |
| Gas Oil (litres) | 25,174 | 68,578 | 74 | 783 | 69,435 |
| Kerosene (Litres) | 15,982 | 40,400 | 101 | 101 | 40,601 |
| LPG (Litres) | 18,452 | 28,058 | 19 | 18 | 28,095 |
| Scope 1 Total | | 3,109,667 | 4,081 | 2,522 | 3,116,270 |
| Scope 2 | | | | | |
| Electricity (kWh) | 7,885,764 | 1,999,672 | 5,126 | 10,803 | 2,015,601 |
| Scope 3 | | | | | |
| Electricity transmission and distribution (kWh) | 7,885,764 | 169,780 | 394 | 946 | 171,121 |
| Business Travel Average unknown car (miles) | 85,123 | 24,087 | 22 | 152 | 24,262 |
| Scope 3 Total | | 193,868 | 416 | 1,099 | 195,383 |
| Total (kg) | | 5,303,207 | 9,623 | 14,424 | 5,327,254 |
| Offsetting (Solar Exports kWh) | 264,217 | | | | -67,534 |
| Total (tonnes) | | 5,303.21 | 9.62 | 14.42 | 5,259.72 |

Annex E - Contractor GHG emissions

| Annex E: Contractor GHG emissions for period 1 April 2019 to 31 March 2020 | | | | | |
|--|-------------|-----------------|-----------------|------------------|---------|
| 2019/20 | Total Units | CO ₂ | CH ₄ | N ₂ O | Total |
| Scope 1 | | | | | |
| Gas (kWh) | 0 | 0 | 0 | 0 | 0 |
| Gas Oil (litres) | 0 | 0 | 0 | 0 | 0 |
| Kerosene (Litres) | 0 | 0 | 0 | 0 | 0 |
| LPG (Litres) | 0 | 0 | 0 | 0 | 0 |
| Diesel (litres) | 0 | 0 | 0 | 0 | 0 |
| Petrol (litres) | 0 | 0 | 0 | 0 | 0 |
| Scope 1 Total | | 0 | 0 | 0 | 0 |
| Scope 2 | | | | | |
| Electricity (kWh) | 0 | 0 | 0 | 0 | 0 |
| Scope 3 | | | | | |
| Electricity (kWh) | 377,519 | 95,731 | 245 | 517 | 96,494 |
| Diesel (litres) | 235,670 | 625,096 | 71 | 8,072 | 633,238 |
| Petrol (litres) | 51,671 | 118,934 | 355 | 326 | 119,616 |
| Electricity transmission and distribution (kWh) | 377,519 | 8,128 | 19 | 45 | 8,192 |
| Scope 3 Total | | 847,889 | 690 | 8,960 | 857,540 |
| Total (kg) | | 847,889 | 690 | 8,960 | 857,540 |
| Total (tonnes) | | 847.89 | 0.69 | 8.96 | 857.54 |

Annex F - Total GHG CO2 Emissions Summary

| GHG emissions for period 1 April 2010 to 31 March 2020 | | | | | | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Tonnes of CO2e | | | | | | | | | | |
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| Scope 1 | | | | | | | | | | |
| Gas/Kerosene/Oil/LPG/Petrol/Diesel | 25,543 | 17,948 | 22,293 | 19,356 | 10,873 | 9,088 | 8,076 | 7,954 | 7,119 | 6,364 |
| Scope 2 | | | | | | | | | | |
| Purchased Electricity | 35,358 | 31,865 | 33,264 | 31,100 | 25,228 | 21,619 | 18,398 | 14,697 | 11,388 | 9,943 |
| Scope 3 | | | | | | | | | | |
| Electricity Transmission & Distribution/ Business Travel/ Energy used in contractor's office | 7,140 | 6,015 | 5,894 | 6,567 | 5,588 | 4,855 | 4,210 | 3,801 | 3,385 | 2,929 |
| Total Gross Emissions | 68,041 | 55,828 | 61,451 | 57,023 | 41,688 | 35,562 | 30,684 | 26,452 | 21,892 | 19,236 |
| Carbon offsets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Green tariff | 12,179 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Renewable electricity | 0 | 0 | 35 | 70 | 94 | 58 | 63 | 107 | 79 | 72 |
| Total annual net emissions | 55,862 | 55,828 | 61,416 | 56,953 | 41,595 | 35,505 | 30,621 | 26,345 | 21,813 | 19,164 |

Annex G - Total corporate GHG CO2 Emissions Summary

| Annex G: Carbon Neutrality GHG emissions for period 1 April 2010 to 31 March 2020 | | | | | | | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Tonnes of CO2e | | | | | | | | | | |
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| Scope 1 | | | | | | | | | | |
| Gas | 3,652 | 2,502 | 3,335 | 2,933 | 2,153 | 1,970 | 2,006 | 2,061 | 1,867 | 2,088 |
| Kerosene | 100 | 10 | 9 | 9 | 5 | 7 | - | - | - | - |
| Gas Oil | 26 | 51 | 82 | 90 | 50 | 29 | 95 | 27 | 13 | 2 |
| LPG | - | 84 | 57 | 58 | 40 | 9 | - | 9 | 3 | 1 |
| Fire Service Diesel | 571 | 542 | 553 | 543 | 479 | 583 | 648 | 635 | 626 | 588 |
| Fire Service Petrol | 5 | 4 | 1 | 1 | 7 | - | 5 | 3 | 3 | 3 |
| OCC Fleet Diesel | 567 | 597 | 601 | 682 | 739 | 608 | 648 | 568 | 586 | 539 |
| OCC Fleet Petrol | - | - | 4 | 1 | 7 | 5 | 5 | 19 | 35 | 38 |
| Scope 2 | | | | | | | | | | |
| Electricity Corporate Buildings | 5,215 | 5,014 | 6,162 | 6,190 | 4,412 | 3,580 | 2,916 | 2,280 | 1,881 | 1,683 |
| Electricity Highways Assets (Street Lighting) | 12,179 | 11,969 | 13,632 | 14,626 | 13,623 | 12,329 | 10,801 | 9,123 | 6,993 | 6,252 |
| Scope 3 | | | | | | | | | | |
| Corporate T&D losses | 469 | 449 | 460 | 453 | 386 | 296 | 264 | 213 | 162 | 143 |
| Highways Assets T&D losses | 1,094 | 1,075 | 1,018 | 1,071 | 1,191 | 1,018 | 977 | 853 | 603 | 531 |
| Grey Fleet (unknown car / fuel) | 2,633 | 1,194 | 1,729 | 1,673 | 1,377 | 1,385 | 1,311 | 1,346 | 1,411 | 1,182 |
| Corporate Fuel oil | - | - | - | - | - | - | - | - | - | 0.0 |
| Carbon Offsetting | | | | | | | | | | |
| Green tariff | -12,179 | - | - | - | - | - | - | - | - | 0.00 |
| Renewable electricity generation | - | - | - | - | - | - | - | - | - | 0.00 |
| Renewable electricity export | 0.00 | 0.00 | 0.00 | 0.00 | -25.11 | -5.04 | -5.73 | -4.74 | -4.40 | -3.99 |
| Total annual net emissions | 14,331.2 | 23,490.6 | 27,643.8 | 28,328.3 | 24,444.2 | 21,812.9 | 19,670.6 | 17,132.1 | 14,179.0 | 13,047.2 |

