



## Notice of a Meeting

### Performance Scrutiny Committee Thursday, 14 January 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

#### Councillors:

Nick Carter  
Mike Fox-Davies  
Tony Illott

Liz Leffman  
Jeannette Matelot  
Charles Mathew

Glynis Phillips  
Judy Roberts  
Michael Waine

**Notes:** *A pre-meeting briefing for Members of the Committee will take place virtually at 10am on Tuesday 12 January 2021.*

*Date of next meeting: 11 March 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](mailto:liz.brighthouse@oxfordshire.gov.uk)

Committee Officer

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*Colm Ó Caomhánaigh, Tel 07393 001096*  
*colm.ocaomhanaigh@oxfordshire.gov.uk*



Yvonne Rees  
Chief Executive

January 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 (To Follow)**

To approve the minutes of the meeting held on 18 December 2020 (**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 8 January 2021**. Requests to speak should be sent to [colm.o'caomhanaigh@oxfordshire.gov.uk](mailto:colm.o'caomhanaigh@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. **Budget and Business Planning 2021/22: Capital and Investment Report (To Follow)**

10:10

To consider the Capital Programme proposals and the relevant strategies.

6. **Local Transport Connectivity Plan (LTCP) & Active Travel (Pages 1 - 106)**

11:10

Report by Corporate Director Communities

This report updates Performance Scrutiny Committee on development of the new Oxfordshire Local Transport Plan- called the Local Transport and Connectivity Plan. Specifically, it outlines the context and key points included in a proposed Vision Document (**Annex 1**), on which it is proposed to undertake public consultation. It also includes a summary of the engagement exercise undertaken in Spring 2020 (**Annex 2**), and a summary of key evidence that has been reviewed to support development of the Vision. (**Annex 3**)

A brief presentation also will be given outlining the proposed delivery arrangements for the Active Travel Tranche 2 programme. The presentation will set out the approach to

governance, communications and engagement, provide a high level overview of the delivery programme and include a summary of progress to date.

**The Committee is RECOMMENDED**

- 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 19<sup>th</sup> January, when they consider the Vision Document as the basis for public consultation in February 2021.

**7. Children's Safeguarding Serious Case Review (Pages 107 - 124)**

12:00

A report from Oxfordshire Children's Safeguarding Board.

**8. Business Management and Monitoring Report (Pages 125 - 212)**

12:30

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

The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities during November 2020. The report will be considered at Cabinet's 19<sup>th</sup> January meeting.

**The Committee is RECOMMENDED to note the report and consider any matters for future attention by the Committee.**

**9. Work Programme (Pages 213 - 214)**

12:50

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](mailto:glenn.watson@oxfordshire.gov.uk) for a hard copy of the document.

**Divisions Affected - All**

## **PERFORMANCE SCRUTINY COMMITTEE - 14 JANUARY 2021**

### **LOCAL TRANSPORT & CONNECTIVITY PLAN: VISION DOCUMENT**

#### **Report by Corporate Director Communities**

### **RECOMMENDATION**

1. **The Committee is RECOMMENDED**
  - 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 19<sup>th</sup> January, when they consider the Vision Document as the basis for public consultation in February 2021.**

### **Executive Summary**

2. *This report updates Performance Scrutiny Committee on development of the new Oxfordshire Local Transport Plan- called the Local Transport and Connectivity Plan. Specifically, it outlines the context and key points included in a proposed Vision Document (**Annex 1**), on which it is proposed to undertake public consultation. It also includes a summary of the engagement exercise undertaken in Spring 2020 (**Annex 2**), and a summary of key evidence that has been reviewed to support development of the Vision. (**Annex 3**) The Performance Scrutiny Committee are asked to note progress on development of the Local Transport and Connectivity Plan and provide any comments on the proposed Vision Document prior to it going to Cabinet on 19<sup>th</sup> January.*

### **Introduction**

3. This report gives context to development of the new Oxfordshire Local Transport and Connectivity Plan (LTCP), specifically the proposed Vision Document (**Annex 1**). The Cabinet on 19<sup>th</sup> January will be asked to endorse this, alongside reports on the engagement exercise in Spring 2020 (**Annex 2**) and baseline evidence (**Annex 3**) as the basis of a 6 week public consultation to be held in February/ March 2021. The Performance Scrutiny Committee are

asked to review the proposed Vision Document, and key points noted will be reported back to Cabinet in the form of an addenda. Further context to development of the LTCP and an outline of key points within the Vision Document is given below.

## **Context to development of the new LTCP**

4. The current Local Transport Plan 4 (LTP4) was adopted by the Council in 2016. It has provided a strategic transport policy framework for Oxfordshire over the last few years. It has also supported bids for significant transport scheme funding, such as the Housing Infrastructure Fund (HIF) and Oxfordshire Housing and Growth Deal schemes, and development of recent district Local Plans.
5. However, recent national and local policy development, not to mention the change in transport use arising from COVID-19, means that the time has come to look again at our strategic Oxfordshire transport policy framework and set this out in a new Local Transport Plan. This includes the need to focus on new and emerging corporate priorities, including delivering on our commitment to enabling a zero carbon Oxfordshire by 2050, promoting healthy place-shaping by designing healthy behaviours into the way places are planned and services delivered, and reflecting the Council's Equalities, diversity and inclusion framework.
6. In particular, the following key policy developments are seen as key considerations influencing our new LTCP and have been carefully considered in the work undertaken to date:
  - (a) Central Government commitments to de-carbonise our economy by 2050, with strategic priorities for Transport set out in the document, 'Decarbonising Transport: setting the challenge,'<sup>1</sup> and reflected at a local level in the Council's recent published Climate Action Framework proposals<sup>2</sup>
  - (b) The importance of promoting active travel modes of transport, as reflected at a national level by the 'Gear Change: a bold vision for cycling and walking' strategy, and at a local level in development of our Active Travel Programme, in particular Local Cycling and Walking Infrastructure Plans (LCIWPs, with 2 plans now endorsed by Cabinet, and at least 2 further in progress)<sup>3</sup>
  - (c) The push towards full high-quality digital gigabit and/or full fibre connectivity for all, as reflected in the Oxfordshire Digital Strategy and at a national level in the 'Future Telecoms Infrastructure Review.'<sup>4</sup>

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<sup>1</sup> <https://www.gov.uk/government/publications/creating-the-transport-decarbonisation-plan>

<sup>2</sup> <https://www.oxfordshire.gov.uk/residents/environment-and-planning/energy-and-climate-change/what-we-are-doing>

<sup>3</sup> <https://www.gov.uk/government/publications/cycling-and-walking-plan-for-england>

<sup>4</sup> <https://www.gov.uk/government/publications/future-telecoms-infrastructure-review>



- (d) The proposals to grow the Oxfordshire Economy as set out in the Oxfordshire Local Industrial Strategy in July 2019 (and followed by the Investment Plan in August 2020)<sup>5</sup>
  - (e) The development of a Transport Strategy for England's Economic Heartland, as well as evidence and policy work progressing on the OxCam Arc, including the recently published economic prospectus<sup>6</sup>
  - (f) The need to look again at public transport operations and networks in the context of impacts of Covid and changes in bus and train commercial operations, taking into account the Oxfordshire Rail Corridor Study (which is nearing completion) and imminent publication of a National Bus Strategy
  - (g) The planning for major additional development in Oxfordshire, as set out to the mid-2030s in district local plans (and their supporting documents including their Infrastructure Delivery Plans), and for 2050 in the proposed Oxfordshire-wide Joint Spatial Plan (OP2050)
  - (h) The proposals being drawn-up via the Growth Board for developing an Oxfordshire-wide strategic vision, a draft of which is currently out to consultation.<sup>7</sup>
7. Many of these strategies and workstreams have been carefully considered in the LTCP development to date and will continue to be important as they further develop. For example, it will be important to understand how the full LTCP and its policies can be aligned and help deliver the Oxfordshire Vision desired outcomes should they be agreed by all Oxfordshire Growth Board partners following the current engagement period.
8. Another important area for consideration in development of the full LTCP is the influence of digital technology, and in particular how this can help improve connectivity in a wider sense through:
- (a) Reducing unnecessary travel, such as through enabling home working;
  - (b) Developing more efficient and effective transport choices, such as shared or autonomous transport modes of travel; and
  - (c) Improving the management of freight and goods.
9. As the new LTCP will influence and have impacts on how all residents of Oxfordshire travel and live their lives, it is important that we have good levels of engagement and consultation as it is developed. The cross-party Transport Cabinet Advisory Group (CAG) have met several times in 2020 and provided political steer to development of the LTCP, with County locality meetings also having been kept up to date, most recently in Autumn 2020. A Stakeholder Steering Group has also helped develop the LTCP work to date.

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<sup>5</sup> <https://www.oxfordshirelep.com/lis>

<sup>6</sup> <http://www.englandseconomicheartland.com/Pages/transport-strategyconsult.aspx>,  
[https://www.oxford.gov.uk/downloads/file/7378/oxford-cambridge\\_arc\\_economic\\_prospectus](https://www.oxford.gov.uk/downloads/file/7378/oxford-cambridge_arc_economic_prospectus)

<sup>7</sup> <https://www.oxfordshireopenthought.org/strategic-vision>

10. In terms of public consultation, this has already started with an engagement exercise undertaken in Spring of this year, and it is planned that 2 further consultations are now undertaken, linked to the following 2 stages of development:
  - a. *Stage 1:* Development of the draft LTCP vision and headline outcomes, planned for consultation in Feb/March 2021.
  - b. *Stage 2:* Development of the full LTCP including updated vision and objectives following consultation, area strategies and policies, and updated strategies, e.g. for Active & Healthy Travel and public transport. It is proposed that this would be complete in draft for Cabinet to agree for statutory consultation in Autumn 2021.

### **Proposed Vision Document**

11. The proposed LCTP Vision Document, which will form the basis of the Stage 1 consultation, is shown in **Annex 1**. In summary this includes the following sections:
  - *What does this document do?* This sets out the approach to developing the LTCP, and the wider strategic/ policy context
  - *The Challenge* This section gives some context to the challenges associated with planning for transport to 2050
  - *Vision* This section outlines the proposed LTCP Vision, including giving context to this vision
  - *Key Themes* The section outlines the key themes that are seen as underpinning development of the LTCP, including the outcomes we hope to deliver, as well as the proposed key policy focus areas and measurables for the LTCP
  - *Next Steps* This gives a summary of the proposed LTCP timeline development
12. The key sections of the document are considered to be the proposed vision, and the proposed themes and outcomes which the LTCP is hoping to achieve. These are set out below for ease of reference:

### ***Draft Vision:***

*“Our Local Transport Plan Vision is for a net-zero Oxfordshire Transport system that enables the county to thrive as one of the world’s leading innovation economies, whilst supporting clean growth, protecting our rich and varied natural and historic environment and being better for health and well-being, social inclusivity and education.*

*Our Plan sets out to achieve this by reducing the need to travel, securing high quality gigabit connectivity, and by discouraging unnecessary individual private vehicle use through making active travel, public and shared transport the natural first choice.”*

***Draft Proposed Themes and Outcomes:***

<b>Theme</b>	<b>Outcome</b>
Environment	Sustainable communities that are resilient to Climate Change, enhance the natural environment, improve biodiversity and are supported by our zero-carbon transport network.
Health	Improved health and wellbeing and reduced health inequalities enabled through active and healthy lifestyles and inclusive, safe and resilient communities.
Place Shaping	Sustainable and resilient communities which provide healthy places for people and a high-quality environment capitalising upon the exceptional quality of life, vibrant economy and dynamic communities of our county.
Productivity	A world leading business base that is sustainable, has created new jobs, products and careers for all communities and is supported by an effective, zero-carbon transport network
Connectivity	Communities are digitally connected, innovative technologies are supported and there is improved connectivity and mobility, across the county, enabling greater choice and seamless interchange between sustainable modes.

13. A number of proposed policy focus areas are also included which it is proposed will form the basis of development the full LTCP. Further detail on what will be included under these proposed areas is given in the Vision Document, but in summary these are:
- (a) Active and Healthy Travel- including LCWIPs and a transport user hierarchy
  - (b) Public Transport- including Park and Ride and mobility hubs
  - (c) Air Quality- including Clean Air/Zero Emission Zones
  - (d) Road Safety – including for equestrians and motorcycles
  - (e) Healthy Place Shaping- including low traffic neighbourhoods and Healthy Streets
  - (f) Innovation- including micro-mobility and shared mobility
  - (g) Freight- including management of road/rail freight and freight consolidation
  - (h) Digital Connectivity- including gigabit speed and full fibre rollout
  - (i) Regional Connectivity- including links to EEH/ OxCam Arc strategies
  - (j) Local Connectivity- including area strategies and rural transport
  - (k) Network and Congestion Management - including demand and parking management

14. Each section of the Vision Document includes a number of questions, intended to seek feedback to inform development of the full LTCP document. It is also planned that the consultation includes publishing a report on the results of the engagement undertaken earlier this year, so that the public and stakeholders can see how this has helped influence our work to date on the LTCP. This is given in **Annex 2**. A summary of background evidence is given in the Vision document, with a full report on evidence also proposed to be included in the consultation (**Annex 3**). This identifies key information that will need to be considered carefully as the new LTCP is developed, such as the environmental and health impacts of transport and the rural nature of much of the County.

## **Corporate Policies and Priorities**

15. The County Council's corporate plan, 2019-22 includes a vision based on the 3 elements of 'Thriving People,' 'Thriving Communities,' and 'Thriving Economy.' This workstream fits well with the 'Thriving Economy' part of the vision, "We support a thriving local economy by improving transport links to create jobs and homes for the future.' In particular, the LTCP will set out priorities for transport improvements that link with economic development, as well as delivery of new sustainable communities. It also fits with elements of the 'Thriving Communities' vision, given the relationship between transport investment, quality of life, health and the environment. The County Council Climate Action Framework, endorsed by Cabinet in October 2020, specifically notes the need to 'deliver a Local Transport and Connectivity Plan supporting a zero-carbon ambition.'<sup>8</sup>
16. Development and delivery of the LTCP will also help with the County Council Covid recovery strategy, 'Restart-Recover-Renew', in particular the longer-term priorities for post-Covid transport planning. This includes promotion of sustainable modes of transport, better planning for public transport improvements, and achieving net-zero carbon emissions. With its focus on supporting healthy place shaping, it also fits well with the Oxfordshire Joint Health and Wellbeing Strategy (2018-23), as agreed in March 2019.

## **Financial Implications**

17. The LTCP Vision Document cost has been largely produced by staff within the Infrastructure Strategy and Policy Team, and hence covered by the staffing budget in this area. In addition, approximately £35k has been identified within the team budget to fund consultants to undertake an Integrated Sustainability Appraisal (ISA) that is needed to support development and delivery of the full LTCP. The full LTCP document will be produced with input of staff from across the Planning and Place directorate and OCC.

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<sup>8</sup> <https://www.oxfordshire.gov.uk/residents/environment-and-planning/energy-and-climate-change/what-we-are-doing>

*Comments checked by:*

*Rob Finlayson, Finance Business Partner*

## **Legal Implications**

18. The full LTCP will be a statutory Local Transport Plan. The requirement for local transport authorities to produce a Local Transport Plan is set out in the Transport Act 2000, as amended by the Local Transport Act 2008. Under the 2008 act, Local Authorities may replace their plans as they see fit. Once the new LTCP is adopted by the County Council, it will replace the current Local Transport Plan, adopted in 2016.
19. The Local Transport Acts also require local transport authorities undertake a certain level of consultation when developing policies and plans. It is considered that this will be met by the proposed Vision Document consultation, as well as the planned full consultation on the LTCP later in Winter 2021/22.

*Comments checked by:*

*Jennifer Crouch, Principal Solicitor (Environment Team)*

## **Staff Implications**

20. Development of the Vision Document and proposed consultation is being undertaken largely by officer resource in the Infrastructure Strategy and Policy Team within the Planning and Place Directorate. Officers from this team will continue to project manage development of the full LTCP, as well as the consultants currently being procured to undertake the Integrated Sustainability Appraisal (ISA).
21. Development of the full LTCP document in 2021 will also require input from across the Planning and Place Directorate and the Council, including Public Health and Wellbeing, Trading Standards, Community Operations, and Adult and Children's Services. An OCC Officer Task and Finish Group has been set up and it is expected that many of the officers on this group will contribute significantly as the identified policy focus areas are developed, including drafting relevant parts of the document. Their in-depth knowledge in different areas will also be important to ensure cross-cutting priorities are acted upon, including understanding areas that can be strengthened compared with the existing Local Transport Plan.

## **Equality & Inclusion Implications**

22. We are undertaking significant engagement and consultation exercises as we develop the LTCP. These are set out in more detail in the consultations

section below. In a wider sense the key outcomes as set out in the Vision Document are very much about supporting all communities in Oxfordshire to thrive. However, to ensure that we assess this in a fair and thorough manner, an equalities impact assessment will be undertaken (as part of the wider Integrated Sustainability Appraisal) alongside development of the LTCP. This will ensure that any equality matters are identified and acted upon appropriately as the full LTCP is developed, in line with the recently endorsed County Council 'Including Everyone Equalities Framework' (which replaces the previous framework focused on undertaking an SCIA).

## **Sustainability Implications**

23. As noted above, development of the new LTCP will be an important part of delivering the new County Council Climate Action Framework. The draft vision and outcomes proposed for the LTCP set out the need to de-carbonise the transport network across the Oxfordshire to 2050, as well as protecting our national environment and biodiversity. It is proposed that this supported by policies that promote investment in measures and schemes to help achieve this, including on active and healthy travel, public transport, healthy place shaping and digital connectivity. The Integrated Sustainability Appraisal (ISA) which will be developed alongside the full LTCP will ensure that strategic Environmental and Health impacts of policies are measured and assessed in a systematic way.

## **Risk Management**

24. The following risks and mitigation have been identified associated with development to the LTCP:

*Risk:* That the LTCP will not be delivered to time/ budget

*Mitigation:* There is now a full-time post in the Infrastructure Policy and Strategy Team to project manage development of the LTCP. In addition, an Officer Task and Finish Group with officers from across the organisation has been set up and they will be key in taking forward and delivering the full LTCP. Consultants are currently being engaged to undertake the ISA needed to support the plan, and there will be a need to ensure careful management of this work to fit with required timescales/ budget available.

*Risk:* That the LTCP does not have wider stakeholder, Cllr and public input as it develops

*Mitigation:* One engagement process has already been undertaken, which has helped in development of the proposed Vision Document, with 2 further consultation exercises planned. It also planned to continue meeting with the LTCP Stakeholder Group and the Transport Cabinet Advisory Group (CAG) to ensure they provide wider stakeholder and political steer as the more detailed LTCP is developed. Local County members are being engaged on strategy progress, including through locality meetings, and further more detailed discussions will be needed, particularly in development of updated area strategies

*Risk:* Uncertainty around the outcome of the County Council elections, May 2021

*Mitigation:* Officers have been working with the cross-party Cabinet Advisory Group (CAG) in development of the LTCP which should help with political consensus following the election whatever the make-up of the council. We also recognise the need to work with any new local members after June 2021 to develop the more detailed LTCP, including area-based policies.

## **Consultations**

### **Public Consultation to date**

25. An engagement exercise was undertaken in Spring 2020, with the public and stakeholders asked to comment on a series of topic papers focused around different transport and connectivity topics. A report on this engagement is planned to be published alongside the LTCP Vision Document, and this is given in **Annex 2** of this report. Some key messages arising out of the engagement exercise are also given in the draft Vision Document.

### **County Councillor Engagement**

26. Engagement with County Councillors to date has been through the cross-party Transport Cabinet Advisory Group (CAG) and Locality Meetings.
27. Transport CAG have provided political steer to development of the LTCP work to date, including the engagement exercise in Spring 2020, and development of the draft vision and outcomes.
28. Locality meetings were given an update on LTCP progress, including key messages from the stakeholder engagement, and proposed next steps at their Autumn meetings. It will be important that we engage again with locality meetings, particularly as the area strategies and more detailed policies are developed for the full LTCP. It is expected that this will be done in early summer 2021 once the structure and scope of more detailed work is developed.
29. The review of the draft Vision Document by the Performance Scrutiny Committee gives a further opportunity for members to provide views on the proposed consultation document which can be feedback to Cabinet on 19<sup>th</sup> January.

### **Stakeholder Engagement**

30. An LTCP Stakeholder Group has helped develop the LTCP to this point, including helping to shape the draft vision and proposed outcomes. The Steering Group includes representatives from transport operators, transport user groups, the Local Enterprise Partnership, and the key employers of Oxford University and Oxford Brookes.

- ## Planned Consultation

- Jason Russell, Corporate Director Communities**

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# **Local Transport and Connectivity Plan - Vision Document January 2021**

## Foreword

Transport affects all of our resident's lives and helps to support our world leading business base. However, there is a need to address how people move around the county. Current trends of car use have contributed to congestion and public health issues across the county.

In order to address these challenges, we recognise that there is a need to reduce the need to travel and discourage unnecessary individual private vehicle use.

We plan to do this by making active travel, public and shared transport the natural first choice. Not only will this support our aspirations for economic growth and a zero carbon county by 2050, it will also improve health and wellbeing, making Oxfordshire a better place to live.

Signature  
Councillor Ian Hudspeth  
Leader Oxfordshire County Council



Councillor Ian Hudspeth  
Leader of Oxfordshire County Council

We are publishing this vision document at an unprecedented time. We are dealing with the impacts of the COVID-19 pandemic, as well as working to address the climate emergency and manage planned growth in the county.

Transport has a central role to play in responding to all of these challenges and enabling the county to prosper. Whilst we must reflect the short term impacts of COVID-19 on travel, it is important that we remember the need for a clear long term plan for transport in the county.

The LTCP vision is the first step in developing a long term plan and will outline the framework for delivering a more sustainable, prosperous and healthier Oxfordshire.

Signature  
Councillor Yvonne Constance OBE  
Cabinet Member for Transport and the Environment



Councillor Yvonne Constance OBE  
Cabinet Member for Transport and  
the Environment

## Introduction

Local Transport Plans are statutory documents, required under the Transport Act 2008. We are calling ours the Local Transport and Connectivity Plan (LTCP), to better reflect our strategy both for digital infrastructure and for connecting the whole county.

There are three main reasons why we need to develop a new Local Transport Plan. These are to reflect new priorities, account for new funding opportunities and incorporate new ideas and strategies.

The local and regional policy context has changed significantly since the publication of LTP4. Work to develop an Oxfordshire Strategic Vision and Oxfordshire Plan 2050 is currently progressing, the County Council have adopted a Climate Action Framework and England's Economic Heartland has published a draft regional transport strategy. The new LTCP is an opportunity to develop a strategic transport policy framework that reflects these changes.

We conducted an engagement activity as the first stage of developing the new LTCP from the 4<sup>th</sup> March 2020 to the 17<sup>th</sup> May 2020. As part of this engagement respondents were invited to comment on 28 topic papers through the online consultation portal, or by email.

In total 735 responses to the engagement were received, both from individuals and organisations. We have now completed a detailed analysis of the responses received; the full engagement summary has been published alongside this document.

We have used feedback received in the engagement exercise and an analysis of data to help shape our draft transport vision and key themes in this document. A detailed baseline report containing the evidence base we have analysed is provided alongside this vision document. The purpose of the remainder of this document is to introduce our approach, the draft vision, key themes and outline next steps.

## What does this document do?

We are developing and consulting upon the LTCP in a 2-stage approach. These stages follow on from the initial topic paper engagement earlier this year. The 2 stages are summarised as follows:

- **Stage 1:** Development of the draft LTCP vision and key themes.
- **Stage 2:** Development of the full LTCP including updated vision and key themes, area strategies, and policies for priority areas of focus.

## What does the vision do?

The purpose of developing a transport vision is to set out the overarching direction for transport in Oxfordshire. The vision will ensure that we have outlined a clear long-term ambition for transport in the county and will underpin all the policies and schemes included in the LTCP document. It will also ensure that we both take account of and inform wider strategy development.

We are setting out and consulting upon the draft vision and a set of supporting key themes so that residents and stakeholders can feedback on the direction the LTCP is heading in. This approach is part of our commitment to meaningful engagement and will enable us to adapt the vision before it informs the full LTCP's content.

## Vision in context

The introduction highlighted that the local and regional context has changed significantly since the publication of LTP4. This section provides more detail about those strategies to outline the local context and how they have informed the development of the LTCP.

### Oxfordshire Strategic Vision

The Oxfordshire Growth Board are developing a Strategic Vision for Oxfordshire<sup>1</sup>. The Strategic Vision will help establish a common and shared ambition to guide the focus of plans, strategies and programmes for Oxfordshire. The LTCP will play an important role in helping to deliver the emerging Strategic Vision and we have considered this carefully in developing the draft LTCP vision.

### Oxfordshire Plan 2050

In support of future growth, the district councils in Oxfordshire are working together to produce a Joint Statutory Spatial Plan known as 'the Oxfordshire Plan'<sup>2</sup>. The Oxfordshire Plan will provide a strategic planning framework for Oxfordshire to 2050, setting out housing, employment and infrastructure needs. The LTCP is being developed in line with the Oxfordshire Plan to consider its outputs.

### Oxfordshire County Council Climate Action Framework

<sup>1</sup> <http://democratic.whitehorsedc.gov.uk/mgChooseDocPack.aspx?ID=2820>

<sup>2</sup> <https://oxfordshireplan.org/>

In October 2020 the County Council approved a Climate Action Framework<sup>3</sup>. The document sets out the county council's plans to make itself a carbon neutral organisation by 2030, and to enable Oxfordshire as a whole to become zero-carbon by 2050. The LTCP will play an important part in helping deliver these commitments and will outline in more detail how transport will contribute to these ambitions.

#### Local Industrial Strategy

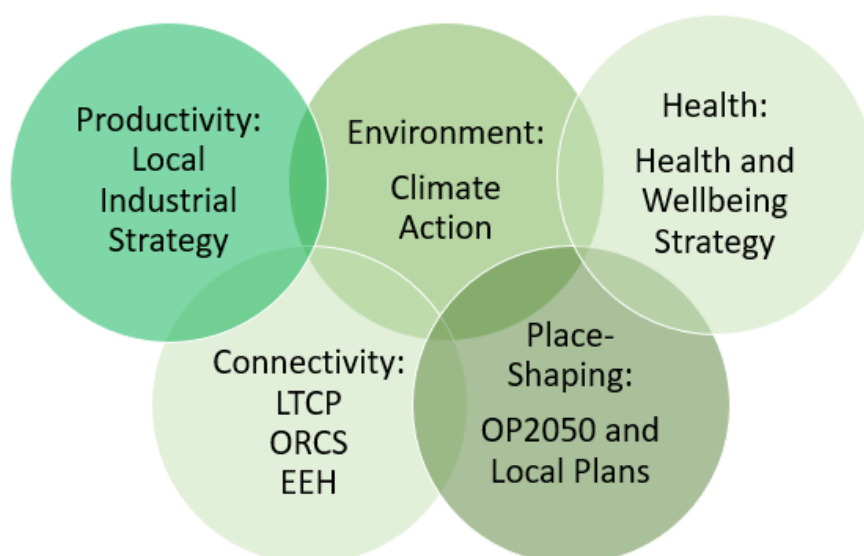
The Local Industrial Strategy sets out an ambitious plan to build on Oxfordshire's strong foundations and world-leading assets, to deliver transformative growth which is clean and sustainable<sup>4</sup>. The LTCP will help to deliver these aspirations and will ensure there is the transport network required to support growth aspirations.

#### Joint Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy sets out how the NHS, Local Government and Healthwatch will work together to improve resident's health and wellbeing<sup>5</sup>. The LTCP can help to deliver some of these improvements and specifically takes forward priorities around Healthy Place Shaping.

#### England's Economic Heartland

Oxfordshire County Council is a part of England's Economic Heartland (EEH) sub-national transport body. EEH covers 11 Local authorities, including all of the Oxford to Cambridge arc. EEH have recently published a draft transport strategy for the region which the LTCP will align with and help to deliver<sup>6</sup>.



*Diagram showing the LTCP context and strategy linkages*

**Q: Have we identified the key related strategy and policy developments in Oxfordshire? (YES/NO) If not, what have we not included?**

### **The Challenge**

<sup>3</sup> [https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/OCC\\_Climate\\_Action\\_Framework-August2020.pdf](https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/OCC_Climate_Action_Framework-August2020.pdf)

<sup>4</sup> [https://www.oxfordshirelep.com/sites/default/files/uploads/Oxfordshire-SINGLE-PAGE\\_1.pdf](https://www.oxfordshirelep.com/sites/default/files/uploads/Oxfordshire-SINGLE-PAGE_1.pdf)

<sup>5</sup> <https://www.oxfordshire.gov.uk/sites/default/files/file/constitution/oxfordshirejointwbstrategy.pdf>

<sup>6</sup> <http://www.englandseconomicheartland.com/Documents/Draft%20Transport%20Strategy.pdf>

## Oxfordshire's transport system

Oxfordshire's transport system affects all residents' lives. It plays a role in connecting our communities, supporting the 30,000 businesses in the county and enabling journeys for education, leisure and work. Therefore, it is vital that we create a plan for a transport system that will be resilient, addresses existing challenges, enables all residents to have a high quality of life and creates a healthy, sustainable county.

## The private car

There has been a huge rise in car use across the UK since 1952. We have seen this national trend reflected within Oxfordshire with a 36% increase in vehicle miles since 1993<sup>7</sup>. Car ownership and usage is particularly high outside Oxford where 87% of households own a car<sup>8</sup>.

Whilst cars have increased personal mobility, they are having negative impacts. Congestion is disrupting journeys and accommodating and managing vehicles in our towns and villages has created environments that have become less welcoming places for people.

**70% of  
commuting  
trips to Oxford  
are made by  
car**

## Future growth

Current forecasts are for over 85,000 new jobs and 100,000 new homes in the county by 2031. This growth will have a significant impact on our transport network, with an increasing number of people and goods needing to use it. Given the scale of growth, more radical solutions are needed to transform transport in Oxfordshire.

**25% more  
commuter  
journeys could  
happen to  
Oxford by 2031**

## Connectivity

Whilst Oxfordshire has good connectivity along certain corridors, there are notable areas that suffer from poor connectivity. Poor public transport connectivity is a particular issue in the County, especially in rural areas. There is also a need to improve active transport connectivity to enable more walking and cycling journeys.

## Wider Challenges

Transport is also critical to addressing wider challenges, notably public health and climate action. Addressing private car use is central to this as cars contribute significantly to greenhouse gas emissions and are having negative impacts on public health through air pollution and physical inactivity.

**33.3% of  
Greenhouse Gas  
emissions in  
Oxfordshire are  
from road  
transport**

**Q: Have we identified the key transport and connectivity challenges for Oxfordshire? (YES/NO). What other key changes should we consider as we develop the LTCP in more detail?**

**Vision**

<sup>7</sup> <https://www.gov.uk/government/statistical-data-sets/road-traffic-statistics-tra>

<sup>8</sup> Census 2011

## Vision Development

We have developed our draft vision following analysis of the engagement activity, through engagement with stakeholders and through an analysis of transport data. We have also sought to align our transport vision with the broader vision for Oxfordshire that is emerging as part of the Oxfordshire Growth Board Strategic Vision work, Oxfordshire Plan 2050 and England's Economic Heartland's (EEH) transport strategy.

## Supporting Analysis

As part of the LTCP development process, we have collected a range of evidence to identify the current situation, challenges and opportunities. This has informed the LTCP vision development process and helps us understand why the vision and key themes are necessary for Oxfordshire. The evidence will also be used to underpin the detailed LTCP document development process.

This section provides a summary of our engagement activity analysis and evidence base analysis. A more detailed analysis can be found in the supporting engagement and baseline evidence reports.

### Engagement Activity

The engagement activity gave us a good overview of current views on a wide range of transport topics relevant to Oxfordshire. Based on these responses, we believe that overall, there is support for an approach to developing the LTCP that:

- Recognises the need to develop active and healthy travel modes, and new facilities and networks to support pedestrian and cycle travel.
- Supports development of a transport system that both reduces climate impacts and improves air quality.
- Sets out plans to improve public transport across Oxfordshire, including improved bus and rail services.
- Recognises that different approaches may be more suitable for different areas e.g. between rural and urban areas.
- Considers how best to improve connectivity in a wider context, including measures such as broadband improvements that reduce the need to travel.
- Addresses how best to manage modes of transport with particular needs e.g. motorcycles and freight vehicles.
- Considers the role of Park and Rides and sets out a clear future strategy for the development of these.

**Q: Based on our analysis of the engagement activity do you think that we have identified the key points? (YES/NO). If you disagree, what key points do you think we have missed?**

### Evidence Base Analysis



A summary of the key findings from our evidence base analysis is provided below. The more detailed evidence base can be found in the supporting baseline report.

- Total vehicle miles driven in Oxfordshire increased by **29% between 1993 and 2019**<sup>9</sup>. At the same time, average speeds on Oxfordshire's local 'A' roads have decreased by 2% since 2015<sup>10</sup>.
- In Oxfordshire, it was estimated that **3,578 years of healthy life were lost** due to air pollution in 2017<sup>11</sup>.
- Road transport is responsible for **33.3% of greenhouse gas emissions** in the county, making it the largest sector<sup>12</sup>. Addressing vehicle usage is therefore critical to reducing emissions and improving air quality.
- Bus usage in the county has been **declining since 2013/14**<sup>13</sup>.
- Whilst Oxfordshire is in a good starting place with regards to current walking and cycling levels, **more still needs to be done** to encourage usage.
- Plans for **100,000 new homes in the county by 2031** will increase pressure on the transport network. As a result, more radical solutions will be needed to transform transport in Oxfordshire.
- Obesity is below the national average, but levels have **increased by over 4%** since 2015<sup>14</sup>. Encouraging active and healthy travel can help to address this.
- Oxfordshire has **above average levels of physical activity** but there is still a need to further improve this through measures to encourage active travel.
- Oxfordshire is the **most rural county** in the South East with 2.6 people per hectare compared with the regions average of 4.8 people per hectare.

**Q: Have we identified the key evidence for Oxfordshire? (YES/NO). What other evidence should we review as we develop the LTCP in more detail?**

### Draft Vision

*"Our Local Transport Plan Vision is for a net-zero Oxfordshire Transport system that enables the county to thrive as one of the world's leading innovation economies, whilst supporting clean growth, protecting our rich and varied natural and historic environment and being better for health and wellbeing, social inclusivity and education.*

*Our Plan sets out to achieve this by reducing the need to travel, securing high quality gigabit connectivity, and by discouraging unnecessary individual private vehicle use through making active travel, public and shared transport the natural first choice."*

**Q: Do you agree with our draft vision? (YES/NO). If you disagree, how can we improve it?**

**Q: Our evidence base work has identified that much of Oxfordshire is rural in nature. In the context of the proposed vision, how do you think the approach to improving connectivity in rural areas should differ to more urban areas?**

<sup>9</sup> Department for Transport: Car vehicle traffic (vehicle miles) by local authority in Great Britain, annual from 1993

<sup>10</sup> Department for Transport: Monthly and 12 month rolling average speeds on local 'A' roads in England

<sup>11</sup> Oxfordshire Health and Wellbeing Joint Strategic Needs Assessment 2020

<sup>12</sup> Scatter Cities

<sup>13</sup> Department for Transport: Passenger journeys on local bus services by local authority: England, from 2009/10

<sup>14</sup> Public Health England Profiles

<sup>15</sup> Public Health England Profiles



## Key Themes

In support of the draft vision we have identified five proposed key themes. These are the specific areas we are seeking to transform through implementation of the vision. We have also identified the outcomes we hope to deliver for each key theme.

In support of the key themes, we have identified the proposed policy focus we believe are required to achieve these outcomes. These are outlined below and include examples of what might be included under each area in the detailed LTCP.

Our proposed key themes are:



### Environment

**Outcome:** Sustainable communities that are resilient to Climate Change, enhance the natural environment, improve biodiversity and are supported by our zero-carbon transport network.



### Health

**Outcome:** Improved health and wellbeing and reduced health inequalities enabled through active and healthy lifestyles and inclusive, safe and resilient communities.



### Place Shaping

**Outcome:** Sustainable and resilient communities which provide healthy places for people and a high-quality environment capitalising upon the exceptional quality of life, vibrant economy and dynamic communities of our county.



### Productivity

**Outcome:** A world leading business base that is sustainable, has created new jobs, products and careers for all communities and is supported by an effective, zero-carbon transport network.



### Connectivity

**Outcome:** Communities are digitally connected, innovative technologies are supported and there is improved connectivity and mobility, across the county, enabling greater choice and seamless interchange between sustainable modes.

## Proposed Policy Focus Areas

<b>Active and Healthy Travel</b>	Greenways
	Local Cycling and Walking Infrastructure Plans
	Interchange with Public Transport
	Strategic Active Travel Network
	Transport user hierarchy
<b>Public Transport</b>	Bus Strategy
	Rail
	Park and Ride
	Mobility hubs
	Demand Responsive Transport
<b>Air Quality</b>	Green Infrastructure
	Clean Air / Zero Emission Zones
	Zero emission vehicles
<b>Road Safety</b>	Safety improvements
	Equestrians
	Motorcycles
<b>Healthy Place Shaping</b>	Low Traffic Neighbourhoods
	School Streets
	Healthy Streets Approach
<b>Innovation</b>	Living Lab
	Micromobility
	Shared mobility
<b>Freight</b>	Road and rail freight
	E-cargo bikes
	Freight consolidation
<b>Digital Connectivity</b>	Gigabit expansion
	Home working
<b>Regional Connectivity</b>	Cross boundary transport network
	England's Economic Heartland / OxCam Arc
<b>Local Connectivity</b>	Transport corridors
	Rural transport
	Area transport strategies
	Connecting Oxford
<b>Network and Congestion Management</b>	Network Management Policy
	Demand management
	Highways Asset Management Plan
	Parking management

**Q: Do the key themes and policy focus areas identified reflect the wider priorities for Oxfordshire and the public and stakeholder engagement we have undertaken to date? (YES/ NO). If no, what is missing?**

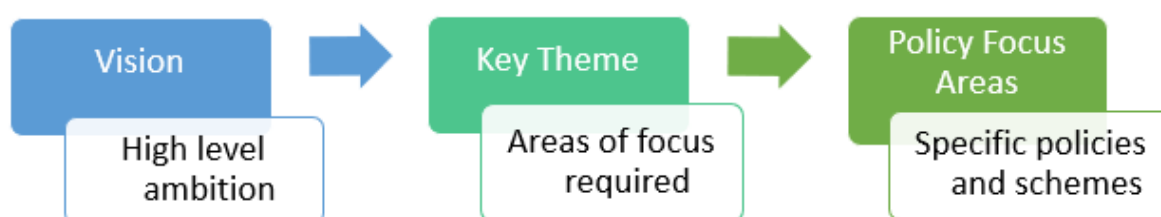
**Q: One the key areas identified as needing careful consideration based on the engagement feedback is the future of Park and Ride? How do you think we should develop park and rides in order to support the vision and key themes?**

**Achieving the Vision**

The detail surrounding how we will deliver the vision will be included in the full LTCP document. The LTCP will be structured around the policy focus areas in order to demonstrate how each area contributes to the themes, outcomes and vision.