Annex H - Operational Scope breakdown

- Central Offices (Scopes 1 and 2)
- Fire Stations (Scopes 1 and 2)
- Libraries (Scopes 1 and 2)
- Highway Depots (Scope 1 and 2)
- EV Fleet (Scope 2)
- Fleet (Scope 1)
- Business miles (including cycling)- corporate estate and activities & schools (Scope 3)
- Gypsy and Travelers sites communal lit areas (Scope 2)
- Maintained community schools (Scope 1 and 2)
- VC and Foundation Schools (Scope 1 and 2)
- Day Centers (Scope 1 and 2)
- Children's Homes (Scope 1 and 2)
- Highways furniture and car parks (Scope 2)
- Street lighting and traffic signals (Scope 2)
- Skanska Fleet (Scope 3)
- Data Centres (Scope 3)
- Transmission and Distribution (Scope 3)
- Vacant properties (Scope 3)

Not included in current reporting and reasoning

We wish to increase the data we report in our GHG reporting. We do not currently include the following in our reporting:

- Leisure Centers - Scope 1 & 2 - complex use arrangements, in the main leased to Districts and reported in their scopes
- Academy Schools - not in scope - leased on 125-year leases to separate operational trusts. Data not Available.
- Care homes – Scope 1 & 2 - complex use arrangements as long term leased to third parties - currently no data available
- Water - Scope 3 - currently no reliable data available
- Supply Chain - Scope 3 - currently reporting Skanska fleet Fuel and Data Centre. No further data currently collected.
- Staff Commuting to work - Scope 3 - no data available
- Business mileage from public transport and walking - Scope 3 - currently no data available.

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Divisions Affected – N/A

Performance Scrutiny Committee – 11 March 2021

Community Risk Management Plan 2021-2022

Report by Corporate Director

Commercial Development, Assets and Investment

RECOMMENDATION

1. The Performance Scrutiny Committee is RECOMMENDED to accept the continuation of the projects and adopt in the final version of the CRMP Action Plan 2021-22.

Executive Summary

2. Each year the fire authority creates an action plan which proposes a number of new or provides an update on existing projects to support the CRMP 5-year strategy. The 2021-22 Annual action plan provides an update of the projects being conducted by the fire & rescue service in order to meet identified demands or risks.
3. As the projects within the 2021-22 CRMP are a continuation of those approved the previous year, no further public consultation was required, but was subjected to full internal and external consultation for a period of 12 weeks during 2018. This consultation was for the initial proposals within the 2019-20 CRMP. The Committee is therefore invited to comment on the proposed action plan.
4. Following the services annual review, the projects in the CRMP 2021-22 were determined to be required to address specific areas.
5. The following projects will be included within the fire authority's CRMP for the fiscal year 2021-22:
 - **Proactive Role in improving standards in rented housing**
 - **Establishing Community Safety Advocates or Wardens.**
 - **To increase the diversity of the Operational Workforce to reflect the community that we serve.**

Community Risk Management Action Plan 2021-2022

6. The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions. The 2018 Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public. In April 2017 OFRS published the CRMP 5-year strategy for Oxfordshire, this will cover the period from 2017 to 2022.
7. Each year the fire authority creates an action plan which either proposes new projects and/or provides updates on ongoing projects to support the CRMP 5-year strategy. This report provides an update on the ongoing projects for 2021-22.
8. Our medium-term financial plan and supporting business strategy underpin the proposals within this year's action plan.
9. The Secretary of State published the latest Fire and Rescue National Framework in 2018. The purpose of the Framework was to provide strategic direction from central government whilst ensuring that authorities continue to make local decisions. The Framework sets out the Government's objectives for the Fire and Rescue Service and what fire and rescue authorities should do to achieve these objectives.
10. Each Fire and Rescue Authority should ensure that the IRMP:
 - Is regularly reviewed and revised and reflects up-to-date risk information and evaluation of service delivery outcomes;
 - Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP;
 - Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders;
 - Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost-effective way;
 - Provides details of how Fire and Rescue Authorities deliver their objectives and meet the needs of communities through working with partners;
 - Has undergone an effective equality impact assessment process.
11. Oxfordshire Fire and Rescue Service published its strategic CRMP in April 2017 providing the strategic direction for the next five years. This document is subjected to annual review and updated and amended as required. The current strategic CRMP requires no amendment for the fiscal year 2021-22.
12. The following section provides an update on the projects included in the action plan for the fiscal year 2020-21.

13. • **Proactive Role in improving standards in rented housing**

Trading Standards recognised that due to large numbers of rented accommodation in Oxfordshire, that closer work with landlords and tenants, would provide a safer environment and conditions for this sector. This project has taken a multi-agency approach working with the City and District partners

Update:

A Principal Trading Standards Officer has been tasked to this area of work with efforts recently boosted from the granting of funds by National Trading Standards.

As a result of dedicated work in this area, two Trading Standards Officers are now regular participants in the Oxfordshire Housing Standards Group. We have continued to work closely with Oxford City Council on legislation regarding energy performance certificates and minimum energy efficiency standards on rented properties. We have commenced an inspection programme covering 50 letting agents across the county, with lessons learned to be shared across the wider South East region and nationally. District council colleagues have helped identify target premises and adverse findings are being shared with them as appropriate. As part of this project, the County will be asked to approve new procedures for the issuing of financial penalties.

Officers will use this significant increase in contact with various parties involved in the rented accommodation market, to further associated priorities, such as fire safety, warm homes and living well.