As indicated on the table, each policy focus area will contain the specific policies and schemes required to deliver the key theme outcomes and overall vision. Detailed work will be conducted to refine these and develop them in more detail following this consultation. This will involve input from key stakeholders and an assessment of the proposals against our vision and key themes.

The structure for how we will develop the LTCP is outlined below. We believe that by developing the LTCP in this way will ensure that all policies and schemes have clear links to the overarching principles.



We are also working to establish how delivery of the LTCP will be monitored, with full details to be included in the detailed LTCP document. As part of this work we have identified a proposed set of measurables that could be used to monitor the LTCP. These are included below for initial feedback:

#### Proposed Measurables

- Transport emissions
- Biodiversity
- Walking and cycling trips
- Public transport trips
- Number of KSI in road traffic accidents
- Physical activity
- Impacts of air pollution
- Jobs and employment
- Economic growth
- Digital network coverage
- Journey times
- Road maintenance condition
- Healthy Streets Check
- Journey time reliability
- Congestion
- Obesity

**Q: Do you think the proposed measurables are suitable for monitoring the LTCP (YES/NO)? Are there any other measurables that we should consider?**

## Next Steps

Following consultation on this Vision document we will update the vision, key themes and policy focus areas accordingly based on the feedback received. Work will then commence on developing the detailed LTCP which will include the specific policies, schemes and supporting detailed strategies for local areas, freight and public transport.

An 8-week statutory consultation will be conducted on the detailed LTCP before it is formally adopted by Oxfordshire County Council. The timeline below shows our anticipated dates for this process.



# **Local Transport and Connectivity Plan - Engagement Report**

**January 2021**



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## 1. Summary

Engagement for the Local Transport and Connectivity Plan (LTCP) ran from the 4th March 2020 and closed on the 17th May 2020. Respondents were invited to comment on 28 topic papers which were divided into five areas; Active & Healthy Travel, Public Transport, Climate Emergency & Air Quality, Area Strategies and Connectivity. A summary of key headlines for each area and conclusions is provided below.

### **Active and Healthy Travel Topic Paper Key Headlines**

- The need to provide for high quality on and off-road cycle and pedestrian facilities for all types of users, including in urban and rural areas.
- Support for further development of LCWIPs and Low Traffic Neighbourhoods.
- Some support for a Strategic Active Travel network if this was high quality.
- Mixed views on parklets and equestrian issues.

### **Public Transport Topic Papers Key Headlines**

- Need to develop more reliable and frequent bus services, that also have good ticketing and are low cost.
- Strong support for the development of an improved, and lower carbon public transport network.
- Support for development of the Cowley Branch Line, Grove station, electrification and links to Witney.
- On Park and Ride there was overall mixed messages.
- Some support for developing Park and Rides as travel interchanges or Park and Cycle hubs.

### **Climate Emergency and Air Quality Topic Papers Key Headlines**

- Many of the responders highlighted the need to promote sustainable travel, as well as the importance of electric vehicle charging points.
- Strong support for the move towards a transport network that has less impact on climate change, as well as air quality.
- Mixed responses on Green Infrastructure.
- Strong support for the concept of School Streets and improving and encouraging walking and cycling to school.

### **Area Strategies Topic Papers Key Headlines**

- Main comments in respect of area strategies and corridor connectivity were about improving provision for cycling, public transport and motorcycling, as well as HGV restrictions.
- Regional Network comments were mainly around improving rail links and key roads, particularly the A34 and A420, but not the Expressway.
- Most respondents supported the Connecting Oxford and Zero Emission Zone proposals but there were mixed views on the Workplace Parking Levy.



### **Connectivity Topic Papers Key Headlines**

- Strong support for the roll out of full fibre broadband to support home working, and better mobile phone reception in rural areas.
- Many respondents highlighted the need to better manage freight.
- Support for the need to improve highway maintenance and prioritise maintenance of sustainable transport routes.
- Comments on the motorcycle paper were mixed - general concern expressed about how motorcycles have been perceived.
- Smart City and Living Lab concepts received less support and comments.

### **Conclusions**

Following analysis of these responses and the key headlines, we believe that overall there is support for an approach to developing the LTCP that:

- Recognises the need to develop active and healthy travel modes, and new facilities and networks to support pedestrian and cycle travel.
- Supports development of a transport system that both reduces climate impacts and improves air quality.
- Sets out plans to improve public transport across Oxfordshire, including improved bus and rail services.
- Recognises that different approaches may be more suitable for different areas e.g. between rural and urban areas.
- Considers how best to improve connectivity in a wider context, including measures such as broadband improvements that reduce the need to travel.
- Addresses how best to manage modes of transport with particular needs e.g. motorcycles and freight vehicles.

## **2. Introduction**

Local Transport Plans are statutory documents, required under the Transport Act 2008. We are calling ours the Local Transport and Connectivity Plan (LTCP), to better reflect our strategy both for digital infrastructure and for connecting the whole county.

There are three main reasons why we need to develop a new Local Transport Plan. These are to reflect new priorities, account for new funding opportunities and incorporate new ideas and strategies.

The purpose of this engagement activity was to offer a platform for opinion and interest before developing and consulting upon on a draft LTCP. This approach is part of our commitment to meaningful engagement and will enable us to use the responses to inform the LTCP's content.

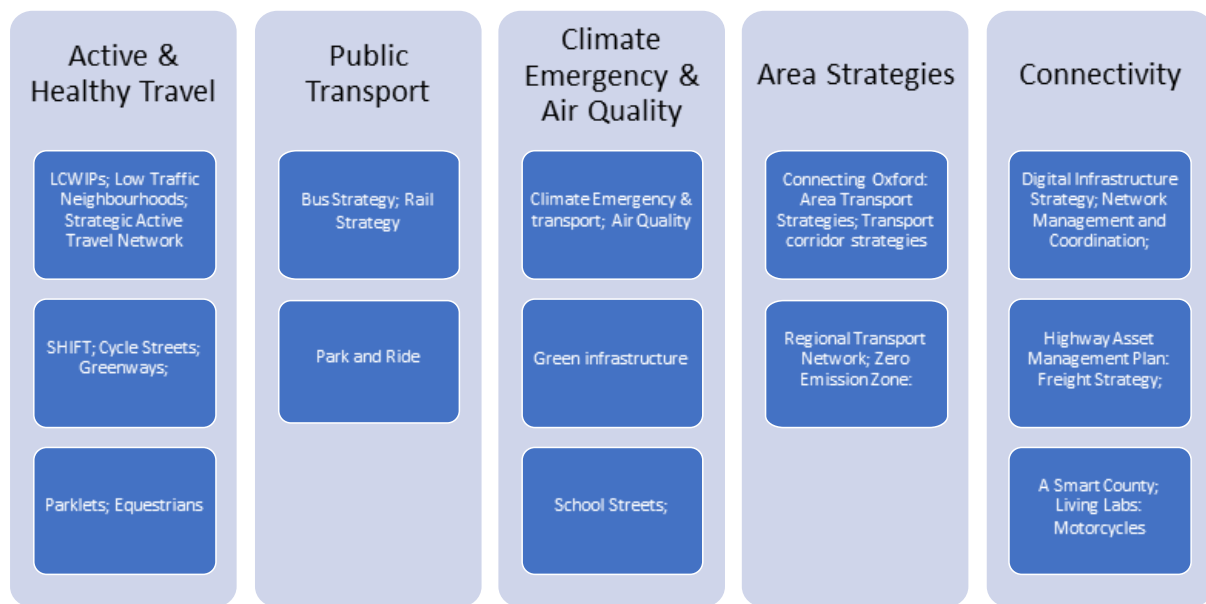
The purpose of this report is to document the LTCP engagement process, provide information on the number of responses received and provide a summary of the themes identified in the responses.

The responses received as part of this engagement will be used to inform the development of a draft LTCP.

### 3. How we engaged

Engagement for the LTCP ran from the 4th March 2020 and closed on the 17th May 2020, the deadline having been extended to take account for the impact of Covid-19. Respondents were invited to comment on 28 topic papers and comments could be submitted through the online consultation portal, or by email.

The 28 LTCP engagement topic papers were divided into five areas; Active & Healthy Travel, Public Transport, Climate Emergency & Air Quality, Area Strategies and Connectivity, as seen below, with respondents asked to feedback key issues in relation to these topic papers;



Each topic paper closed with a section asking, 'What do you think?'. In this section were several prompts specifically for that topic paper to help gather opinions and thoughts on the topic in question. However, the question boxes were mostly open ended, so that respondents could comment on what they would like.

The topic papers were available online on Oxfordshire County Council's consultation webpage. This webpage can be accessed by computers, mobile phones and tablets to maximise accessibility. Respondents could make representations to the engagement by email, or online through the web-form

We promoted the engagement activity through a press release, emails to known stakeholders and social media. The press release issued on the 4<sup>th</sup> March 2020 is shown below.


**OXFORDSHIRE  
COUNTY COUNCIL**

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[Home](#) > [Business](#) > [News from Oxfordshire County Council](#) > County launches engagement survey on Oxfordshire's Local Transport & Connectivity Plan (LTCP)- UPDATED

04 March 2020

## County launches engagement survey on Oxfordshire's Local Transport & Connectivity Plan (LTCP)- UPDATED



A new survey that will allow you to help shape the future transformation of transport across Oxfordshire has been launched by Oxfordshire County Council.

With the need for climate action, Healthy Place Shaping and addressing air quality at the heart of our thinking, the new Local Transport & Connectivity Plan (LTCP) will set out a transport vision for Oxfordshire that will contribute to developing a zero-carbon economy for the county and transform the health and wellbeing of residents.

### Share this release

County launches engagement survey on Oxfordshire's Local Transport & Connectivity Plan (LTCP)- UPDATED




[+ share](#)

### Tweets by @OxfordshireCC


**Oxfordshire County**  
@OxfordshireCC

Does your April use an electric blanket? If so, make sure you book an electric blanket check. This year we'll only be doing collections. Let us know when you're available. Call: 01865 325059. Email: [communityengagement@oxfordshire.gov.uk](mailto:communityengagement@oxfordshire.gov.uk) Further advice here: <https://oxfordshire.co.uk/home/content/rel...>

[Embed](#)
[View on Twitter](#)

Figure 1 – Press release issued on 4<sup>th</sup> March 2020

## 4. Who responded to engagement

When responses were submitted via the online form, some demographic information was also recorded. However, it was not a requirement for participants to answer these questions, therefore this section may not be fully representative. This section provides an overview of the demographic information collected to understand who responded to the engagement.

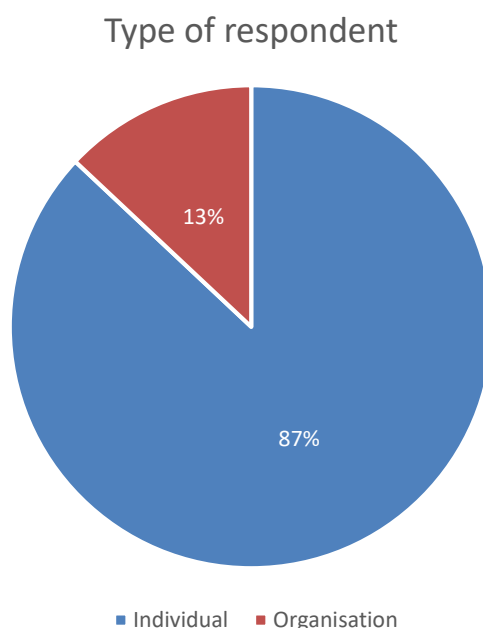
This information helps us to understand how we should use the information, particularly where groups may be under or over-represented. It also helps us to understand how effective our engagement was so that we can improve the approach during the subsequent LTCP consultations.

### **Type of respondent**

In total 735 responses to the engagement were received.

688 responded using the online web-form, of which 636 were individuals and 52 were made on behalf of organisations.

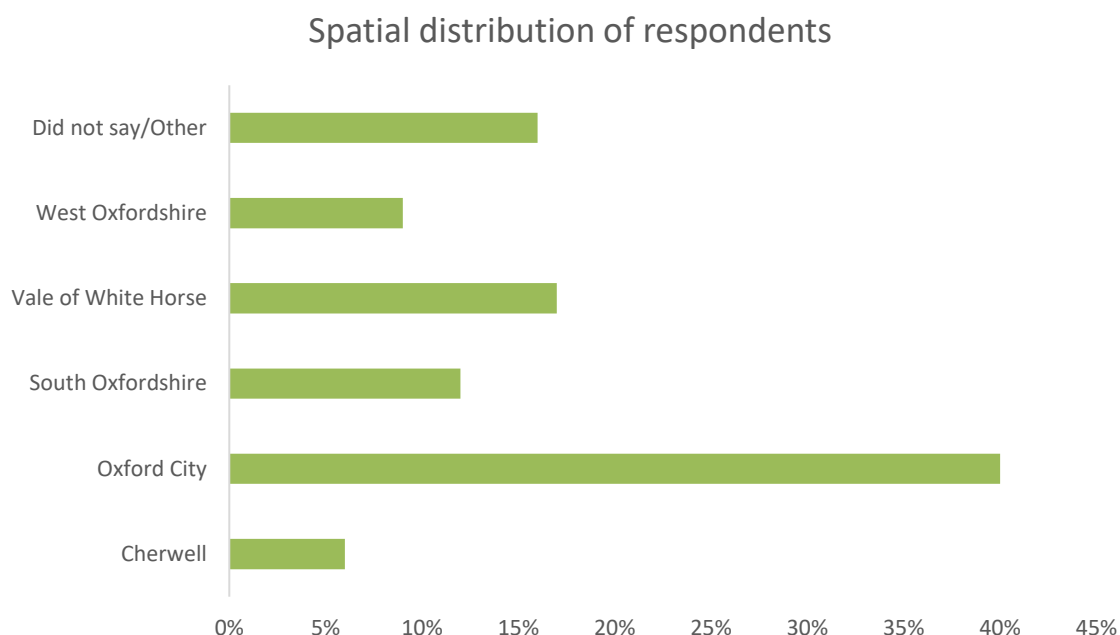
Of those who sent responses by email, 7 were sent by individuals and 40 on behalf of organisations. The full list of organisations that responded can be found in appendix 1 of this report.



### **Spatial distribution of respondents**

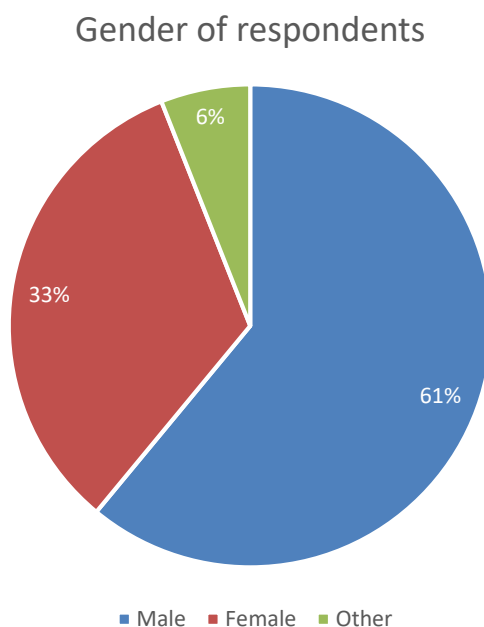
There were respondents from all Oxfordshire districts, with the highest proportion being from Oxford City (40%) and the lowest being from Cherwell (6%).

As noted previously, respondents were not required to provide postcode data resulting in a relatively high proportion (16%) of did not say/other locations. This highlights that the data in these sections may not be fully representative.



### Gender of respondents

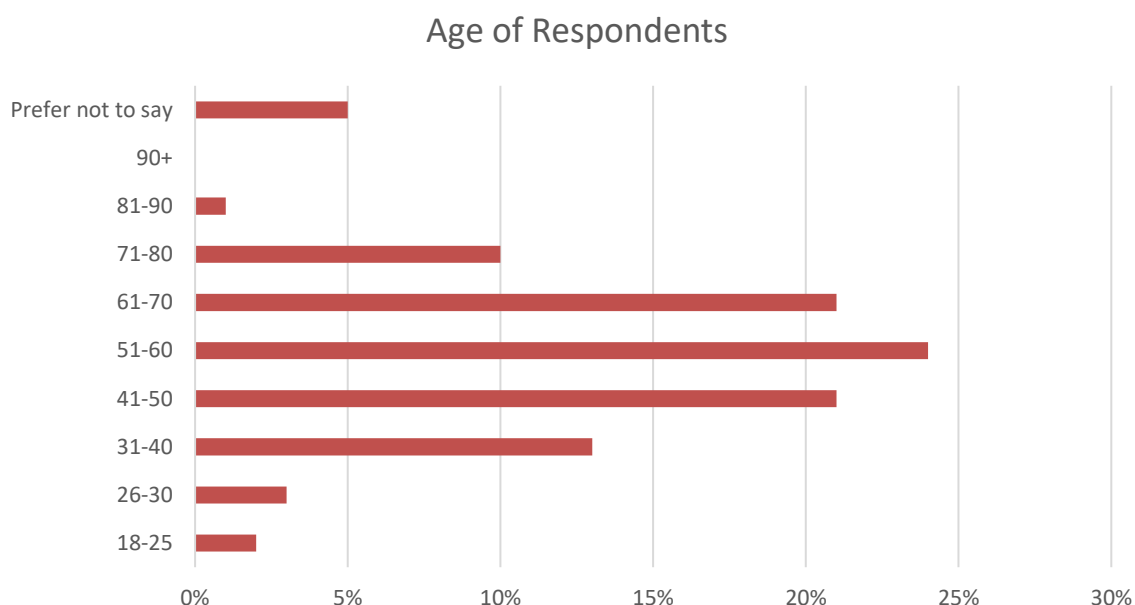
There were a higher number of males responding (61%), than females (33%), with the remainder preferring not to say.



### Age of respondents

There were a higher proportion of respondents in the middle age categories, with 45% of respondents aged 41 to 60. The 61 to 70 age group was also well represented with 21% of responses.

There was a low response from the under 30 age group with only 5% of respondents being in this age bracket. The 18-25 age group were particularly poorly represented with only a 2% share of the total responses.



## 5. Overview of Topic Paper Responses

As previously highlighted, there were 28 topic papers across five areas which respondents were invited to comment on. This section provides an overview of how many responses were received on each topic. The following sections then provide a summary of the key headlines arising from the feedback on each topic paper.

Overall the Active and Healthy Travel topic papers received the greatest number of individual responses with 411 responding on the Cycle Streets and Greenway papers, 367 on Low Traffic Neighbourhoods and 339 on LCWIPS.

There was also a large individual response to the Climate Emergency and Air Quality topic papers with 342 responses on the Climate Emergency paper and 307 responses to the Air Quality paper.

The Public Transport topic papers received slightly fewer individual responses with 328 responding on the Bus Strategy, 284 on the Rail Strategy and 287 on the Park and Ride paper. The Area Transport Strategy and Connectivity topic papers received fewer individual responses overall, with the main exceptions being the Connecting Oxford, Zero Emission Zone and Motorcycle topic papers.

A full breakdown of the number of responses received on each topic paper is provided in the table below.

Topic Paper Area	Topic Paper	Responses
Active & Healthy Travel	Cycle Streets	445
	Greenways	448
	LCWIPS	375
	Low Traffic Neighbourhoods	397
	SHIFT	348
	Parklets	348
	Strategic Active Travel Network	292
	Equestrians	359
Public Transport	Bus Strategy	359
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## 6. Active and Healthy Travel Topic Paper Responses

The Active and Healthy Travel topic papers set out a number of proposals around supporting active travel and also sought feedback on concepts that could further encourage the uptake of active and healthy travel. As highlighted in the previous section there was a strong response to these topic papers, which received a total of 3,012 responses across the 8 topic papers.

Analysis of the key messages received from each topic paper is conducted in the rest of this section. Quoted comments are also included to illustrate the nature of responses received.

### **Cycle Streets Topic Paper**

The Cycle Streets topic paper introduced the concept of Cycle Streets which originated in the Netherlands. The streets are located on main cycle routes and remain open to motorised traffic; however, cyclists have priority over the motorised traffic. The topic paper outlined several street design features that would be used to achieve this, examples and advantages to the concept.

Overall, the majority of responders were supportive of the cycle streets concept and felt they would be an essential step in promoting the uptake of cycling across Oxfordshire. Many respondents highlighted they would be encouraged to cycle with such a scheme in place.

***“Cycle Streets would be a great encouragement to cycling, as well as making a better public realm for residents”***

A number of respondents highlighted the need for improved road and cycle path maintenance, which is currently viewed as a notable barrier to further uptake of cycling. There were also several respondents who highlighted the speed of motor vehicles as an existing barrier to cycling and there was support for town wide 20mph zones to address this.

***“One of the greatest deterrents to the growth of cycling is the number and speed of motor vehicles”***

Some concerns were expressed about the behaviour of motorists on streets where cyclists have priority. There were several suggestions that engagement and communication campaigns may be required to address this.

There were also some respondents who instead advocated for more fully segregated cycle routes and a number who highlighted the need to consider pedestrians and other vulnerable road users on a par with cyclists.

### **Greenways Topic Paper**

The Greenways topic paper set out the intention to improve, combine, link and promote a set of Oxfordshire Greenways. These will deliver higher quality routes for mostly car-free active recreation and some daily journeys. The Greenways would comprise of the existing Public Rights of Way and the minor rural roads, unsurfaced

roads, canal towpaths, disused railway lines, cycle paths, parkland and areas of open countryside that if better linked could provide a set of high-quality dedicated cycling and walking corridors.

There was strong support for the proposals outlined in the Greenways topic paper. Many respondents felt the proposals were positive and highlighted a range of potential benefits such as improved access to the countryside, routes for commuting and recreational use and the potential safety benefits of segregated routes.

***“Yes, a brilliant idea that helps link up the city and surrounding areas. It would undoubtedly discourage car use as the alternative is pleasant and feasible for many more people”***

A number of respondents highlighted the need to ensure the Greenways are suitably maintained to ensure they remain functional and attractive. Several respondents also mentioned the need for suitable safety measures such as lighting to be considered.

There were several suggestions that the Greenways should be accessible to equestrians and the need for relevant consideration to enable this. Similarly, there were some concerns around the need to ensure safety for all users and questions around how this could be achieved.

***“I am concerned about likely safety conflicts between fast moving bicycles when approaching pedestrians from behind”***

There was very limited opposition to the Greenways proposals. From those respondents that did oppose the proposals there were not any notable recurring themes. Some of the reasons mentioned include a belief they would only be seasonally used, a belief there is already a sufficient network in place and a preference for other schemes.

### **LCWIPs Topic Paper**

The Local Cycling and Walking Infrastructure Plan's (LCWIPs) topic paper provided an overview of what LCWIPs are and the approach that has been adopted by Oxfordshire County Council (OCC). The County Council have initially opted to produce LCWIPs focused on the 'Knowledge Spine' of Didcot, Oxford and Bicester. Further LCWIPs may cover other growth towns and links between them. The topic paper outlined what each LCWIP will consist of and the policies that will be implemented.

Many respondents supported the LCWIP approach and there was strong support for the production of further LCWIPs, including several respondents who suggested conducting LCWIPs for all towns in the county.

***“LCWIPs need to be extended to cover the whole County. That is the only way to achieve a modal shift”***

However, there were some concerns around the way in which the LCWIP approach segments the different types of cycleway. It was suggested this approach was not inclusive to different cyclists. There was a number of respondents who were

particularly concerned about the 'Quick Ways' concept and potential safety issues associated with these routes.

***“A distinction between Quick Ways and Quiet Ways on the basis of usership is a really bad idea, most fundamentally because the people who cycle (or might want to) are not bimodally distributed.”***

As with the Cycle Streets topic paper there were a number of respondents who highlighted the need for better road maintenance, segregated cycle routes and measures to address car driver behaviour. There were also some comments around the need for a better integrated cycle network.

It was also suggested by some respondents that there is a greater focus required on pedestrians and measures to improve walking across Oxfordshire.

### **Low Traffic Neighbourhoods Topic Paper**

The Low Traffic Neighbourhoods (LTNs) topic paper provided an overview of the concept, examples from London and supporting evidence. LTNs aim to create pedestrian and cycle friendly streets and a better liveable environment for residents. This is achieved through targeted road closures to prevent through traffic whilst still always allowing access for cycling and where appropriate also for buses. The topic paper set out that the County Council believe there is strong evidence in support of these schemes.

The majority of respondents were supportive of the LTN concept and would welcome the introduction of such schemes across Oxfordshire. Improvements to local air quality, the public realm and quality of life were frequently identified as potential benefits alongside encouraging walking and cycling.

***“We strongly support discouraging through traffic in residential areas. This would lower air pollution, noise pollution, traffic accidents and engender better communities.”***

There were also several respondents who welcomed LTNs to reduce 'rat running' in local neighbourhoods. However, there were concerns highlighted about the potential of LTNs to disperse 'rat running' and through traffic to other areas.

It was suggested by some respondents that vehicular access will need to be maintained to LTNs for emergency vehicles and delivery vehicles. Several potential measures such as rising bollards were suggested to enable this.

***“It's fine to close down rat runs. But people who live in streets which aren't used for this purpose should still be able to use cars when they want to, and to be able to get deliveries.”***

There were some concerns expressed about the applicability of LTNs to rural areas. Concerns were also expressed about access to local shops and the potential economic impact of this.

A number of respondents also highlighted the potential difficulties of implementing such a scheme and likely opposition from residents who are dependent on vehicles. Community engagement and consultation were often cited as ways to mitigate this.

### **SHIFT Topic Paper**

The Sustainable Healthy Integrated Functional Travel (SHIFT) topic paper introduced the SHIFT project. The project aims to improve journeys combining public transport with walking and cycling, effectively breaking down any physical barriers to providing a seamless travel experience. The topic paper highlighted the proposed next steps which is to undertake assessments of the facilities for pedestrian and cycles on our core public transport corridors, so that we can identify opportunities for improvements in more detail.

Overall, the majority of respondents were supportive of the SHIFT project and the County Council's proposed approach. A lack of access to public transport by active travel was seen as a barrier by many respondents and so the SHIFT proposals were seen as a necessary step to address existing issues.

A number of respondents highlighted the lack of cycle parking at transport hubs and the need to address this alongside the SHIFT project.

***“There just isn't enough bike parking anywhere, with the possible exception of Oxford Parkway and Didcot Parkway stations.”***

It was also frequently highlighted by respondents that accompanying measures to encourage walking and cycling are required. An improved walking and cycling network and safety measures such as LTNs were frequently cited as necessary accompaniments to SHIFT.

There were also comments around the current lack of public transport options available and cost of public transport. It was suggested these issues need to be addressed in the first place to encourage further public transport use.

***“More importantly, bus services need to be more frequent, more reliable, and significantly cheaper if they are to get people out of their cars.”***

Some concerns were expressed regarding the inclusivity of the SHIFT project and catering for the needs of older, disabled and less active residents.

### **Parklets Topic Paper**

The Parklets topic paper provided a broad overview of the Parklets concept. Parklets are micro-parks created by switching car parking spaces into spaces for sitting, resting, the environment, cycle parking and for adding greenery and plant life to urban environments. The topic paper outlined benefits, examples and potential limitations of introducing parklets in Oxfordshire.

Generally, there was support for Parklets from respondents. Creating green public spaces in place of car parking was broadly supported in principle.

***“Parklets sound an excellent idea, a good way to rebalance the (mis) allocation of road space, and to improve the local street environment.”***

However, there were a number of concerns expressed about the feasibility of installing parklets due to the existing pressures on parking. There were also several concerns from respondents about maintaining parklets due to potential vandalism.

Some respondents were opposed to parklets, notably because they felt that the funding would be better used on other projects. There were also some respondents who expressed concern about the measurable impact of such schemes and the applicability of parklets to rural areas.

### **Strategic Active Travel Network Topic Paper**

The Strategic Active Travel Network (SATN) is central to the Council’s Healthy Place Shaping agenda. The topic paper outlined how the SATN will bring together all of our thinking, policies and commitments to Active & Healthy Travel, taking a countywide network approach to connect different modes of travel. The topic paper highlighted how this strategic approach will allow progress on projects and approaches such as LCWIPs, SHIFT, Greenways and School Streets.

Overall, there was high level support for the SATN. However, respondents highlighted that this needs to be high quality and suggested that further detailed planning was required to develop the principle. As with previous topic papers the need for maintenance, segregation and a well-integrated network were all highlighted by respondents.

***“There are a number of good ideas here, but they are not clearly integrated. The linkages are clear, but there is little evidence here that this will deliver significant modal shift”***

There were a number of concerns expressed about how the SATN would be funded and respondents suggested this needs further consideration. Some concerns were also expressed about the focus on cycling and suggested that a greater emphasis is required on walking.

### **Equestrians Topic Paper**

The Equestrians topic paper outlined and sought feedback on the proposal to better include and integrate horse rider and equestrian issues across a number of areas under OCC’s control.

There were mixed responses to the proposals in the topic paper. Overall there was support for the need to better include and integrate equestrian issues. Support for this from respondents often highlighted the need to consider the safety of all road users and the vulnerability of horse riders.

***“Any user of the highway, including Equine should be included”***

However, there were a number of respondents that were opposed to the better integration of equestrian issues. It was suggested by respondents that horse riding was dangerous and presented issues when mixing with other road users. There were

also several respondents who felt the focus on equestrians was unjustified given their relatively small proportion of the overall population.

***“I'm not sure that there are sufficient numbers of riders to be a consideration”***

There were a number of respondents who highlighted that other vulnerable road users with specific requirements such as motorcyclists, should also receive similar consideration.

#### **Active and Healthy Travel Topic Paper Key Headlines**

- The need to provide for high quality on and off-road cycle and pedestrian facilities for all types of users, including in urban and rural areas.
- Support for further development of LCWIPs and Low Traffic Neighbourhoods.
- Some support for a Strategic Active Travel network if this was high quality.
- Mixed views on parklets and equestrian issues.



## 7. Public Transport Topic Paper Responses

The Public Transport topic papers set out plans for a Bus Strategy, Rail Corridor Strategy and further development of Park and Rides. These topic papers and the proposals within them are at the heart of our ambition to deliver a zero-carbon, public transport network for the county. There was a strong response to these topic papers, which all received over 300 responses and a total of 982 responses across the 3 topic papers.

Analysis of the key messages received from each topic paper is conducted in the rest of this section. Quoted comments are also included to illustrate the nature of responses received.

### **Bus Strategy Topic Paper**

Buses are at the heart of our ambition to deliver a zero-carbon, public transport network for the county. The topic paper highlighted that it is imperative there is mode shift from cars to buses to improve air quality, lower carbon emissions, better manage congestion and have a healthier population. The topic paper set out the current situation, data, current plans and challenges around bus use. It also sought feedback on what else the bus strategy could consider.

There was strong support from respondents for modal shift to increased bus usage and the development of an improved, and lower carbon public transport network. Measures to encourage this such as bus priority infrastructure were strongly supported.

A large number of respondents highlighted existing issues with bus services across the county that need to be addressed to encourage modal shift. Recurring themes identified were high costs, limited or infrequent schedules, a lack of connectivity and reliability issues.

***“It is imperative that a strategy to increase the geographical spread of these services, and also the service frequencies, is thoroughly considered and implemented in order to make bus travel attractive”***

Another key consideration highlighted by respondents was the difficulties of using bus services in rural areas. Limited service frequencies, schedules and geographical spread were all identified as key issues in rural areas. Several respondents also highlighted the challenges around bus subsidy funding for rural areas. There were some respondents supporting Demand Responsive Transport (DRT) in rural areas.

***“Many rural parts of South Oxfordshire have no bus service at all. In other parts of the district, buses are infrequent and unreliable. A third of Oxfordshire residents live in rural areas”***

Some respondents also highlighted issues with the radial nature of buses into Oxford, the lack of integrated ticketing, difficulties with the first and last mile and the need to improve access to bus stops by active transport.



### **Rail Corridor Strategy Topic Paper**

The Oxfordshire Rail Corridor Study (ORCS) is being funded and progressed as a partnership between the Department for Transport and local rail industry Stakeholders, including the Oxfordshire Growth Board and covers passenger and freight operations. The topic paper highlighted what the ORCS will do and what was completed as the first part of the study.

The majority of respondents were supportive of rail and proposals to increase capacity and improve connectivity. There was particular support for development of the Cowley Branch Line, Grove station, electrification and links to Witney.

***“Rail travel is vital to reduce reliance on the car and to begin to deliver the carbon reductions that are essential for our joint futures.”***

Existing issues for consideration were highlighted by several respondents. These include access to the train stations, a lack of motorcycle and cycle parking and the cost of rail travel.

Some concerns were expressed about the cost to deliver the proposals in the topic paper and where this funding might come from. There were also concerns about the ability of OCC to influence the proposals.

It was suggested by some respondents that a ‘metro’ style system for the county should be investigated.

### **Park and Ride Topic Paper**

The Park and Ride topic paper outlined the existing facilities in the county and plans for these facilities in the future. The topic paper outlined the position that Park and Ride is likely to continue to have a role in development of the transport strategy in Oxfordshire but will need to be further developed in the context of wider environmental and health objectives, as well as planned new development. Three key areas of focus to achieve this were outlined in the topic paper.

Overall there were mixed messages on Park and Ride. Some respondents thought that Park and Ride encouraged car use, whilst others supported development of new sites and making parking free.

***“Park and rides have helped protect Oxford and continue to give access to central jobs and services with less pollution and environmental damage compared with car access.”***

Respondents in favour of Park and Rides generally recognised their potential to reduce the number of single occupancy vehicles entering Oxford city centre and thus tackle congestion and air quality issues. The need for further incentives such as free parking and bus priority measures were suggested by respondents as ways to encourage Park and Ride usage.

Those respondents against the further development of Park and Rides largely highlighted their encouragement of car travel. Encouraging car usage generally and travel to outer Oxford ring roads were seen as notable issues associated with Park

and Ride usage. There were also respondents who viewed Park and Rides as unnecessary if an efficient bus and rail network is in place.

***“P&R has catered for, and accommodated, growth in the use of private motor car across Oxfordshire.”***

There were a number of respondents that supported developing Park and Rides as travel interchanges, including facilities such as bike parking, parcel collection points and electric vehicle charging bays. There were also several respondents who advocated for increased cycle routes to Park and Rides to enable ‘Park and Cycle’. There was some support for exploring the potential of smaller Park and Rides in other towns and on key corridors.

#### **Public Transport Topic Papers Key Headlines**

- Need to develop more reliable and frequent bus services, that also have good ticketing and are low cost.
- Strong support for the development of an improved, and lower carbon public transport network.
- Support for development of the Cowley Branch Line, Grove station, electrification and links to Witney.
- On Park and Ride there was overall mixed messages.
- Some support for developing Park and Rides as travel interchanges or Park and Cycle hubs.

## 8. Climate Emergency and Air Quality Topic Papers

The Climate Emergency and Air Quality topic papers provide background information and context about the Climate Emergency and outline initiatives that the County Council can deliver to help. There was a considerable response to the Climate Emergency and Air Quality topic papers, with both receiving over 340 responses. Responses to the Green Infrastructure and School Streets topic papers were more limited but a total of 1,246 responses were still received across the 4 topic papers.

Analysis of the key messages received from each topic paper is conducted in the rest of this section. Quoted comments are also included to illustrate the nature of responses received.

### **Climate Emergency and Transport Topic Paper**

The Climate Emergency and Transport topic paper set out background information about climate change and emissions at both the national and local level. The topic paper outlined steps the UK government are taking, current sources of greenhouse gas emissions in Oxfordshire and local actions already happening. The paper then sought suggestions on further actions the County Council could take.

Many of the respondents highlighted the need to promote sustainable travel - public transport, walking and cycling to combat climate change. The role electric vehicles can play in helping to reduce emissions and the importance of charging points to facilitate this transition were also noted by respondents.

***“This is the most important section of the paper. We must work to get rid of motor traffic, making it easy, cheap and quick to use a centrally planned, well connected public transport system”***

There was strong overall support for the move towards a transport network that has less impact on climate change, as well as air quality. Several respondents suggested that the Council should be setting out targets to achieve a zero-carbon transport network. Some respondents highlighted the need to align with England’s Economic Heartland’s (EEH) ambitions around this.

***“England’s Economic Heartland’s Outline Transport Strategy sets out a commitment to a zero-carbon transport system across the region by 2050. LTCP5 must also make this commitment clear”***

As with the Public Transport topic papers and Active and Healthy Travel topic papers there were a number of comments around the current issues and measures required to encourage sustainable transport. These comments covered the same topics as outlined in the respective topic paper sections of this report.

Some respondents expressed concern about the focus on electric vehicles. A number of these respondents highlighted that electric vehicles still produce particulate pollution from tyres and brake pads. The fact electric vehicles will not address congestion issues was also cited.

### Air Quality Topic Paper

The Air Quality topic paper covered a similar structure to the Climate Emergency and Transport topic paper. The topic paper outlined current evidence and data about air quality in the county and then highlighted existing steps being taken by the County Council. The topic paper sought feedback on what more could be done to address air quality in the county.

Many of the respondents expressed similar comments to those in the Climate Emergency and Transport topic paper. As with before this included highlighting the need for the promotion of sustainable transport and strong support for the move towards a transport network that has less impact on climate change and air quality.

The role of powered two wheelers was noted by several respondents. These responses largely noted that CO<sub>2</sub>, NO<sub>x</sub> and particulate emissions are lower for motorcycles than cars on a mile for mile basis. It was suggested by some respondents that uptake of powered two wheelers should be encouraged to address air quality issues.

***“Not everyone can walk or cycle everywhere. If people needing a vehicle can use a motorcycle instead of a car this will help to reduce emissions, in particular no NO<sub>x</sub> and fewer particulate emissions”***

It was suggested by some respondents that polluting vehicles should be banned from built up areas. A number of these respondents highlighted the Zero Emission Zone proposals and supported an expansion of them. There were also some suggestions that similar schemes should be introduced in all towns across Oxfordshire.

***“Stop private car traffic being able to access Oxford to the maximum extent possible. Make travelling by car the most inconvenient mode of transport”***

The role of home working was highlighted by several respondents. The increase of home working during the COVID-19 pandemic and the potential to build upon this was suggested to reduce the need for travel and subsequently improve air quality.

It was also suggested that there should be increased monitoring of air quality across the county. A number of respondents suggested having air quality warning systems or displaying warnings on variable message signs to share this data.