14. • **Establishing Community Safety Advocates or Wardens.**

Community Safety Services want to attract staff to work as part of the fire and rescue service but not in an operational capacity, to deliver our prevention activities and engage with communities at a local level.

Update:

The volunteer initiative is now officially up and running and was launched at the end of September in Henley on Thames. We have six volunteers ready to identify and help the most vulnerable in the community.

We have already completed several safe and well visits in the Henley area, as well as delivering a range of safety information. We have been targeting charity shops and food banks to give awareness of campaigns such as electric blanket safety, safe and well visits and also fire safety at home.

The volunteers have also delivered water safety information for businesses close to the Thames, these include pubs, restaurants and cafes. We are aiming to be at the local town market weekly to generate safe and well visits as well as giving out safety information and also recruiting for on call stations. We have made some good connections with local charities who we hope we can work alongside in the future to target the vulnerable in our community.

15. • **To increase the diversity of the Operational Workforce to reflect the community that we serve.**

Community Safety Services recognised that its operational workforce did not necessarily reflect the community it served. Following on from the successful work carried out with attracting more women in to operational roles. The service is now looking to attract more people from the BAME communities to join as operational firefighters

Update:

Our service operates a blended approach to the recruitment of its staff. Our recruitment media, including videos and social media campaigns are inclusive and show the diversity we wish to reflect. In addition to operational and support staff recruitment campaigns, it incorporates the provision of apprenticeships to provide opportunities for development through a recognised qualification.

We are committed to being an open and inclusive employer and are proud to be in the Stonewall Workplace Equality Index, identifying the service as an equal opportunity employer of choice. This demonstrates the services ongoing commitment to underrepresented groups, including the lesbian, gay, bisexual and transgender (LGBT+) community. Central to this work is the active staff Inclusion Group and allies' approach, to promote an inclusive and supportive workplace.

This approach extends to support and advice for female staff and addresses issues affecting women in the workplace. The Service supports positive action and community events to engage with and recruit from traditionally under-represented groups, such as women and black and minority ethnic residents, making the service more diverse and more representative of our communities. Since 2017 we have seen a continued increase in the percentage of women and Black and Minority Ethnic firefighters joining our service in both operational roles and leadership roles.

16. *The published document will be amended to include further explanation as to the origins and rational of each project. (pages 8, 9 and 10 of the CRMP)*
17. *The published document will be amended to include figures for the progress that has been made to the end of March 2021 for the targets set in the 365alive vision. (page 4 of the CRMP)*
18. The CRMP requires approval from Performance Scrutiny of the document in its entirety before it can be progressed through the counties approval process and published for public access.

Financial Implications

19. Each project will fully recognise the prevailing economic constraints, delivering efficiencies or allowing existing/additional services to be delivered more effectively. If any budgetary pressures result from the implementation of these

projects, they will be managed within existing budgets or highlighted to Cabinet through the annual Service Resource and Planning process.

Comments checked by: Rob Finlayson, Finance BP (Communities and C,OD & CDAI) rob.finlayson@oxfordshie.gov.uk

Legal Implications

20. No legal implications

Comments checked by: Sukdave Ghuman, Head of Legal
Sukdave.ghuman@oxfordshire.gov.uk

Staff Implications

21. Each project will fully recognise the prevailing economic constraints, delivering efficiencies or allowing existing/additional services to be delivered more effectively. If any budgetary pressures result from the implementation of these projects, they will be managed within existing budgets or highlighted to Cabinet through the annual Service Resource and Planning process.

Consultations

22. The 2020-21 CRMP has not introduced new projects and so formal consultation has not been required. However, the projects within this CRMP action plan were subject to full consultation when they were recommended for the 2019-20 CRMP.
23. The agreed projects within the 2019-20 action plan, were subject to a full internal and external consultation for a period of 12 weeks. The Committee was invited to comment on the proposed action plan for 2019-20 and are now invited to comment on the planned activity for 2021-22.
24. For the consultation of the 2019-2020 action plan, we sought the assistance of the County Council's Engagement and Communications teams.
25. For the 2019 to 2020 consultation, we set ourselves the following aims and objectives:
- To increase community involvement and feedback from residents to the annual action plan consultation;
 - To gain feedback from the public on understanding their views on what the priorities should be for the Fire and Rescue Service over the next 12 months;
 - To increase levels of public engagement with the Fire and Rescue Service in general;
 - Provide mechanisms to sustain increased levels of participation.

26. The methods we used, focused on OCC's six key principles of consultation:
- Keep an open mind and run consultations in an open and honest way;
 - Be clear about what we are consulting on and what we will do with the findings;
 - Give all relevant parties the chance to have their say;
 - Provide sufficient time and information to enable people to engage;
 - Take views expressed in consultations into account when we make decisions;
 - Provide effective and timely consultation feedback.

27. The areas of the focus for the consultation were as follows:

Live consultation on CRMP:

- Online portal questionnaire
- Focus Groups
- Locality briefings
- Hard copy questionnaires

Engagement activities:

During the consultation we engaged with all neighbouring fire and rescue services, as well as Thames Valley Police and South-Central Ambulance Service.

- Royal Berkshire Fire and Rescue Service;
- Gloucestershire Fire and Rescue Service;
- Buckinghamshire and Milton Keynes Fire and Rescue Service;
- Warwickshire Fire and Rescue Service;
- Dorset and Wiltshire Fire and Rescue Service;
- Northamptonshire Fire and Rescue Service.

28. The service held engagement events with 70 Fire and Rescue personnel from all areas of the service.
29. The service attended Locality meeting engaging with the local councillors in Witney, Faringdon and Wantage, Abingdon and Woodstock and the City of Oxford.
30. A formal management meeting took place with the representative bodies (FBU) to reply specifically to points raised.
31. The engagement and communication team supported the consultation in the following areas.
- Oxfordshire County Council residents' contacts;
 - Engagement team contacts;

PSC9

- Voluntary organisations;
 - Intranet and internet publication and news feeds;
 - Hard copy distribution to libraries.
32. Through this approach we interacted with various stakeholder groups, which amounted to consultation with over 200 people.
33. As a result of the engagement work, we received informal feedback at the events and formal responses from 58 individuals. A full consultation response report was published in April 2019.