### Green Infrastructure Topic Paper

Green Infrastructure is a network of multi-functional green space, urban and rural, which is capable of delivering a wide range of environmental and quality of life benefits for local communities. The Green Infrastructure topic paper sets out its benefits and potential opportunities for incorporating Green Infrastructure into the LTCP.

Responses on the Green Infrastructure topic paper were generally mixed. There were many comments around limiting development on Green areas. These comments generally expressed concern about the loss of Green Infrastructure to new developments and the need to retain as much Green Infrastructure as possible moving forward.

There were also a number of respondents who expressed support for tree planting rather than the development of green routes. Support for green routes was limited and concerns were expressed about the potential impact of such routes on the surrounding environment. Whereas there was strong support for tree planting, particularly along road corridors.

***“Excellent idea to add green benefit with trees, bushes etc to existing highways”***

Several organisations highlighted the importance of developing Green Infrastructure alongside transport connectivity improvements. Respondents noted that this should support delivery of the Oxfordshire Nature Recovery Network (NRN).

### **School Streets Topic Paper**

A School Street is a road outside a school with a restriction on motorised traffic at school opening and closing times. The restriction applies to school traffic and through traffic but not directly to residents living in the designated area. The aim is to create a safer, healthier and nicer environment for everyone. The topic paper introduced why we need School Streets, how they work, potential concerns and outlined that the County Council are looking at how we can facilitate the uptake of School Streets across Oxfordshire.

Overall there was very strong support for the School Streets concept. Improving and encouraging walking and cycling to school were seen as very important steps in addressing air quality and congestion issues. School Streets were seen by respondents as an effective way to encourage this.

***“Strongly support to improve air quality, safety, congestion and healthy access to school”***

A small number of respondents expressed concerns about the embedded culture of driving children to school and the conflicts that could arise as a result of School Streets. Some concerns were also expressed about the local applicability of School Streets.

Respondents also raised questions about how School Streets would be enforced. It was suggested further consideration is needed around this. There were also respondents that suggested parking bans around schools as an alternative measure.

### **Climate Emergency and Air Quality Topic Papers Key Headlines**

- Many of the respondents highlighted the need to promote sustainable travel, as well as the importance of electric vehicle charging points.
- Strong support for the move towards a transport network that has less impact on climate change, as well as air quality.
- Mixed responses on Green Infrastructure.
- Strong support for the concept of School Streets and improving and encouraging walking and cycling to school.

## 9. Area Strategies Topic Papers

The Area Strategy topic papers provided information about more locally specific proposals that are currently under development or will be developed in support of the LTCP. Overall, there were fewer responses to the Area Strategies topic papers with most averaging responses in the 200's. However, there were two exceptions to this; the Connecting Oxford and Zero Emission Zone topic papers. The responses to these topic papers accounted for nearly half of all Area Strategy topic paper responses. In total 1,697 responses were received across the 6 topic papers.

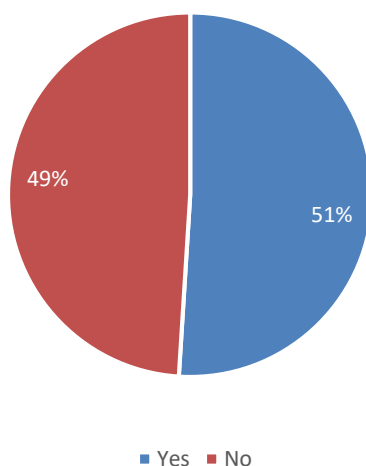
Analysis of the key messages received from each topic paper is conducted in the rest of this section. Quoted comments are also included to illustrate the nature of responses received.

### Connecting Oxford Topic Paper

The Connecting Oxford topic paper provided an overview of the Connecting Oxford proposals. The proposals have been developed jointly with Oxford City Council and are for further bus gates, a Workplace Parking Levy in the Eastern Arc, further Controlled Parking Zones and the implementation of a Zero Emission Zone. Connecting Oxford has already been the subject of a public engagement exercise in September and October 2019. The topic paper asked if respondents had previously responded to the engagement and offered a chance for further comments.

The chart below shows that just over half of respondents to the Connecting Oxford topic paper had already commented on the proposals as part of the 2019 engagement.

Did you comment on the Connecting Oxford proposals?



Overall respondents were supportive of the Connecting Oxford proposals. Many respondents recognised the need for stronger and urgent intervention to address the high levels of private car usage in Oxford. There was particular support for the bus gate proposals from respondents.

***“Support as the measures should encourage healthy travel, less adverse impact from car travel and enhanced living and working environments.”***



The Workplace Parking Levy received mixed responses. Some respondents were supportive of the proposal and several respondents suggested it should be expanded to cover all of the city. However, there was also opposition from some respondents. Opposition was largely due to concerns about impacts on local businesses and those dependent on private car use.

It was highlighted by some respondents that there is a need to provide suitable alternatives before the Connecting Oxford proposals are implemented. These suggestions largely mirrored the key headlines from the Active and Healthy Travel and Public Transport topic papers.

***“Unfortunately this will not change anything as there is no alternative options”***

Some respondents expressed concerns about the potential for the proposals to displace traffic congestion to elsewhere. There were also suggestions around the need for housing growth in Oxford to be better located around existing transport hubs.

### **Area Transport Strategies Topic Paper**

The Area Transport Strategies topic paper highlighted that different strategies for urban, rural, towns and villages will be required in support of the LTCP. The topic paper highlighted the Science Vale Transport Strategy as an existing example and sought respondents' views on an area strategy for their area.

Respondents were generally supportive of the need for Area Transport Strategies. The majority of comments on the Area Strategies topic paper were about improving provision for cycling, public transport and motorcycling.

The comments about improving provision for cycling and public transport generally covered the same topics as those covered in the Active and Healthy Travel and Public Transport topic papers. There were also a number of specific scheme recommendations related to respondent's local areas.

Several respondents made comments around improving provision for motorcycles. Respondents highlighted the specific needs and vulnerability of motorcycle users and suggested they are considered specifically in County Council transport strategies. Potential benefits of encouraging motorcycle use such as reduced emissions and increased road space were also highlighted.

***“Motorcycles should be included as an important option in any transport strategy”***

### **Transport Corridor Connectivity Topic Paper**

The Transport Corridor Connectivity topic paper provided an overview of the major transport corridors in the county. The topic paper outlined some of the challenges on these corridors and set out some of the opportunities for change along these corridors.

The majority of respondents were supportive of the role buses can play in addressing existing issues on major transport corridors. Respondents generally recognised the role buses can play in reducing the number of cars on these corridors and the

consequent improvements to journey time and air quality. Bus priority measures were mentioned by a number of respondents as a way to address existing issues.

***“The A420 is already too busy, therefore any measures taken should discourage car use. Bus priority and safe bus stops are good ideas.”***

The role of rail was highlighted by some respondents. Encouraging uptake of rail or creating new rail links along major transport corridors was seen as an effective way to address congestion issues on major transport corridors.

It was suggested by some respondents that measures to restrict HGV's are required. Encouraging more freight to be transported by rail was suggested as one possible way to reduce the number of HGV's on major transport corridors. Some respondents also suggested weight restrictions to limit HGV access to certain roads.

### **Regional Transport Network Topic Paper**

The Regional Transport Network topic paper highlighted the relevant regional transport activities that are occurring, and Oxfordshire is a part of. The activities highlighted in the topic paper were the Ox-Cam Arc, EEH's proposed transport strategy, East West Rail, the Oxford to Cambridge Expressway and the Major Road Network.

Comments on the Regional Transport Network were mainly around improving rail links and key roads. Comments around rail links were largely the same as those received on the Rail Corridor Study topic paper. Comments on the improvements needed to key roads particularly mentioned the A34 and A420.

There were also a number of comments expressing opposition to the Oxford to Cambridge Expressway. The majority of this opposition cited how the scheme would encourage car use and the potential impacts of this on climate change and air quality.

***“I do not think a new Expressway is a good way to mitigate the climate emergency, improve air quality or support healthy place shaping”***

Respondents generally supported East West Rail and a number advocated for this to be delivered as soon as possible. It was also suggested that there is a need for greater cooperation with neighbouring local authorities to better coordinate transport planning.

### **Zero Emission Zone Topic Paper**

Overall there was strong support from respondents for the Zero Emission Zone. The potential benefits to air quality were often cited as reasons for support. A number of respondents advocated for implementing the zone as soon as possible.

There were some respondents who opposed to introduction of the Zero Emission Zone, but these comments were limited. Key reasons for opposition were potential economic impacts on businesses, restricting access for older and disabled residents and traffic dispersion to surrounding areas.

Some respondents felt that the Zero Emission Zone is not ambitious enough. It was suggested by respondents that the proposals focus too heavily on introducing electric



vehicles rather than reducing the overall number of vehicles. It was also suggested by several respondents that the scope of the zone should be increased, with a town wide zone being suggested as a more appropriate level of ambition.

***“I strongly support an ambitious zero emission zone expansion in oxford”***

### **Local Community Action on Transport Topic Paper**

The Local Community Action on Transport topic paper outlined that £3 million of funding per year is being made available to improve local road safety and accessibility. These measures are designed to encourage walking and cycling as part of the council's commitment to improving air quality and active lifestyles. The topic paper sought to find out what local communities would want to progress, including any ideas where there may already be some funding in place.

One of the recurring suggestions was around measures to encourage lower speeds in residential areas. A number of respondents suggested 20mph zones and measures to encourage this such as speed humps and traffic gates. There was particular mention of the need to reduce traffic around schools.

***“I'd like to see lower speed limits in villages - 20mph with speed reduction schemes installed such as speed humps in hot spot 'rat runs'”***

There were also recurring suggestions supporting the delivery of sustainable transport measures in local areas. These touched upon many of the improvements highlighted in the Active and Healthy Travel topic papers. The need for further cycle parking was also highlighted.

Other recurring suggestions were around the provision of a DRT service in rural areas and using the funding for 'greening' local areas through measures such as parklets, hanging baskets and more street trees.

### **Area Strategies Topic Papers Key Headlines**

- Main comments in respect of area strategies and corridor connectivity were about improving provision for cycling, public transport and motorcycling, as well as HGV restrictions.
- Regional Network comments were mainly around improving rail links and key roads, particularly the A34 and A420, but not the Expressway.
- Most respondents supported the Connecting Oxford and Zero Emission Zone proposals but there were mixed views on the Workplace Parking Levy.

## 10. Connectivity Topic Papers

The Connectivity topic papers covered a range of proposals and supporting strategies related to various aspects of connectivity both within the county and to surrounding areas. Generally, there were fewer responses to the Connectivity topic papers with most averaging less than 200 responses. However, there was a notable exception to this with the Motorcycle topic paper receiving 341 responses. In total 1,238 responses were received across the 7 topic papers.

Analysis of the key messages received from each topic paper is conducted in the rest of this section. Quoted comments are also included to illustrate the nature of responses received.

### **Digital Infrastructure Strategy Topic Paper**

The Digital Infrastructure Strategy topic paper highlighted the role that digital infrastructure can play now and the increased role it will play in the future. The topic paper outlined that OCC is supportive of connecting the whole county, including rural areas to superfast fibre broadband. The topic paper provided an overview of the strategies and policies proposed to improve digital connectivity and sought feedback on how respondents could be better connected.

Overall respondents supported the roll out of full fibre broadband. There was particular mention of the need for full fibre broadband to support home working and the roll this can play in reducing travel demand. There was also strong support for better mobile phone reception in rural areas.

***“Better connectivity would enable us to work from home”***

The impacts of the COVID-19 pandemic on home working were noted by a number of respondents. It was suggested that this has demonstrated the ability of residents to work from home and that further home working should be encouraged.

Some respondents highlighted concerns about the health impacts of working from home and increased digital working. It was suggested measures to address these impacts should be considered.

### **Network Management and Coordination Topic Paper**

The Network Management and Coordination topic paper highlighted a number of potential changes to our Network Management Policy. It was suggested that a key focus of our updated Network Management policy could be to directly influence transport movement at both strategic and local levels, through providing support for sustainable travel choices. Supporting systems and opportunities to achieve this were outlined in the topic paper.

There were few dominant themes in responses to the topic paper. Some respondents were supportive of the approach and highlighted the need to prioritise sustainable transport.

Several respondents expressed concerns about the lack of focus on the car. These respondents felt that those reliant on car travel were being overlooked and suggested that the Network Management Policy should do more to improve traffic flow on the existing network.

Other comments from respondents suggested better incorporating real time information, the development of a more integrated transport network and better use of technology for traffic management.

### **Highways Asset Management Plan Topic Paper**

The Highways Asset Management Plan topic paper provided an overview of the assets managed by Oxfordshire, the current approach to managing these and the benefits of this approach. The topic paper then sought feedback on the current approach.

The majority of respondents were supportive of the proposed approach to highways asset management. There were several comments about the poor state of many local roads and the need for this to be addressed. This included a number of cyclists highlighting safety issues on existing routes. Respondents were supportive of an approach that would improve current maintenance regimes. Respondents also suggested a greater focus on existing assets rather than creating new routes.

***“A safe system for transport is required across the County and needs to be maintained to a high standard”***

Some respondents suggested a greater focus on modal shift in order to encourage less vehicle traffic. It was highlighted that this would help to reduce maintenance costs. Measures to encourage this such as prioritising maintenance for sustainable travel routes were also suggested.

There was some concern expressed about the level of detail included in the plan. Some respondents felt that the high-level objectives did not provide sufficient detail to explain how roads would be better maintained in practice.

### **Freight Strategy Topic Paper**

The Freight Strategy topic paper provided an overview of current freight movements in the county. The topic paper highlighted the issue of needing to enable an effective freight network whilst managing the environmental, congestion and pollution impacts of freight. The topic paper introduced several ways in which this might be achieved.

There was strong support from respondents for the need to better manage freight. The impacts of freight on traffic congestion and local areas were often cited as a key driver for this. The negative impacts on local areas highlighted by respondents included noise pollution and road safety.

***“I think it is important to encourage more freight onto the railways”***

The use of rail and cargo bikes to better manage freight were both strongly supported. A number of respondents advocated for the greater movement of freight by rail and the need for facilities to enable this. Cargo bikes were also seen as having significant

potential to reduce the negative impacts of freight and respondents suggested the implementation of cargo bike schemes.

Several respondents also suggested freight consolidation centres and out of town hubs to reduce freight movements through local areas and facilitate zero-carbon last mile deliveries.

However, there was some concern expressed by respondents about the applicability of the suggested measures to rural areas. Respondents highlighted that cargo bikes may not be feasible in rural areas and that accessibility by vehicle will need to be considered.

### **A Smart County Topic Paper**

The Smart County topic paper introduced the Smart Cities concepts that have emerged in relation to improved digital technology. The topic paper highlighted that there is a need to expand the Smart City principles and focus on rural areas as well. The topic paper proposed a Smart County approach, the principles developed to support this and identified use cases.

There were few comments on the Smart County topic paper and therefore there are not any clear headlines.

Comments received from respondents included concern about the focus on unproven technology and instead suggested focusing on basic transport provisions. Several respondents also noted that they did not understand the proposals.

***“Better to get the basics right first before we invest in this”***

### **Living Labs Topic Paper**

The Living Labs topic paper highlighted the opportunity that is currently available to design our shared future with new and innovative approaches. The topic paper explained how this is possible through the Oxfordshire Living Lab which is a test bed innovation.

As with the Smart County topic paper there were few comments provided by respondents and as a result few clear headlines. Similarly, a number of respondents highlighted that they did not understand the proposals.

***“Innovation is essential. It will be important to incorporate a 'citizen science' approach and ensure that the agenda is not set solely by professionals.”***

There was some support noted from respondents and several expressed a willingness to see innovative trials in their local area. However, there were also respondents that expressed concern about whether these trials would result in meaningful change across the county.

### Motorcycles Topic Paper

The Motorcycles topic paper provided a range of data about current motorcycle usage nationally and within the county. The topic paper then set out reasons for and against promoting motorcycle usage as part of the LTCP before asking respondents for their views on what approach should be taken.

A large number of comments were received on the Motorcycle topic paper with many respondents highlighting the benefits of increased motorcycle uptake. This included noting that they are less polluting and take up less space than cars and that there is an opportunity to build upon these benefits with electric motorcycles.

***“Instead of criticising motorcycles and motorcyclists I believe you should be promoting and supporting road safety campaigns to protect motorcyclists and training for riders”***

Respondents also highlighted a range of general suggestions and existing issues related to motorcycle usage. This included suggestions that motorcycles should be able to use bus lanes and the current lack of motorcycle parking.

A number of respondents expressed a general concern about how motorcycles had been perceived in the topic paper, particularly in relation to accident data. Existing safety measures, the vulnerability of motorcyclists and outlying causes for accidents were all included in response to this concern. It was suggested that further consideration of motorcyclist’s vulnerability and specific needs is needed in the LTCP.

However, overall comments on the Motorcycle topic paper were mixed. There was also opposition to motorcycles noted by respondents. Motorcycle noise, speed and safety were cited by a number of respondents as a significant issue.

***“I think we need to recognise what a problem the noise pollution from motorcycles can be for people living in rural areas”***

Several respondents suggested that motorcycles should be treated on a par with cars as they are both reliant upon internal combustion engines. These respondents suggested that modal shift to active transport should be the primary focus.

### Connectivity Topic Papers Key Headlines

- Strong support for the roll out of full fibre broadband to support home working, and better mobile phone reception in rural areas.
- Many respondents highlighted the need to better manage freight.
- General support for the need to improve highway maintenance and prioritise maintenance of sustainable transport routes.
- Comments on the motorcycle paper were mixed - general concern expressed about how motorcycles have been perceived.
- Smart City and Living Lab concepts received less support and comments.

## 11. Conclusions and Next Steps

### Conclusions

The engagement activity received a large number of comprehensive replies and comments on the topic papers presented, from both individuals and a number of organisations.

Following analysis of these responses and the key headlines, we believe that overall there is support for an approach to developing the LTCP that:

- Recognises the need to develop active and healthy travel modes, and new facilities and networks to support pedestrian and cycle travel.
- Supports development of a transport system that both reduces climate impacts and improves air quality.
- Sets out plans to improve public transport across Oxfordshire, including improved bus and rail services.
- Recognises that different approaches may be more suitable for different areas e.g. between rural and urban areas.
- Considers how best to improve connectivity in a wider context, including measures such as broadband improvements that reduce the need to travel.
- Addresses how best to manage modes of transport with particular needs e.g. motorcycles and freight vehicles.

### Next Steps

It is planned that the LTCP is now developed and consulted upon in a 2-stage process. The 2 stages are summarised as follows:

- **Stage 1:** Development of the draft LTCP vision and headline objectives, planned to be agreed by consulted upon in February/March 2021.
- **Stage 2:** Development of the full LTCP including updated vision and objectives following consultation, area strategies and policies, and an updated public transport strategy. It is proposed that this would be complete for statutory consultation in Autumn 2021.



## Appendix 1 – Summary Table of Organisational Responses

Businesses:	Local Authority	Local Community Groups	Local Lobby Groups	Local Organisations	National Lobby Groups	National Organisation	Parish Councils
-First Choice Chimney Sweeps -First Line Ltd -London Oxford Airport -Stagecoach -UKAEA, Culham Science Centre	-Cllr Dan Levy, WODC -Cllr Dick Wolff, - Green Party Oxford City -Oxford City Council -Reading Borough Council -South & Vale District Councils -South Oxfordshire Green Councillors	-Abingdon Carbon Cutters -Benson NP Delivery Team -Bicester Bike Users' Group (BicesterBUG) -Bicester Social cycling -Caversham and District Residents' Association -Cowley Area Transport Group -Green TEA Eynsham Hanborough -- Environment Group -Headington Action and Headington Neighbourhood Forum -Rose Hill and Iffley Low Carbon Community Action Group -Thame Green Living -The Green Living Plan for Thame -Wantage and Grove Campaign Group -Windrush Bike Project	-CycloX -HarBUG - Harwell Campus Bicycle Users Group -Need not Greed Oxfordshire -Oxford Civic Society -Oxford Friends of the Earth -Oxford Pedestrians Association -Oxfordshire Cycling Network -Planning Oxfordshire's Environment and Transport Sustainably -Railfuture, Thames Valley Branch -Sustainable South Oxfordshire -The Chiltern Society -Coalition for Health Streets and Active Travel	-GP Performance -Oxfordshire Environment Board -Rollright Trust -University of Oxford	-British Driving Society (BDS) -British Horse Society -British Motorcyclists Federation -Chiltern Society -British Motorcyclists' Federation and Bus Users Oxford -Indoor carriage driving UK -Motorcycle Action Group (Huddersfield Branch) -Motorcycle Action Group (MAG) -Motorcycle Industry Association -OCAF and British Horse Society -The British Horse Society -The Motorcycle Action Group -The Ramblers Association -Trail Riders Fellowship -Vintage Motor Cycle Club	-Chilterns Conservation Board -Cotswolds Conservation Board -CPRE Oxfordshire -Cycling UK -Cycling UK -- Oxford -MOD/DIO -Sustrans -Wilts & Berks -Canal Trust	-Elsfield Parish Meeting -Fyfield & Tubney Parish Council -Marcham Parish Council -Mixbury Parish Meeting, -- Stadthampton Parish Council -Charney Bassett Parish Council

## **Glossary**

**DRT** – Demand Responsive Transport

**EEH** – England's Economic Heartland

**LCWIP** – Local Cycling and walking Infrastructure Plan

**LTCP** – Local Transport and Connectivity Plan

**LTN** – Low Traffic Neighbourhood

**NRN** – Nature Recovery Network

**OCC** – Oxfordshire County Council

**ORCS** – Oxfordshire Rail Corridor Study

**SATN** – Strategic Active Travel Network

**SHIFT** – Sustainable Healthy Integrated Functional Travel



# **Local Transport and Connectivity Plan - Baseline Report January 2021**

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## Executive Summary

This baseline report has been published in support of Oxfordshire County Council's updated Local Transport Plan. Local Transport Plans are statutory documents, required under the Transport Act 2008. We are calling ours the Local Transport and Connectivity Plan (LTCP), to better reflect our strategy both for digital infrastructure and for connecting the whole county.

The LTCP will set out an overarching vision for transport in the county and the policies and schemes that will be required to deliver the vision. This approach will ensure that we have outlined a clear long-term ambition for transport in the county. The new LTCP will take a more holistic approach and will recognise the broad range of factors affected by transport such as the environment, the economy, public health and place shaping. This approach seeks to ensure we deliver a plan that not only creates an efficient transport network but also a county that is a better place to live in.

As part of the LTCP development process, Oxfordshire County Council has collected a range of evidence to identify the current situation, challenges and opportunities for Oxfordshire's transport network. This has informed the LTCP vision development process and helps us understand why the vision and key themes are necessary for Oxfordshire. The evidence will also be used to underpin the detailed LTCP development process, informing the schemes and policies identified.

A detailed analysis of the evidence is conducted in this report. A summary of the key points from this analysis is provided below.

### Chapter 1 – Policy Context

- There are a range of strategies at the national, sub-national and local level that have informed and will be supported by the LTCP.

### Chapter 2 – Private Car

- There are high levels of car ownership across the county, except for Oxford.
- Since 1952 there has been a huge increase in car usage in the UK. This trend has been reflected in Oxfordshire, with vehicle miles continuing to increase.
- Congestion is affecting journey times across Oxfordshire. Steps are required to address this and ensure the county remains thriving and attractive.
- The number of Electric Vehicles in Oxfordshire is continuing to grow rapidly and so provisions for these vehicles will be required.

### Chapter 3 – Air Quality

- Air pollution is the largest environmental health risk in the UK and is negatively affecting Oxfordshire residents. Work to address the causes is essential.
- Road transport is responsible for the largest proportion of greenhouse gas emissions in the county. Addressing vehicle usage is therefore critical to reducing emissions and improving air quality.

#### **Chapter 4 – Buses**

- Although bus usage in the county has increased overall since 2010, it has been declining slightly year on year since 2013/14. Bus journeys per head of the population also remains below the national average. Work is therefore needed to address existing issues and further encourage bus use.
- Bus costs have increased significantly in the last 15 years.
- Bus reliability remains an issue in the county. Measures are required to address this and make bus travel more attractive.

#### **Chapter 5 – Walking and Cycling**

- Whilst Oxfordshire is in a good starting place with regards to current walking and cycling levels, more still needs to be done to encourage usage.
- The needs of different demographics need to be considered to ensure that Oxfordshire's transport system benefits all residents.
- In order to encourage further cycling, significant work is needed to address cyclist safety.

#### **Chapter 6 – Natural and Historic Environment**

- Oxfordshire has a rich and varied natural and historic environment, but certain habitats have been in decline in recent years. Increases in Oxfordshire's population and economic activity mean that this will need to be carefully managed for the future.

#### **Chapter 7 – Population**

- Oxfordshire's population is growing and with further growth proposed more effective solutions will be needed to transform transport in Oxfordshire.
- Oxfordshire has a high life expectancy but there are still significant inequalities across the county that transport can help to address.

#### **Chapter 8 – Health**

- Obesity levels in Oxfordshire are below the national average, but levels have been rising recently. Encouraging active and healthy travel is one way the LTCP can help address this trend.
- Oxfordshire has above average levels of physical activity but there is still a need to further improve this through measures to encourage active travel.

#### **Chapter 9 – Road Safety**

- Road safety has improved but remains average nationally. Further work to improve road safety is therefore required.
- Consideration of motorcyclists needs and safety will be required as part of the LTCP due to their vulnerability and overrepresentation in collisions.

**Chapter 10 – Deprivation**

- Overall Oxfordshire has low levels of deprivation, however there are pockets of deprivation in the county.

**Chapter 11 – Urban vs Rural**

- Oxfordshire has both urban and rural areas which will require different approaches.

**Chapter 12 – Economy**

- Oxfordshire has one of the UK's strongest economies, however housing and economic growth are placing strain on the existing transport network.
- Employment is high across Oxfordshire and the economy supports 417,000 jobs but pockets of deprivation exist that transport can help to address.
- Work is needed on Oxfordshire's transport network to relieve existing pressure and accommodate future growth while responding to climate change concerns.

**Chapter 13 – Digital Connectivity**

- Digital connectivity is good in Oxfordshire and can play a role in reducing travel demand. However, there is a need to expand full-fibre and gigabit broadband coverage.

**Chapter 14 – Road and Rail Links**

- Oxfordshire lies on a well-connected and busy transport corridor, but it lacks links to and from the East and is reliant on the A34 for internal vehicle journeys.
- Planned rail investment such as East-West rail will help improve longer-distance connectivity, but further investment in public transport is also likely to be needed if such transport movements are to be more sustainably enabled in the future.

**Chapter 15 – Freight**

- Solutions will need to be found that balance freight issues with the need for an efficient network. LGV growth is projected to significantly increase and the impacts of this will need to be considered.

**Chapter 16 – Highway Maintenance**

- The county has a lower proportion of roads in 'good' condition than the national average, but less in 'poor' condition. The high proportion of C and unclassified roads and limited funding makes highway maintenance a challenge.

**Chapter 17 – Young People**

- Young people currently travel less than previous generations. It is uncertain how these trends will progress highlighting the need for the LTCP to be resilient and consider a range of future travel demand scenarios.

## **Introduction**

This baseline report has been published in support of Oxfordshire County Council's updated Local Transport Plan. Local Transport Plans are statutory documents, required under the Transport Act 2008. We are calling ours the Local Transport and Connectivity Plan (LTCP), to better reflect our strategy both for digital infrastructure and for connecting the whole county.

The LTCP will set out an overarching vision for transport in the county and the policies and schemes that will be required to deliver the vision. The new LTCP will take a more holistic approach and will recognise the broad range of factors affected by transport such as the environment, the economy, public health and healthy places. This approach seeks to ensure we deliver a plan that not only creates an efficient transport network but also a county that is a better place to live in.

As part of the LTCP development process, Oxfordshire County Council has collected a range of evidence to identify the current situation, challenges and opportunities for Oxfordshire's transport network. This has informed the LTCP vision development process and will also be used to underpin the schemes and policies identified as the full LTCP is developed. The evidence reviewed is over a number of years, and it will be important to continue to take account of further evidence as it becomes available, particularly on the potential longer-term impacts on travel of the Covid-19 situation.

A key overall conclusion from this analysis is the need for increased modal shift to more sustainable ways of travelling around, particularly walking and cycling for all journey purposes. This is required to address the high levels of car usage and the associated negative impacts this is having on the county such as air pollution, congestion and physical inactivity. Whilst the evidence shows that Oxfordshire is in a good starting point for achieving this, more work is required to ensure the county remains a thriving, attractive and healthy place to live.

The report covers 17 chapters which are structured in the following way:

- Chapter 1: Policy Context
- Chapter 2: Private Car
- Chapter 3: Air Quality
- Chapter 4: Buses
- Chapter 5: Walking and Cycling
- Chapter 6: Natural and Historic Environment
- Chapter 7: Population
- Chapter 8: Health
- Chapter 9: Road Safety
- Chapter 10: Deprivation
- Chapter 11: Urban vs Rural
- Chapter 12: Economy
- Chapter 13: Digital Connectivity
- Chapter 14: Road and Rail Links
- Chapter 15: Freight
- Chapter 16: Highway Maintenance
- Chapter 17: Young People

## Chapter 1 – Policy Context

It is important to recognise the policy context within which the LTCP sits. This section provides an overview of the policies and strategies influencing the LTCP at a national, sub-national and local level. Whilst this is not an exhaustive list, it does highlight the key policies at each level.

### National

#### Local Transport Act 2008

Local Transport Plans (LTP) are statutory documents required under the Transport Act 2008. LTP's are forward looking plans that outline a clear plan for achieving transport aspirations within a local transport authority's administrative area. Whilst the Transport Act requires the production of an LTP, there is not up to date prescriptive guidance regarding how an LTP is produced or what it should include.

#### Industrial Strategy

The UK Industrial Strategy aims to create an economy that boosts productivity and earning power throughout the UK. As part of this the strategy sets out four Grand Challenges to put the United Kingdom at the forefront of the industries of the future. Two of these challenges, Clean Growth and Future of Mobility, have strong links to the LTCP.

#### Transport Investment Strategy

The Transport Investment Strategy sets out how the government's investment decisions will respond to today's challenges, driving progress towards fulfilling the aims of the Industrial Strategy. This document provides context for the levels of funding available and the rationale behind government investment in transport.

#### Transport Decarbonisation Plan

The government are currently developing a Transport Decarbonisation Plan. Through this the government will set out the policies and plans needed to tackle transport emissions. The government have already set out six strategic priorities for the plan which have been used to inform development of the LTCP.

#### Gear Change

The Gear Change plan describes the vision to make England a great walking and cycling nation. It sets out the actions required at all levels of government to deliver this vision, grouped under four themes. The plan highlights that the UK needs to see a step-change in cycling and walking in the coming years. The LTCP will build upon the direction set by the government and will help to deliver this change.

#### Future of Mobility: Urban Strategy

The Future of mobility: urban strategy outlines the government's approach to maximising the benefits from transport innovation in cities and towns. It sets out the principles that will guide government's response to emerging transport technologies and business models. This understanding is helpful for framing the County Council's response to innovative technology in the LTCP.



## Sub-National

### England's Economic Heartland

Oxfordshire County Council is a part of England's Economic Heartland (EEH) sub-national transport body. EEH covers 11 Local authorities, including all of the Oxford to Cambridge arc.

EEH have recently published a transport strategy for the region. The strategy sets out that a step-change in approach is required to address the challenges our transport system already faces and to realise the region's economic potential and deliver sustainable growth.

The transport strategy sets out how the region will deliver this step change. The transport strategy will also be supported by a programme of connectivity studies and through an investment pipeline. The LTCP has been developed to reflect these priorities and will also help to deliver EEH's aspirations for the region.

## Local

### Oxfordshire Strategic Vision

The Oxfordshire Growth Board are developing a Strategic Vision for Oxfordshire. The Strategic Vision will establish a common and shared ambition to guide the focus of plans, strategies and programmes for Oxfordshire. The vision identifies an overarching vision statement as well as seven outcomes that if we are successful, will have been achieved in Oxfordshire by 2050.

The LTCP will play an important role in helping to deliver the Strategic Vision and its outcomes. We have ensured the content of this document aligns with the Strategic Vision and will continue to monitor progress on the Strategic Vision.

### Oxfordshire Plan 2050

In support of future growth, the district councils in Oxfordshire are working together to produce a Joint Statutory Spatial Plan known as 'the Oxfordshire Plan'. The Oxfordshire Plan will provide a strategic planning framework for Oxfordshire to 2050, setting out housing, employment and infrastructure needs. The LTCP is being developed in line with the Oxfordshire Plan to consider its outputs and the relevant transport schemes that may be required in response.

### Oxfordshire County Council Climate Action Framework

In October 2020 the County Council approved a Climate Action Framework. The document sets out the county council's plans to make itself a carbon neutral organisation by 2030, and to enable Oxfordshire as a whole to become zero-carbon by 2050. The LTCP will be essential to delivering these commitments and will outline in more detail how transport will contribute to these ambitions.

### Local Industrial Strategy

The Local Industrial Strategy sets out an ambitious plan to build on Oxfordshire's strong foundations and world-leading assets, to deliver transformative growth which is clean and sustainable. The LTCP will help to deliver these aspirations and will ensure there is the transport network required to support growth aspirations.

### Joint Health and Wellbeing Strategy

The Joint Health and Wellbeing Strategy sets out how the NHS, Local Government and Healthwatch will work together to improve resident's health and wellbeing. The LTCP can help to deliver some of these improvements and specifically takes forward priorities around Healthy Place Shaping.

#### **Summary**

- There are a range of strategies at the national, sub-national and local level that have informed and will be supported by the LTCP.

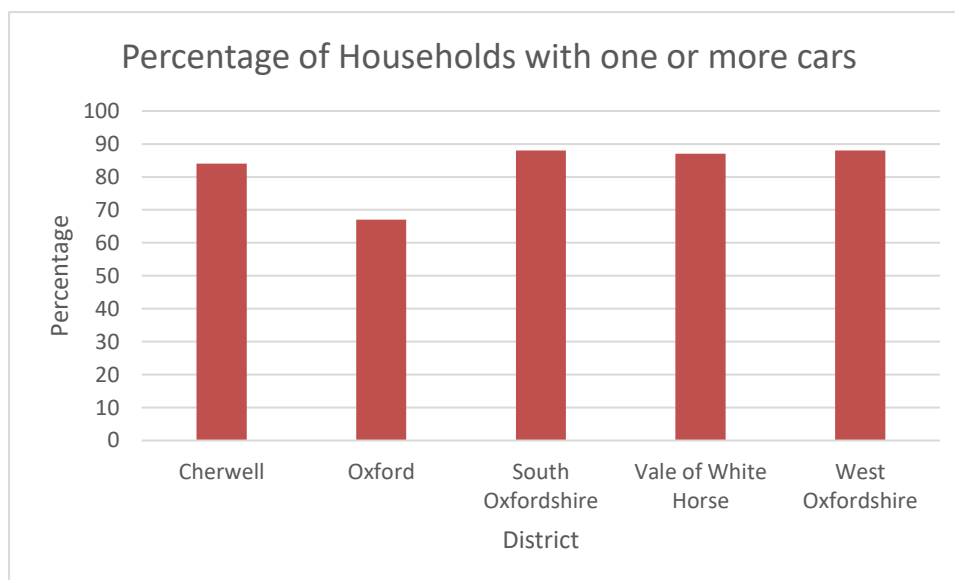
## Chapter 2 - Private car

### Ownership

Car ownership is high across Oxfordshire, particularly outside of Oxford. In total 83% of households in Oxfordshire have access to 1 or more cars or vans. This is significantly higher than the average for England which is 74%<sup>1</sup>.

Within Oxfordshire itself there is significant variation in the percentage of households that have access to 1 or more cars. In Oxford only 67% of households own 1 or more car, whereas the other 4 districts all have ownership levels over 80%. South Oxfordshire and West Oxfordshire have the highest levels of car ownership with 88% of households owning 1 or more car.

These patterns of ownership highlight the challenges that face Oxfordshire in terms of reducing private car usage and that much stronger measures will be required to facilitate modal shift. However, it is also important to consider those households that do not have access to a car in order to improve socioeconomic equality.

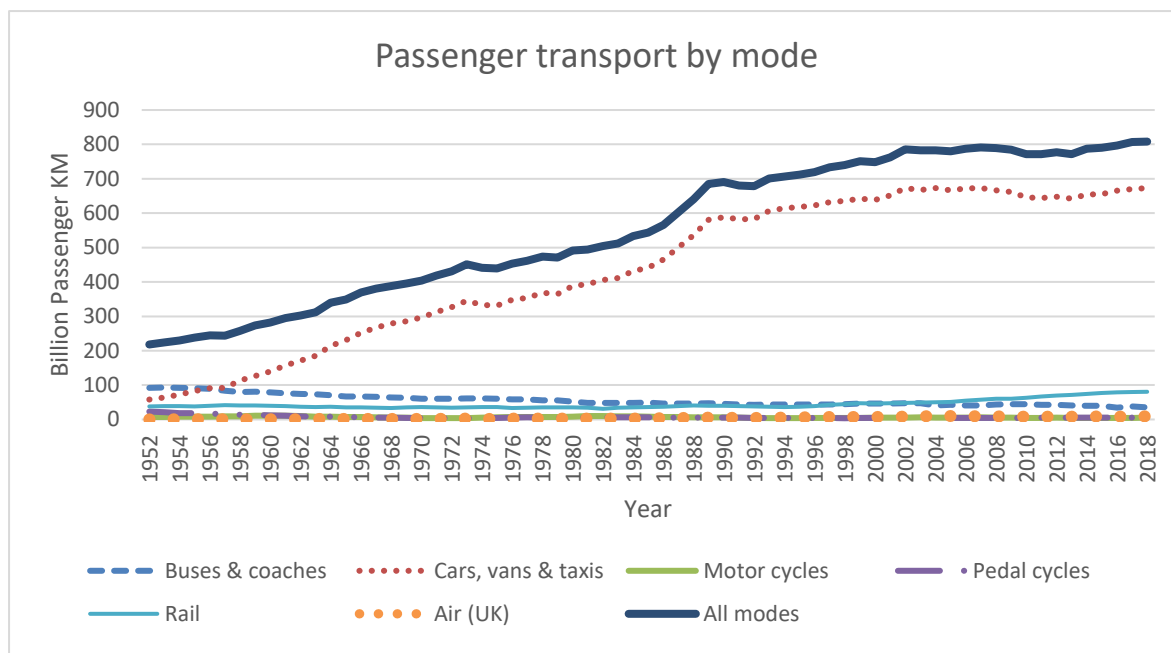


### Usage

Since 1952 we have seen a significant rise in mobility, driven by the private car in England. Individual car usage has tripled since 1952, from 2500 miles per person each year, to 7500 miles<sup>2</sup>. As seen on the chart below, there has been a gradual reduction of bus use down to 4% of our distance covered. However, since the mid-90s there has been a growth in railway usage, now up to 10% of our mileage.