Steve Jordan, Corporate Director Commercial Development, Assets and Investment

Annex: Community Risk Management Action Plan 2021-22

Contact Officer: Don Crook, Organisational Risk & Assurance officer,
07775827259

February 2021

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Community Risk Management Action Plan

2021-2022



OXFORDSHIRE
FIRE & RESCUE SERVICE

Page 207



OXFORDSHIRE
COUNTY COUNCIL



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Judith Heathcoat

Cabinet Member for Community Safety
and Deputy Leader of the Council



Rob MacDougall

Director of Community Safety
& Chief Fire Officer

WELCOME AND FOREWORD

We are very pleased to present our Community Risk Management Action Plan 2021/22 which provides an update on the risk management projects we are currently undertaking. These projects will lead to a safer Oxfordshire and contribute to Oxfordshire County Council's vision of a 'Thriving Oxfordshire'.

Community Safety Services includes the Fire & Rescue Service, Trading Standards, Emergency Planning and the Gypsy and Travellers Service. Our integration across the Councils (both Oxfordshire County Council and Cherwell District Council) and collaboration with partners enables us to ensure that we are joined up in delivering the best solutions to the key issues affecting our communities.

The Councils recognise the importance of these services and continues to support effective protection, prevention and response services. At our core, we provide an effective emergency response to help people when and where they need us the most. We also focus on our prevention and risk reduction activities to ensure that people remain safe, keep themselves away from harm and are part of our thriving communities.

The Fire and Rescue Service forms the largest team in Community Safety Services and is proud of its prevention activity and this has reduced the number and severity of emergencies over a 10-year period. Oxfordshire reflects the national trend, with overall reductions in the number of emergency calls, fire deaths and injuries over an extended period. The number of emergency calls are plateauing, and the last 2 years has seen a further fall. Our engagement with the most vulnerable in our communities will continue to be a key factor in ensuring the number of emergencies remain as low as possible.

Our Community Risk Management Plan 2017-2022 recognises the changes within our population, the expected growth across the county and the national and local risks that we face. This Community Risk Management Action Plan 2021/22 will assist our service to meet the challenges ahead.

Our values are at the heart of everything we do and, we will continue to do our best for our residents by working together in a supportive and honest way; striving to find the best solutions; and being open to change and doing things differently.

INTRODUCTION

The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which fire authorities must have regard when discharging their functions.

Fire and Rescue Services Act

The Fire & Rescue Services Act 2004 sets out the duties and powers of Fire Authorities. Under the Act, the Fire Authority has several core functions which the service delivers on behalf of the Authority:

- Prevention
- Fire Protection
- Emergency Response

For more information see our Community Risk Management Plan or the Fire & Rescue Services Act 2004

National Framework Document

The 2018 National Framework document for England states that each Fire and Rescue Authority is required to produce an Integrated Risk Management Plan (IRMP). In Oxfordshire our IRMP reflects our community safety and prevention work and is called our Community Risk Management Plan or CRMP. This plan also includes relevant risk management projects from Trading Standards, Emergency Planning and our Gypsy and Traveller Service.

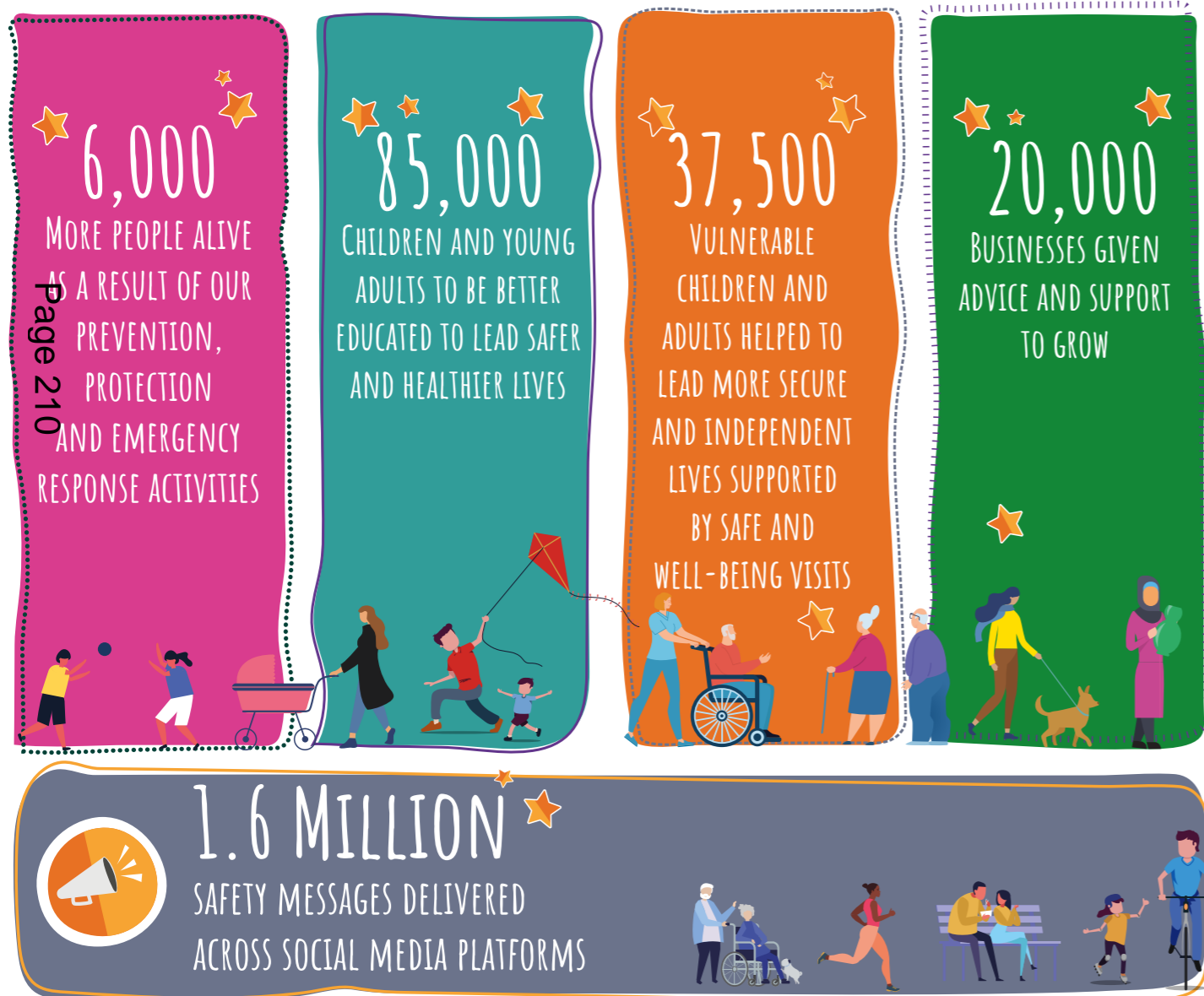
Integrated Risk Management in Oxfordshire

We have adopted a systems approach to integrated risk management in which we will always prioritise the delivery of our statutory duties to reduce risk and vulnerability in Oxfordshire through Prevention, Protection and Response activities. We will continuously improve our overall performance and strive to deliver an outstanding service. Our integrated risk management approach will make sure we continuously evaluating the work that we do, monitor the risks that we face and plan to use our resources to the greatest effect and deliver on those plans.