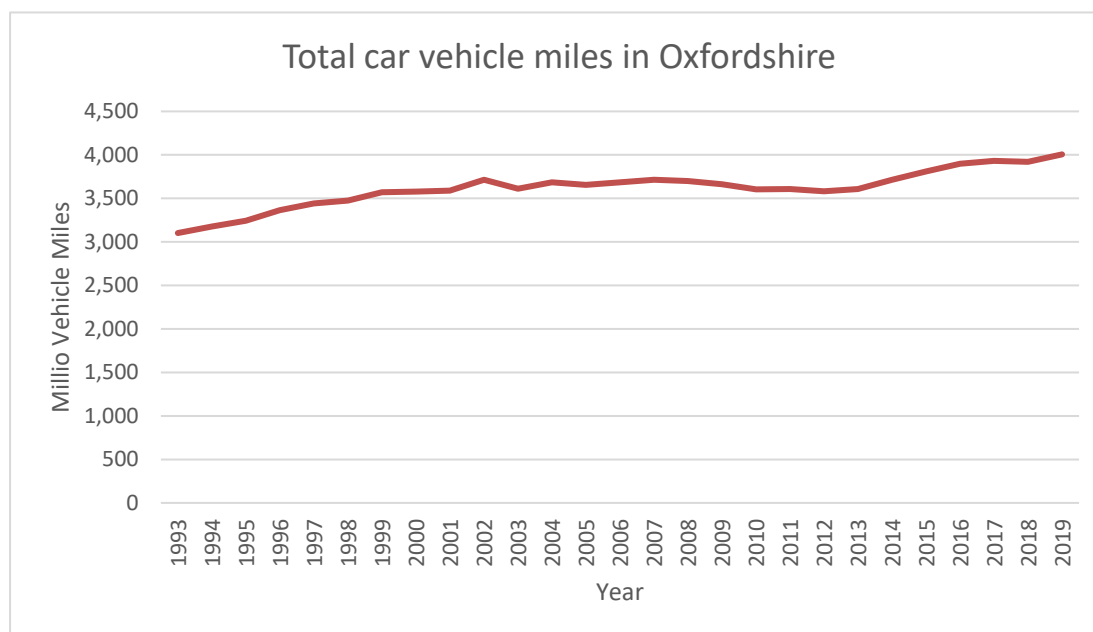
<sup>1</sup> 2011 Census: Car or van availability, local authorities in England and Wales

<sup>2</sup> Department for Transport: Passenger transport: by mode, annual from 1952



Whilst the trend of increasing car use has slowed since 1990, the total vehicle miles driven continues to increase. In England, total vehicle miles driven have increased by 32% between 1993 and 2019<sup>3</sup>. This trend has also been reflected in Oxfordshire where total vehicle miles driven have increased by 29% between 1993 and 2019. In 2019 total vehicle miles driven in Oxfordshire passed 4,000 million for the first time, the 18<sup>th</sup> most out of the 209 Local Authorities in the Department for Transport's statistics.

This continued increase in private car usage is not sustainable and will further compound existing issues such as congestion, parking and air quality. It is therefore essential that a plan is set out to address this trend.



<sup>3</sup> Department for Transport: Car vehicle traffic (vehicle miles) by local authority in Great Britain, annual from 1993

## Congestion

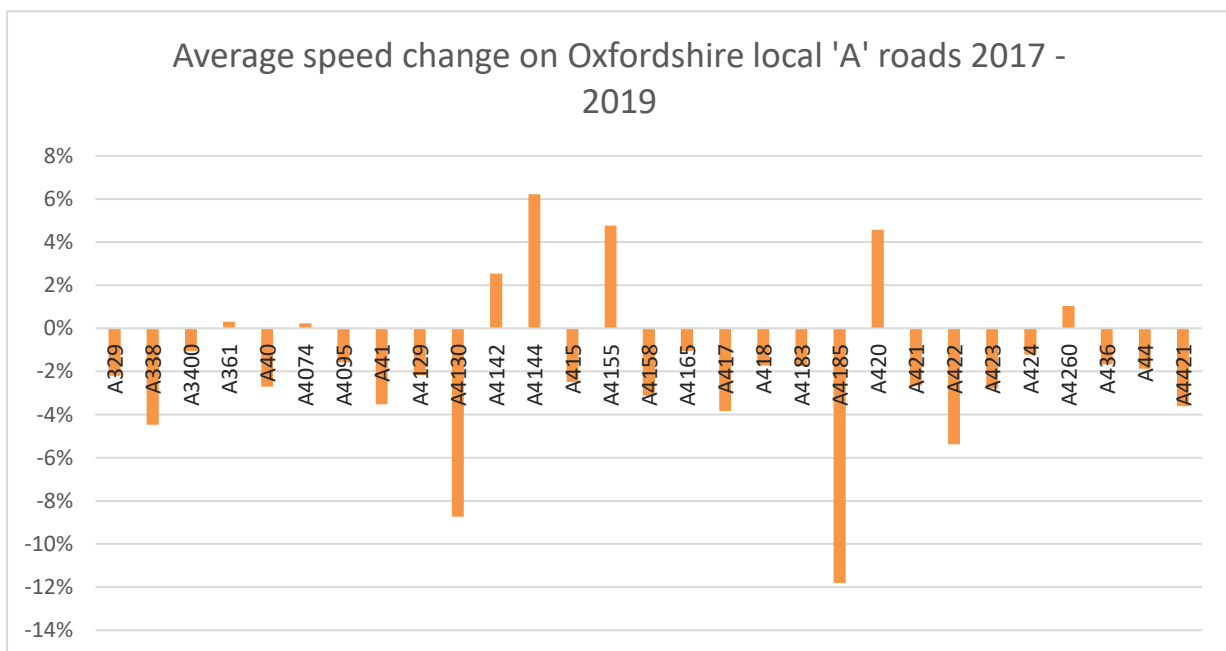
The increase in the vehicle miles travelled and a growing population have created issues with congestion across the UK. On average British drivers lose 115 hours per year to congestion, costing the UK economy an estimated £5.2 billion<sup>4</sup>. Tackling congestion is therefore important for a range of reasons, including to support the UK economy.

Average speeds on both the Strategic Road Network (SRN) and Local 'A' Roads have decreased since 2014 across the UK. Average speeds on the SRN have decreased by 1% since 2015 across the UK<sup>5</sup>, with the average delay increasing by 7% across the same time period<sup>6</sup>.

Within Oxfordshire only the M40 and A34 are part of the SRN. These roads have seen average speeds decrease by 0.3% since 2017. Notable areas that have seen above average speed decreases are the M40 Southbound between J10-J9 and the A34 Northbound between the A44, B4027 and B430. Similarly, Oxfordshire's SRN roads have seen average delays increase by 1.2% since 2017.

Average speeds on local 'A' roads have seen a larger decrease in average speeds since 2014. Across the UK speeds on urban local 'A' roads have decreased by 6% and speeds on rural 'A' roads have decreased by 3% since 2014<sup>7</sup>. Average speeds on Oxfordshire's local 'A' roads have reflected this trend with a 2% decrease in average speeds since 2015. Average speeds on the A4185, A4130 and A422 have decreased by the most over this period.

Congestion is having an impact on journey times across the UK, with these trends being reflected in Oxfordshire. It is essential that long term steps are taken to remedy this situation and fight congestion at its cause to ensure the county remains a thriving and attractive place to live.



<sup>4</sup> INRIX 2019 Global Traffic Scorecard

<sup>5</sup> Department for Transport: Average speed on the Strategic Road Network in England: monthly and year ending from April 2015

<sup>6</sup> Department for Transport: Average delay on the Strategic Road Network in England: monthly and year ending from April 2015

<sup>7</sup> Department for Transport: Monthly and 12 month rolling average speeds on local 'A' roads in England

## Electric Vehicles

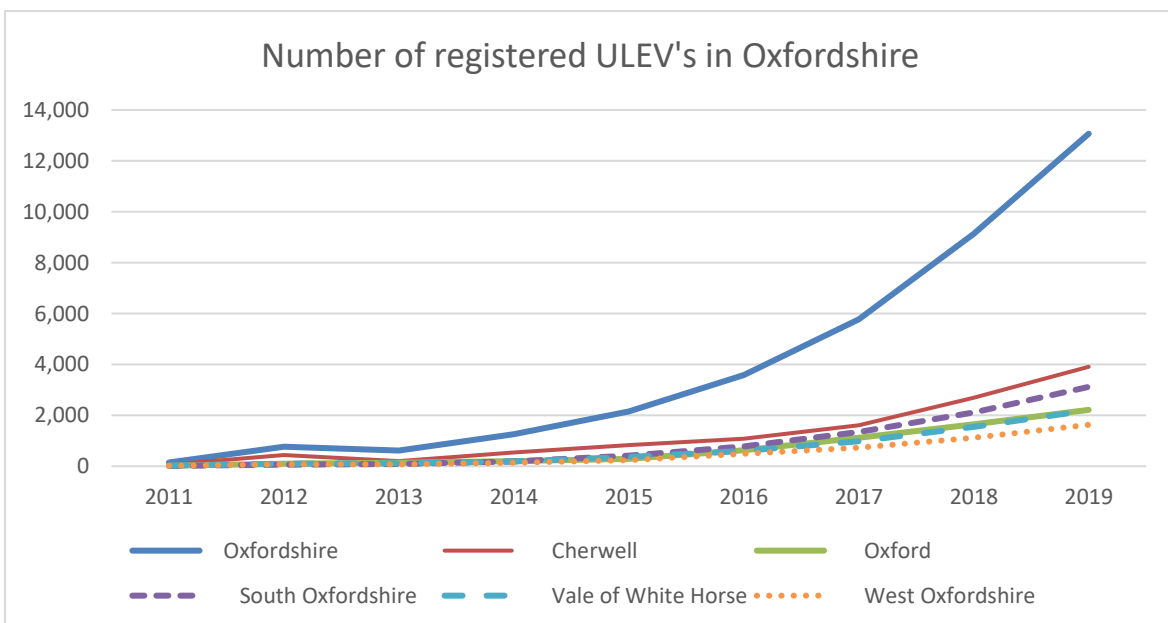
Electric vehicles (EVs) represent a significant change in vehicle technology. The number of registered EVs has grown rapidly in the last 10 years, particularly in the last 4 years since the publication of LTP4. EVs have the potential to reduce the environmental impact of car travel as they produce significantly fewer emissions. However, it should be noted that they do not address all issues. EVs still produce particulate matter from tyre and brake pad wear and will not address congestion issues.

It is necessary for the County Council to consider EV provision for a number of reasons. As highlighted EVs can have public health benefits. The County Council can also play a role in encouraging their uptake through the provision of charging infrastructure on council owned highway and in council owned car parks. Provision of charging infrastructure on the highway is particularly relevant for residents that do not have access to off-street parking.

There has been an increase in the number of registered Ultra Low Emission Vehicles (ULEV) of over 9000% in England since 2011. This trend has been replicated in Oxfordshire with a growth in the number of registered ULEV's of over 8700% since 2011. There are now 45,000 registered ULEV's in Oxfordshire, Cherwell being the district with the largest proportion of these with 14,000.

As highlighted the growth in the number of registered EV's has accelerated rapidly since 2016. In Oxfordshire there has been an increase in the number of registered ULEV's of 138% since 2016, notably higher than the national average of 93%. West Oxfordshire currently has the lowest number of registered ULEV's and the lowest growth rate, however the percentage increase of 116% since 2016 is still above the national average.

These statistics highlight that EV growth in Oxfordshire is very strong and so it will be necessary for the LTCP to consider provisions for both supporting these vehicles and encouraging the uptake of further EVs.



**Summary**

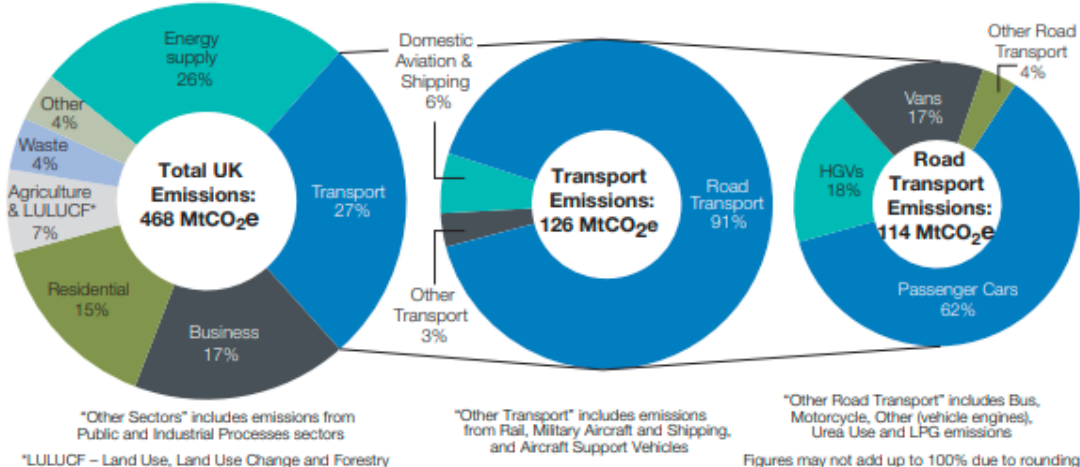
- There are high levels of car ownership across the county, except for Oxford.
- Since 1952 there has been a significant increase in car usage in the UK. This trend has been reflected in Oxfordshire, with vehicle miles continuing to increase.
- Congestion is affecting journey times across Oxfordshire. Steps are required to address this and ensure the county remains thriving and attractive.
- The number of Electric Vehicles in Oxfordshire is continuing to grow rapidly and so provisions for these vehicles will be required.

## Chapter 3 - Air Quality

### Transport Emissions

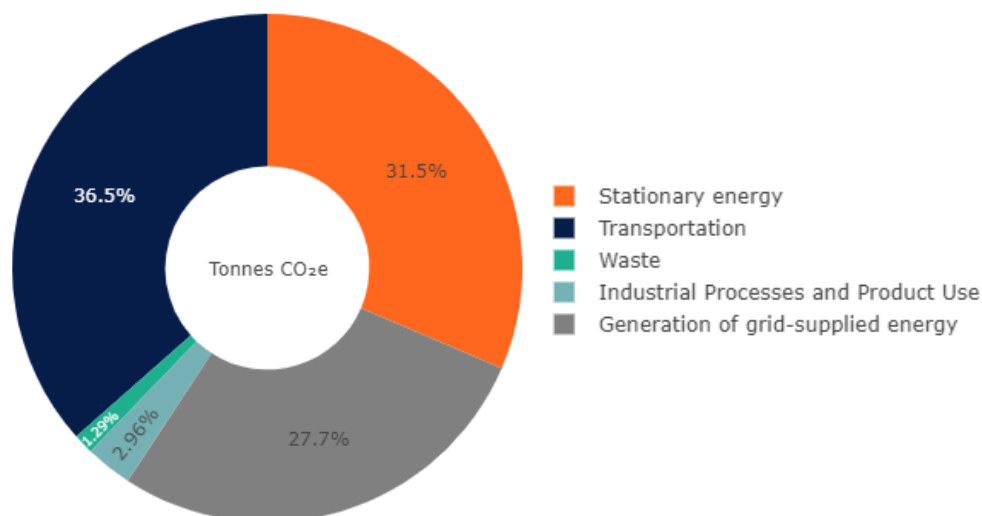
Transport is now responsible for the largest proportion of UK greenhouse gas emissions. In 2016 transport was responsible for 27% of total UK greenhouse gas emissions, with road transport responsible for 91% of transport emissions. Within this passenger cars produce 62% of road transport emissions<sup>8</sup>.

*Total UK Greenhouse Gas emissions*



These national trends are reflected in Oxfordshire where transport is the biggest source of emissions. In Oxfordshire transport is responsible for a larger proportion of greenhouse gas emissions than the national average, producing 36.5% of all emissions in the county<sup>9</sup>. Road transport is responsible for the majority of these emissions, 33.3%, making it the largest source of emissions in Oxfordshire. Addressing vehicle usage is therefore critical to reducing emissions and improving air quality across the county.

*Emissions by sector in Oxfordshire*



<sup>8</sup> UK Government: The Road to Zero

<sup>9</sup> Scatter Cities



## Air Pollution

Air pollution is the largest environmental health risk in the UK. It causes more harm than passive smoking. Conditions exacerbated by air pollution include asthma, chronic bronchitis, chronic heart disease (CHD), and strokes. In Oxfordshire, it was estimated that 3,578 years of healthy life were lost due to air pollution in 2017<sup>10</sup>.

Research by King's College London has highlighted some of the impacts of air pollution in Oxford<sup>11</sup>:

- Each year on average, higher air pollution days in Oxford are responsible for:
  - 6 more cardiac arrests outside hospital
  - 4 more hospital admissions for stroke
  - 5 more people to hospital for cardiovascular disease than lower air pollution days.
- Roadside air pollution in Oxford stunts lung growth in children by 14.1%.
- In Oxford, an extra 1 adult and 1 child are hospitalised with asthma on days where air pollution is high compared to days where air pollution is low on average each year.
- On high air pollution days, 4 more children with asthma in Oxford experience asthma symptoms than on lower pollution days.
- Cutting air pollution in Oxford by one fifth would result in:
  - 83 fewer cases of coronary heart disease each year
  - 28 fewer cases of lung cancer each year
  - 77 fewer children with low lung function each year
  - 38 fewer asthmatic children with bronchitic symptoms each year
  - 31 fewer children with a chest infection (acute bronchitis) each year
  - 1 less baby born underweight each year
  - An increase in children's lung capacity by around 2.8%

Oxfordshire also has 13 designated Air Quality Management Areas where air quality objectives are not being met. Over the past 5 years, the sites with the highest readings for Nitrogen Dioxide in Oxfordshire have generally seen a declining trend, but most are still above the target.

### Summary

- Air pollution is the largest environmental health risk in the UK and is negatively affecting Oxfordshire residents. Work to address the causes is essential.
- Road transport is responsible for the largest proportion of greenhouse gas emissions in the county. Addressing vehicle usage is therefore critical to reducing emissions and improving air quality.