VISION

365alive is Oxfordshire Fire and Rescue Service's vision to ensure that we are working every day to save and improve the lives of people across Oxfordshire. The vision is supported by Road Safety, Trading Standards, Emergency Planning and Gypsy and Traveller's Services.

The vision will run for 6 years from 2016 to 2022; over this time, we would like to achieve:



Thriving communities for everyone in Oxfordshire

Thriving people

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

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

Thriving communities

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

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

Thriving economy

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

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



More information on our Vision can be found at www.365alive.co.uk

Oxfordshire County Council's vision can be read in more detail in the 2018-21 Corporate Plan.

Visit www.oxfordshire.gov.uk and search for 'corporate plan' for more details.

5-YEAR COMMUNITY RISK MANAGEMENT PLAN UPDATE

As part of our annual process, we also review any emerging risks that we need to consider that aren't captured in the Community Risk Management Plan. There are three areas we have considered this year.

The National and Community Risk Register

The National Risk Register captures the range of potential emergencies that could have a major impact on all, or significant parts of the UK. It was updated in 2020.

Local Resilience Forums then transfers these into community risk registers, by reviewing the national risks in the context of their local area. Emergency responders and other key agencies then ensure that their area have robust plans and can provide an appropriate response.

Oxfordshire Fire & Rescue Service is assessing these changes to ensure the service is still able to effectively deal with all foreseeable risks.

COVID-19

The emergence of Covid-19 coronavirus and the subsequent global pandemic has seen a rapid and profound change in the functioning of our society.

We have been working with our partners in Oxfordshire and the Thames Valley and have undertaken additional work to help our communities stay safe and protect the most vulnerable. This has included our staff driving ambulances, delivery essential equipment, supporting other organisations with personal protection equipment and undertaking key roles in the Local Resilience Forum.

The pandemic has driven a change in the way we operate as a service in order to protect our staff and remain available to respond to emergencies. We have introduced changes to many aspects of our day-to-day working practices to comply with social distancing and minimise the risk of infection to our staff, their families and the wider community.

We have developed new ways to deliver some of our services, such as providing more telephone and online support for businesses through our Protection and Prevention teams. As we emerge from this pandemic, we will continue to develop new ways of working to ensure we can provide our services safely and effectively.

Savings Programme

As a result of the financial pressures that are being caused by the COVID-19 pandemic, a savings programme has been designed by Oxfordshire County Council to identify potential areas of savings across all services to support the County Councils budget shortfalls.

OFRS will support the County Councils Saving programme by setting out a number of areas within the Mid-Term Financial Plan to explore any potential savings that can be delivered. This will involve reviews of areas of our organisational structure, how activities of the service are delivered and increased integration with county council services to deliver a more cost-effective service for the public.

Service Delivery Plan 2021/22

Our service delivery plan sets out the priorities we will be focusing on for the 2021-2022 year. Our service priorities are:

- To develop the services integrated risk management and develop a systems approach ensuring that risk management is embedded through the service, to reduce the risks to the community and the workforce, delivered through the services new overarching CRMP.
- Improve the operational availability of our fire appliances, ensuring we provide an effective and timely emergency response, further reducing the impact of fires and other emergencies.
- To continue to build on the culture, values and behaviours of Community Safety Services, to ensure that the working environment is an open and honest workplace where staff feel valued, aligned with the new NFCC Code of Ethics
- Review our premises estate and develop an asset strategy that aligns with corporate objectives and which delivers any opportunities in alternative ways of working that COVID-19 has highlighted.
- Improve the diversity within our service, ensuring we attract the best talent and better reflect and understand the communities we serve. Our aim is to work with our communities and be a first-class inclusive employer that our staff are proud to work for.



PROACTIVE ROLE IN IMPROVING STANDARDS IN RENTED HOUSING



WHAT IT IS?

This project seeks to protect tenants and prospective tenants from both physical harm and financial loss when renting a residential property.

WHY IT IS NEEDED?

Oxfordshire has some of the highest rental costs in the country, compounded by areas of high demand and short supply. These factors can lead to significant levels of consumer detriment.

The project will seek to:

- Protect consumers from financial and physical harm
- Improving their health and wellbeing from improved living conditions.
- Tackle the imbalance of power between landlords and/or letting agents and their tenants.

The Government's Tenants Fee Bill is one example that highlights the need to make renting fairer and to protect consumers from rogue landlords and agents and this project will aim to improve living standards in rented housing across the county.

ESTABLISHING COMMUNITY SAFETY ADVOCATES OR WARDENS

WHAT IT IS?

We aim to attract people who would like to be a part of us and what we do, but not necessarily by fighting fires.

Our prevention teams coordinate and conduct our prevention activities delivered through our Safe and Well programme. These visits make our residents and communities

WHY IT IS NEEDED?

Our Safe & Well visits are a large part of our Prevention programme and these visits make our residents and communities safer. We are planning to complete more Safe & Well visits with vulnerable residents.

This project will ensure that:

- We are able to meet the demand of the visits that are generated.
- We maximise engagement with local communities, utilising local knowledge.
- We use this information to deliver the right service at the right time.

By providing information, education and training to a core group of local residents, we will not only improve our engagement with our local communities, but it will also help us to identify and better access those that are vulnerable and most at risk from harm.

WHAT WILL IT LOOK LIKE?

The project will have a number of areas of work. We will undertake work to better understand the issues affecting consumers within Oxfordshire, as well as investigating the regulatory options that already exist. Work will be conducted to assess compliance with relevant legislation, to improve advice to businesses and to help ensure that consumers are able to make informed choices. An enforcement approach will be devised to target those businesses who fail to comply with the law and this is likely to include making use of civil penalty arrangements, where appropriate. Responsible businesses and landlords will be protected from those who seek an unfair competitive advantage through unscrupulous practice, damaging the reputation of landlord and letting agents in Oxfordshire.

UPDATE:

A Principal Trading Standards Officer has been tasked to this area of work with efforts recently boosted from the granting of funds by National Trading Standards.

As a result of dedicated work in this area, two Trading Standards Officers are now regular participants in the Oxfordshire Housing Standards Group. We have continued to work closely with Oxford City Council on legislation regarding energy performance certificates and minimum energy efficiency standards on rented properties. We have commenced an inspection program covering 50 letting agents across the county, with lessons learned to be shared across the wider South East region and nationally. District council colleagues have helped identify target premises and adverse findings are being shared with them as appropriate. As part of this project, the County will be asked to approve new procedures for the issuing of financial penalties.

Officers will use this significant increase in contact with various parties involved in the rented accommodation market, to further associated priorities, such as fire safety, warm homes and living well.

WHAT WILL IT LOOK LIKE?

We have a desire to increase our Safe & Well visits and to assist in coordinating community resilience. Community Wardens will be a well-trained and professionally supported volunteer group, and in larger towns we will look to provide a volunteer coordinator.

UPDATE:

The volunteer initiative is now officially up and running and was launched at the end of September in Henley on Thames. We have six volunteers ready to identify and help the most vulnerable in the community.

We have already completed several safe and well visits in the Henley area, as well as delivering a range of safety information. We have been targeting charity shops and food banks to give awareness of campaigns such as electric blanket safety, safe and well visits and also fire safety at home.

The volunteers have also delivered water safety information for businesses close to the Thames, these include pubs, restaurants and cafes. We are aiming to be at the local town market weekly to generate safe and well visits as well as giving out safety information and also recruiting for on call stations.

We have made some good connections with local charities who we hope we can work alongside in the future to target the vulnerable in our community.



TO INCREASE THE DIVERSITY OF THE OPERATIONAL WORKFORCE

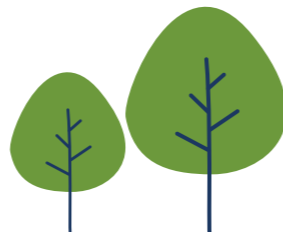
WHAT IT IS?

Over the last three years, the service looked at ways to encourage applicants from underrepresented groups into operational roles within the service. This work will continue during 2021-22.

WHY IT IS NEEDED?

We recognise that a diverse workforce has great benefits to the way in which the service works and acknowledge that fire & rescue services can be perceived as non-representative. This project seeks to:

- Identify ways in which to encourage applicants from underrepresented groups
- Provide Inclusive environments that encourage people to reach their full potential.
- Attract and retain the best and brightest individuals from all communities.



WHAT WILL IT LOOK LIKE?

We use data to understand how to access our diverse communities and we aim to build stronger community relationships, which will help to increase understanding and break down any barriers between us and the community. Opportunities for employment will be advertised in more accessible places. We conduct 'taster' days, where interested individuals can experience what it takes to be a firefighter and ask questions of those already in service.

UPDATE:

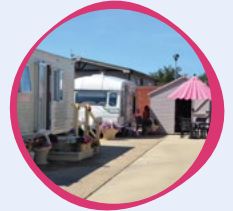
Our service operates a blended approach to the recruitment of its staff. Our recruitment media, including videos and social media campaigns are inclusive and show the diversity we wish to reflect. In addition to operational and support staff recruitment campaigns, it incorporates the provision of apprenticeships to provide opportunities for development through a recognised qualification.

We are committed to being an open and inclusive employer and are proud to be in the Stonewall Workplace Equality Index, identifying the service as an equal opportunity employer of choice. This demonstrates the services ongoing commitment to underrepresented groups, including the lesbian, gay, bisexual and transgender (LGBT+) community. Central to this work is the active staff Inclusion Group and allies' approach, to promote an inclusive and supportive workplace.

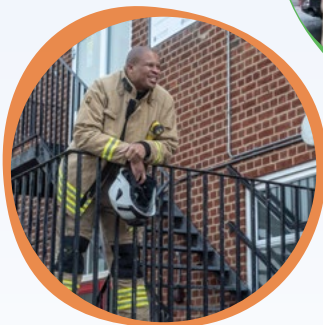
This approach extends to support and advice for female staff and addresses issues affecting women in the workplace. The Service supports positive action and community events to engage with and recruit from traditionally under-represented groups, such as women and black and minority ethnic residents, making the service more diverse and more representative of our communities. Since 2017 we have seen a continued increase in the percentage of women and Black and Minority Ethnic firefighters joining our service in both operational roles and leadership roles.



For fire, road and general safety advice please visit
www.365alive.co.uk



If you have a fire, road or general safety question please call the free phone community safety helpline on: **08000 325 999** or email: **community.safety@oxfordshire.gov.uk**



Divisions Affected – N/A

Performance Scrutiny Committee –11 March 2021

Her Majesty's Inspectorate of Constabulary and Fire and Rescue Report on the Inspection of Oxfordshire Fire and Rescue Service Carried Out in 2018

Report by Corporate Director Commercial Development, Assets and Investment

RECOMMENDATION

1. The Performance Scrutiny is RECOMMENDED to note the report and accept the update from the Director of Community Safety setting out the continuous improvements being made by Oxfordshire County Council Fire and Rescue Service.

Executive Summary

2. HMICFRS released the report on their inspection of Oxfordshire Fire and Rescue Service in Spring 2019. This report graded the service as good in the three areas of the inspection, Effectiveness, Efficiency and People, and also highlighted ten areas for improvement. This report is an update of the actions that have been worked on over the past 18 months by the service, to address these areas. Due to the Covid-19 pandemic and diverting resources to support the wider County Councils response, and other blue light partners there has been some delay in closing out of all the action plan. Of the ten recommendations the service has closed out six of these to date and is on course to close the majority by the end of 2021.

Her Majesty's Inspectors of Crime and Fire and Rescue Service (HMICFRS)

3. In November 2018 HMICFRS carried out an inspection of Oxfordshire Fire and Rescue Service over the course of a week. A team of ten inspectors carried out the inspection, speaking to staff, our partners and the public. To assess how good OFRS are at providing a service to the public. This inspection focused on three areas, these are:
 - a) **Effectiveness** - How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?

PSC10a

- b) **Efficiency** - How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
- c) **People** - How well does the fire and rescue service look after its people?
4. Inspection judgement - HMICFRS provide judgement on these three areas giving one of the following grades:
- Outstanding
 - Good
 - Requires Improvement
 - Inadequate
5. Oxfordshire County Council Fire and Rescue Service received the judgement of “Good” overall in all three areas of the inspection. The inspectorate inspected 11 areas of the service known as sub-diagnostics. Of these 11 sub-diagnostics the service received the following judgment:
1. area of “Outstanding” for “Promoting the right values and culture”
 2. 8 areas of “Good”
 3. 2 areas “Requiring Improvement, see detail in the main report.
- Key Issues**
6. HMICFRS inspection highlighted ten areas for improvement for the service, the service has worked on these actions over the past 18 months. Due to the Covid-19 pandemic and diverting resources to support the wider County Councils response, there has been some delay in closing out of all the action plan, however six of the ten actions have been closed.

| Areas Requiring Improvement | | |
|---|--|---|
| <u>Effectiveness</u> | | |
| “Understanding the risk of fire and other emergencies” | 1. The service should ensure its firefighters have good access to relevant and up to date risk information | Action to date: Action Closed A review of risk information has been carried out to ensure the current information is in date. The service has moved from a paper-based system to a digital solution. Staff have been provided more training to improve greater understanding |
| <u>People</u> | | |
| “Managing performance and developing leaders” | 2. The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders | Action to date: Action to date: Nationally, the sector is looking at options on how to achieve this and is undertaking a leadership survey to support exploration with respect to talent management. Locally the service is exploring the development of a talent management framework and is reaching out to external commercial partners to support this work. |

| | | |
|---|--|---|
| | | Potential closure date September 2021 |
| “Preventing fire and other risks” | 3.The service should evaluate its prevention work, so it understands the benefits better | Action to date: Action Closed The service has started an evaluation program of our prevention work that will be an ongoing program. To date it has evaluated the effectiveness of our Safe and Well activities. |
| Areas for Improvement | | |
| “Protecting the public through fire regulations” | 4.The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme | Action to date: Action Closed Our Risk Based Inspection Program has been further improved to make it easier to use and reflective of our definition of High Risk. The service has received support from the fire authority and has invested in resources to complete more proactive work. |
| | 5.The service should ensure it addresses effectively the burden of false alarms (unwanted signals) | Action to date: The service is part of a Thames Valley collaboration project to look at how to reduce false alarms across the region. There has been an evaluation completed and submitted to Buckinghamshire FRS, who are leading on the project, for consideration. Potential closure date March 2022 |
| “Responding to fires and other emergencies” | 6.The service should ensure it has effective systems in place to reliably understand the operational capabilities of resources available to respond to incidents | Action to date: A solution has been agreed to amend our availability system to indicate the competencies of the crews available. This will be implemented in March 2021 Closing date April 2021 |
| | 7.The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command | Action to date: Action Closed The service's debrief process has been reviewed to ensure that any improvements captured from the process, are actioned and communicated to staff. Staff have been reminded of the process to increase their understanding and awareness. |
| “Responding to national risks” | 8.The service should ensure consistent knowledge and application of incident command across the service | Action to date: Action Closed The service has reviewed the training provided and has produced new training packages for staff, to ensure that this area is covered |

PSC10a

| Efficient | | |
|--|---|---|
| “Making best use of resources” | 9.The service should implement a more robust way of recording prevention and protection information | Action to date: The service has created new digital system for recording Fire Protection audits with a company called Active informatics. This new system is in the implementation stage and is being rolled across the department. This will enable inspection officers to complete audits whilst on site, making them more efficient, and will create a data base of the inspections that can be interrogated. Fire Prevention have created an app with the assistance of ESRI, for Safe and Well visits which again will hold the gathered information in a database making it simpler to interrogate. Potential close out date October 2021 |
| People | | |
| “Ensuring fairness and promoting diversity” | 10.Ensure all staff are provided with appropriate uniform | Action to date: Action closed Full range of fire kit is now available. The service has discussed with the women’s rep that sizing for individuals is available if required, the service is now in discussion with the National Uniform Contractor and will look to move over to them in August. The service has put in interim arrangements for anyone that require uniform that is not held centrally. |

The full report can be found on the following link
<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/covid-19-inspection-oxfordshire-fire-and-rescue-service/>

Financial Implications

7. No financial implications
Comments checked by: Rob Finlayson, Finance Business partner (Finance),
Rob.Finlayson@Oxfordshire.gov.uk

Legal Implications

8. No implications
Comments checked by: Jennifer Crouch, Principal Solicitor (Environment Team), for and on behalf of Anita Bradley, Director of Law & Governance and Monitoring Officer Oxfordshire County Council and Cherwell District Council,
Jennifer.Crouch@Oxfordshire.gov.uk

Risk Management

9. There is a risk associated with not actioning these recommendations, as the HMICFRS will look to see how the services has progressed these in their next inspection in Autumn 2021.

Consultations

10. No formal consultation is required, and the report has been communicated both internally and externally

Steve Jordan, Corporate Director Commercial Development, Assets and Investment

Contact Officer: Paul Bremble, Strategic Risk Assurance Manager, 07990780805

Date: February 2021

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Divisions Affected – N/A

Performance Scrutiny Committee - 11 March 2021

**Her Majesty's Inspectorate of Constabulary and Fire and Rescue
Services Inspection Report on Oxfordshire Fire and Rescue Service
Response to Covid-19 Pandemic 2020**

**Report by Corporate Director
Commercial Development, Assets and Investment**

RECOMMENDATION

1. The Performance Scrutiny Committee is RECOMMENDED to accept the report and the recommended actions for Oxfordshire County Council Fire and Rescue Service.

Executive Summary

2. HMICFRS made the following recommendations. We recognise that the arrangements for managing the pandemic may carry on for some time, and that the service is now planning for the future. In order to be as efficient and effective as possible, Oxfordshire Fire and Rescue Service should focus on the following areas:
 - a) It should determine how it will adopt for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.
 - b) It should evaluate how effective its extra activities have been. It should then consider how its activities can give local communities the most benefit in future.

**Her Majesty's Inspectorate of Constabulary and Fire and Rescue Service
inspection of Oxfordshire Fire and Rescue Service (HMICFRS) response to the
Covid -19 pandemic**

3. In August 2020 the HMICFRS were commissioned by the Home Secretary to inspect how fire and rescue services in England are responding to the COVID-19 pandemic. The inspection looked at the following areas.
 - What is working well and what is being learned
 - How the fire sector is responding to the COVID-19 crisis.
 - How fire services are dealing with the problems they face
 - What changes are likely as a result of the COVID-19 pandemic.

4. The inspection focused on the first three months of the pandemic, April to June 2020. The inspection took place over the first two weeks in October 2020 and was carried out virtually due to the restrictions on social contact.

Key issues

5. The following is the summary from the main report on the findings of the inspection.
6. The service responded well during the pandemic and provided additional support to its community. It used its wholetime and on-call firefighters to respond to emergencies, and the increased availability of its on-call firefighters allowed the service to use them to support its partners, especially the local ambulance trust. This meant the people of Oxfordshire were well supported through the pandemic.
7. Firefighters drove ambulances and helped deliver personal protective equipment (PPE) and laptops to schoolchildren. The service was able to continue prevention activity and broadly maintained all protection activity. Resources were well managed, and the service's financial position was largely unaffected. As part of Oxfordshire County Council, the service had access to extra government funding to support its response and to cover additional expenses it has incurred. The service effectively managed its (low) level of staff absences, and collaborated with the other fire and rescue services in the Thames Valley region in order to build resilience in its primary and secondary control rooms.
8. The service communicated well with its staff throughout the pandemic on issues relating to staff wellbeing. Guidance and support, including extra wellbeing services, were put in place for those at higher risk from COVID-19 including black, Asian and minority ethnic staff. The service also made sure all staff had the resources they needed to do their jobs effectively, including providing extra IT and putting in place new flexible working arrangements. The service has continued to collaborate with the other fire and rescue services in the Thames Valley region, and to effectively support the Thames Valley LRF.

Recommendations of the HMICFRS

9. We recognise that the arrangements for managing the pandemic may carry on for some time, and that the service is now planning for the future. In order to be as efficient and effective as possible, Oxfordshire Fire and Rescue Service should focus on the following areas:
 - It should determine how it will adopt for the longer term, the new and innovative ways of working introduced during the pandemic, to secure lasting improvements.

- It should evaluate how effective its extra activities have been. It should then consider how its activities can give local communities the most benefit in future.

Service Actions to recommendations

10. At the end of April, Community Safety Service, linked in to the County Councils Restart, Recover and Renew programme, started to look at how it could continue to benefit from the new ways of working that had been introduced due to the pandemic. The service initiated three areas to be explored, these being;
 - Agile working
 - Communications
 - Communities
11. From this the service;
 - Improved staff understanding of how they could work more remotely and be support by technology that had been introduced.
 - How the service communicated to staff via the fortnightly “Keeping you Connected” sessions.
 - Introduced desktop audits for Fire Safety of buildings and triaging requests for Safe and Well visits, to provide a more efficient service for the public and reduced the risk of spread of Covid-19
12. The service has created a Fire and Rescue People and Wellbeing Strategy, this will link in to the County Councils People Strategy once it has been published, the aim of which is to ensure staff feel engaged and have a voice, regardless of role, and work together collaboratively to deliver quality services, including through the development and maintenance of a well-skilled, diverse workforce.
13. This work will continue over the coming year, in order that the service can realise greater benefits from the current pandemic.
14. The full report can be found on the following link
<https://www.justiceinspectorates.gov.uk/hmicfrs/publications/covid-19-inspection-oxfordshire-fire-and-rescue-service/>

Financial Implications

15. No Implications

Comments checked by: Rob Finlayson, Finance Business partner (Finance),
Rob.Finlayson@Oxfordshire.gov.uk

Legal Implications

16. No Implications
Comments checked by: Jennifer Crouch, Principal Solicitor (Environment Team), for and on behalf of Anita Bradley, Director of Law & Governance and

Monitoring Officer Oxfordshire County Council and Cherwell District Council,
Jennifer.Crouch@Oxfordshire.gov.uk

Risk Management

17. There is a risk associated with not actioning these recommendations, as the HMICFRS will look to see how the services has progressed these in their next inspection in Autumn 2021.

Steve Jordan, Corporate Director Commercial Development, Assets and Investment

Contact Officer: Paul Bremble Strategic Risk Assurance Manager, 07990780805

24 February 2021

PERFORMANCE SCRUTINY COMMITTEE

PROPOSED WORK PROGRAMME

County Council Elections are scheduled for 6 May 2021 so the following programme is subject to the agreement of the incoming Committee Members.

| ITEM | NOTES |
|---|--|
| 3 June 2021 | |
| Business Management and Monitoring Report | To consider the monthly business monitoring report. |
| Transport, Place setting and S106 | Added at January meeting |
| Home First | Added at January meeting |
| Outcomes Framework | Review of the performance indicators, measures and targets to show the extent to which Corporate Plan outcomes are being achieved. |
| Children's Safeguarding Serious Case Review | Review of the report on Child R |
| Scrutiny Annual Report | Consideration of the report for 2020/21 before it is sent to the July meeting of Full Council. |

| | |
|---|--|
| 15 July 2021 | |
| Business Management and Monitoring Report | To consider the monthly business monitoring report. |
| Minerals and Waste Development Strategy | To discuss the Preferred Options consultation which is going to Cabinet on 20 July |
| Apprenticeships | Progress report |

| TO BE SCHEDULED | |
|-------------------------------|---|
| ITEM | NOTES |
| Income generation (late 2021) | Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation. |
| Staff turnover and retention | To receive a report from the Chief Executive and Corporate Director for Customers and Organisational Development in relation to staff turnover and retention. |
| Housing Delivery | To receive a report in relation to the delivery of housing via the Growth Deal and the ways in which the county can ensure that the houses that are needed are delivered e.g. key worker housing, extra care. |

| | |
|--|--|
| Council workforce | How the Council is meeting its Investors in People standard, ensuring its workforce is diverse and representative of local communities, and building workforce resilience, including its relationship with Unison. |
| Use of s.106 monies | Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments. |
| Investment Strategy | Scrutiny of the Council's Investment Strategy |
| Review of School Transport | To ensure that the service is operating on a sustainable basis. |
| Children Placed for Care Out-of-County | Added at January meeting |