<sup>10</sup> Oxfordshire Health and Wellbeing Joint Strategic Needs Assessment 2020

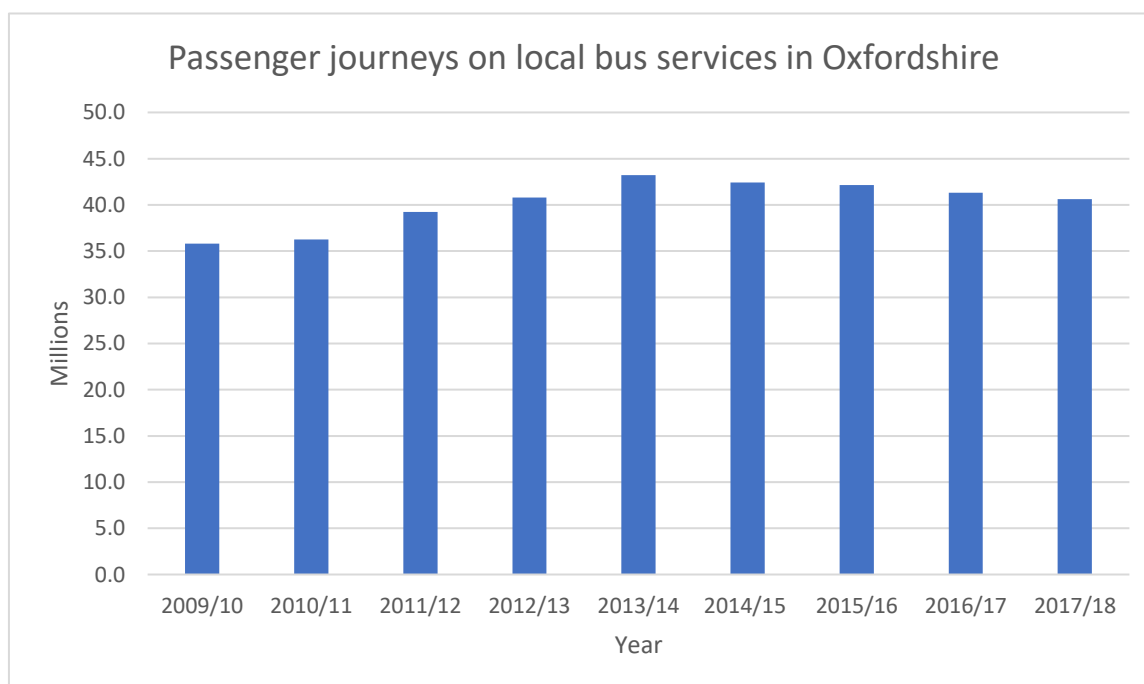
<sup>11</sup> Kings College London: Personalising the Health Impacts of Air Pollution – Summary for Decision Makers, 2019

## Chapter 4 - Buses

### Bus Usage

The number of passenger journeys on local buses has been falling over the last decade in England. The number of journeys in England (outside London) has fallen by 11.9% since 2008/09. Total local bus passenger journeys in England were 4.32 billion in England in 2018/19, a 0.7% decrease from the previous year. This decrease was smaller than previous years, but the total now represents the lowest recorded level<sup>12</sup>.

Bus mileage has also seen a decreasing trend across England. Vehicle miles on local bus services in England have decreased by 11.2% since 2008/09 and are now at 1.18 billion vehicle miles. This was a 1.3% decrease when compared to the previous year. Despite these national trends, bus usage in Oxfordshire has increased over the last 10 years. Oxfordshire has seen a 13% increase in the number of passenger journeys since 2009/10<sup>13</sup>. Similarly, Oxfordshire has seen the number of passenger journeys on local bus services per head of the population increase from an average of 56 per year in 2009/10 to 60 in 2017/18, a 7% increase<sup>14</sup>.



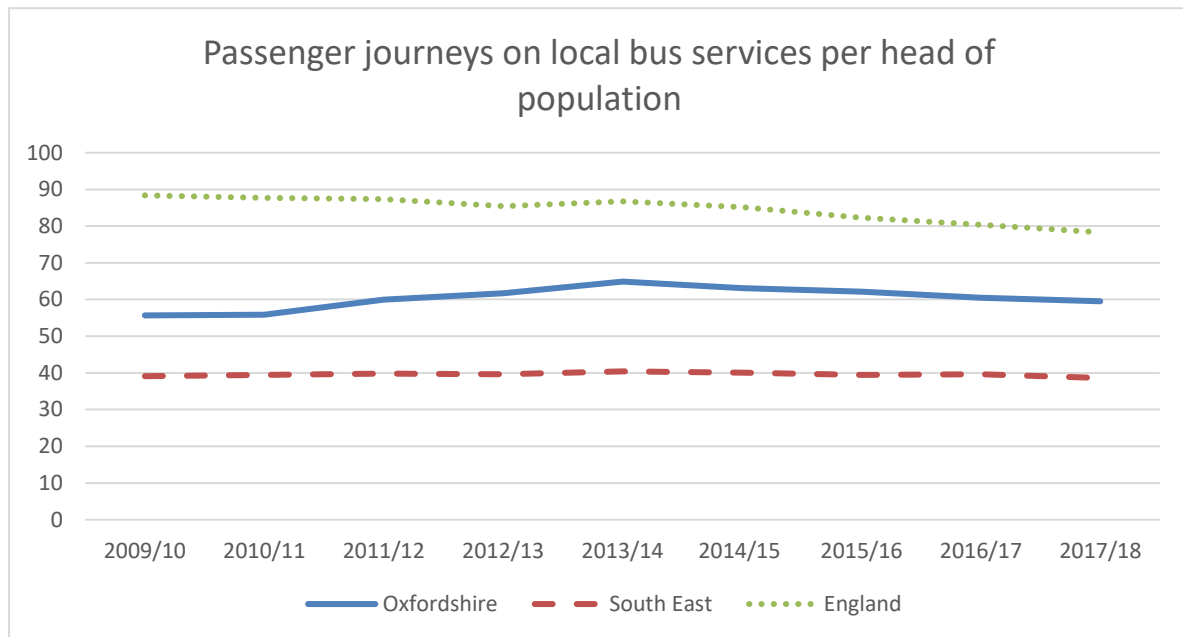
A lot of this success can be attributed to Oxford, where there is a mature and well-used network of commercial bus services, including regular services to the city centre from five park and ride sites on the edge of the city. However, within Oxfordshire's towns, commercial bus networks are relatively less well developed. Despite a network of bus and rail services from the county's main towns to Oxford, the proportion of car journeys between these towns and Oxford remains stubbornly high. In rural areas, reductions in central government funding has led to the removal of many subsidised local bus services.

<sup>12</sup> Department for Transport: Annual Bus Statistics: England 2018/19

<sup>13</sup> Department for Transport: Passenger journeys on local bus services by local authority: England, from 2009/10

<sup>14</sup> Department for Transport: Passenger journeys on local bus services per head by local authority: England, from 2009/10

Despite an overall increase in bus usage in Oxfordshire since 2009, there has been a declining trend in recent years. As seen on the graph, the total number of passengers has decreased by 6% since 2013/14, in line with the national trend. Similarly, the number of journeys per head of the population has declined by 8% since 2013/14. Whilst Oxfordshire's journeys per head of the population remains above the average for the South East, it is still considerably below the average for England. Work is therefore needed to rectify these trends, encourage bus usage and improve connectivity across the county.



### Bus Affordability

The cost of transport is also a key determining factor affecting its use. We do not have statistics relating to bus fares in Oxfordshire, however national data provides a helpful overview of changes.

In the year to March 2019, local bus fares in England have increased by 3.3%, faster than the annual all items Consumer Prices Index rate of inflation (1.9% increase), meaning bus fares have risen in real terms<sup>15</sup>.

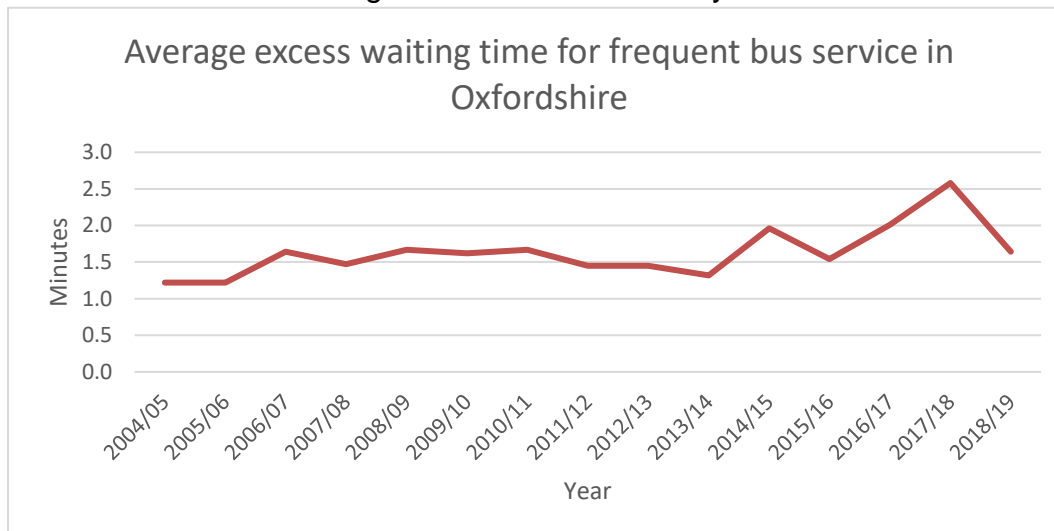
Local bus fares in England increased by 71% between March 2005 and March 2019. The all items Consumer Prices Index (CPI) has increased by 38% over the same period. Travel costs are therefore likely to now make up a larger proportion of residents spending. Unaffordable travel costs could act as a further deterrent to bus use and make it harder for residents to travel around the county by public transport.

### Bus Reliability

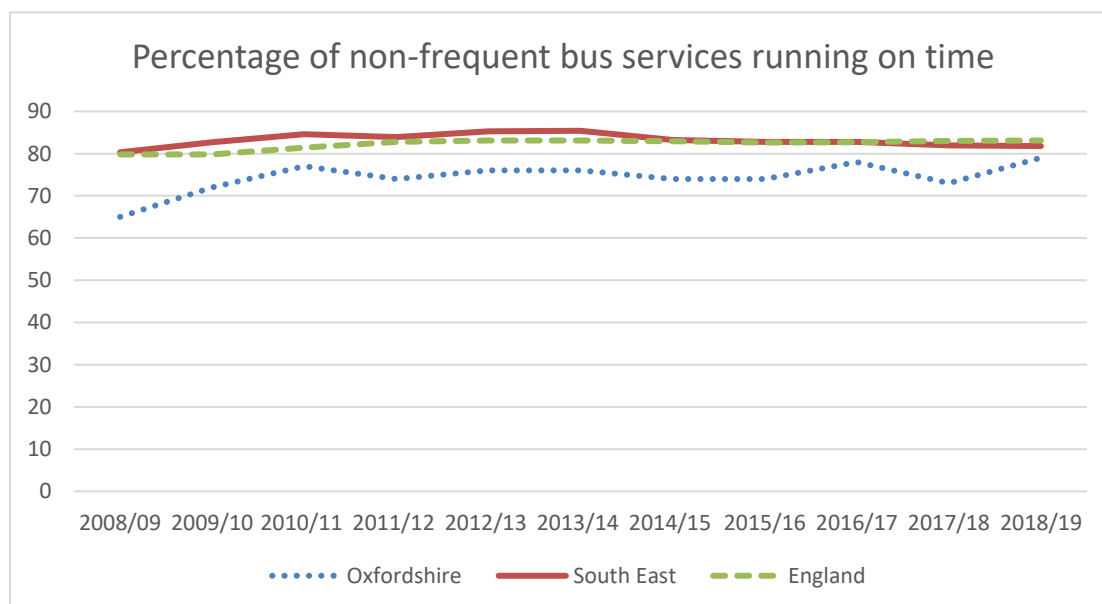
Reliability is another factor that plays an important role in bus patronage. Case studies have shown that improving bus service times and reliability will deliver increased patronage.

<sup>15</sup> Department for Transport: Annual Bus Statistics: England 2018/19

The reliability of frequent bus services in Oxfordshire has been decreasing in recent years. This is shown by the increase in average excess waiting time from 1.2 to 1.6 minutes on the graph below<sup>16</sup>. Averages for the South East and England are not available, however in the same time period the average excess waiting time for buses in London and Southampton have decreased. The primary cause for this change is increased levels of traffic congestion across the county.



The percentage of non-frequent bus services running on time has been increasing over the last 10 years. There has been an 11% increase in the number of these services running on time since 2005 to 79% of services in 2018/19<sup>17</sup>. However, despite this increase Oxfordshire remains below the average for the South East (82%) and England (83%). Residents want to know how long their journey will take and for their journeys not to be delayed or disrupted and so further work is needed to address congestion and improve bus priority.



<sup>16</sup> Department for Transport: Average excess waiting time for frequent services by local authority: England, annual from 2004/05

<sup>17</sup> Department for Transport: Non-frequent bus services running on time by local authority: England, annual from 2004/05

**Summary**

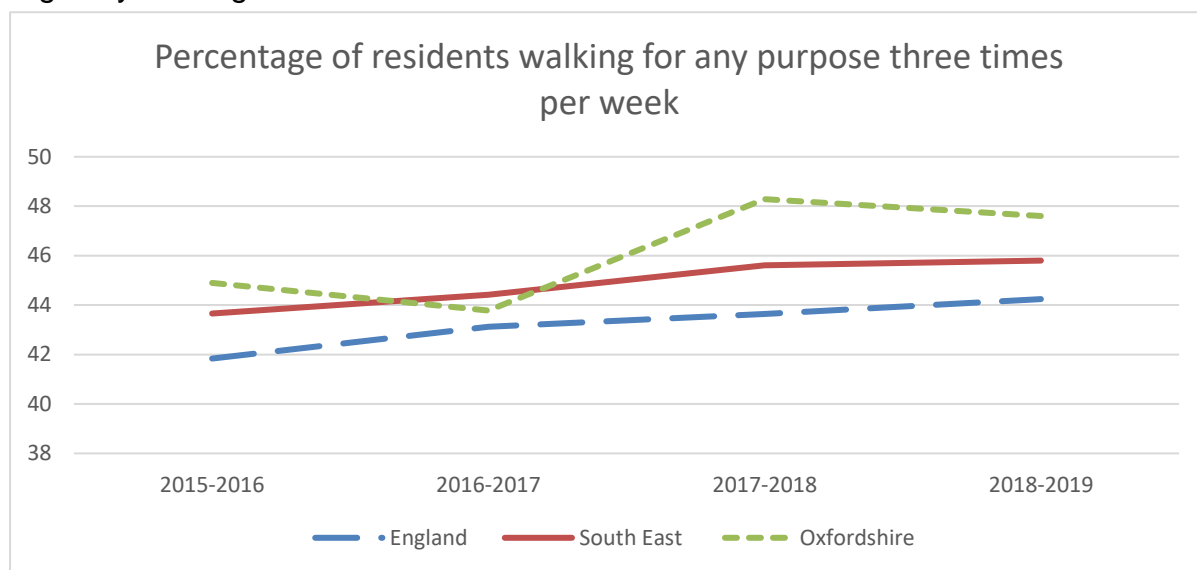
- Although bus usage in the county has increased overall since 2010, it has been declining since 2013/14. Bus journeys per head of the population also remains below the national average. Work is therefore needed to address existing issues and further encourage bus use.
- Bus costs have increased significantly in the last 15 years.
- Bus reliability remains an issue in the county. Measures are required to address this and make bus travel more attractive.

## Chapter 5 - Walking and Cycling

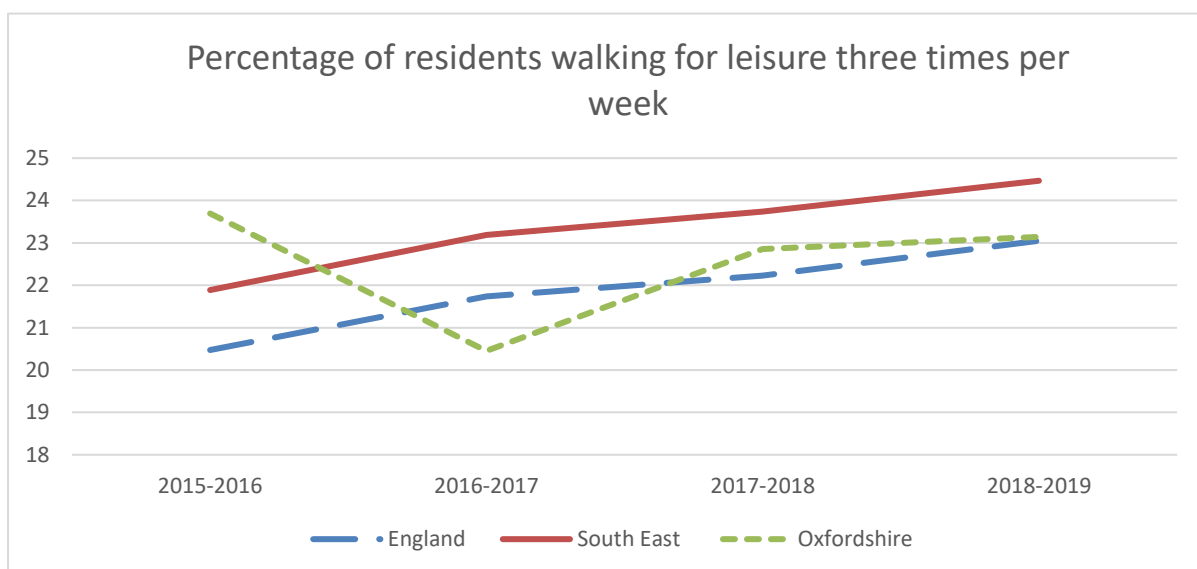
### Walking Levels

The percentage of residents that do any walking is above the national average in Oxfordshire and has increased over the last 5 years. The percentage of residents that walk once per month for any purpose has increased from 82% to 86% since 2015 and is above the national average of 80%<sup>18</sup>.

Similarly, the percentage of residents that do any walking three times per week has increased from 45% to 48% since 2015. This is also above the national average of 44%. However, there have been some negative trends in the proportion of residents regularly walking in Oxford since 2017.



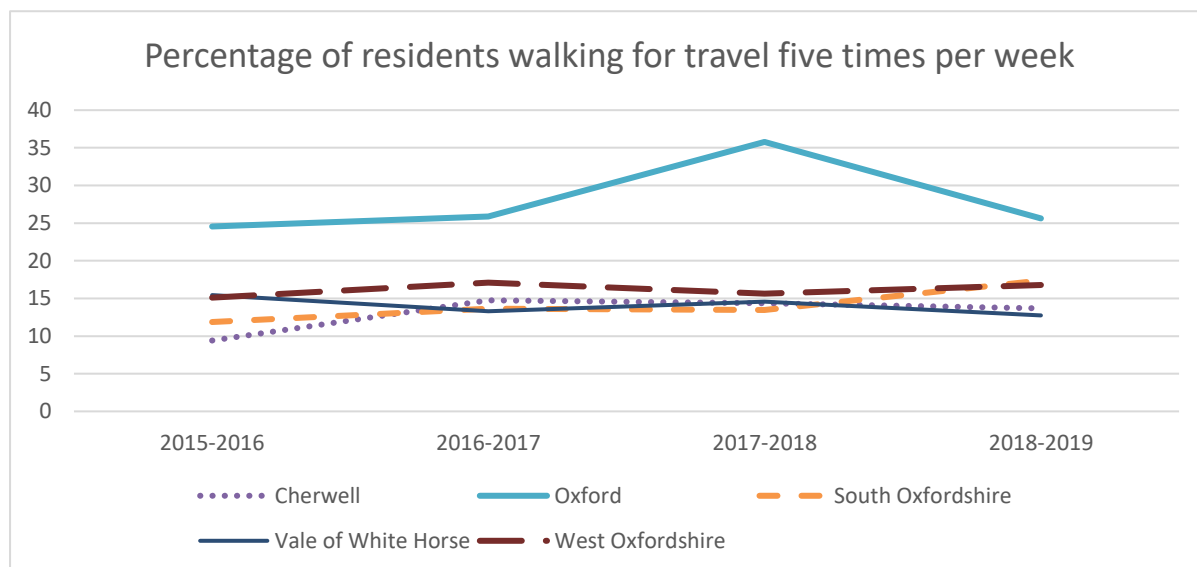
In terms of walking for leisure and walking for travel, Oxfordshire has seen an increase over the last 5 years and remains above the national average. The percentage of residents walking for leisure once per month has increased by 5% since 2015 to 73%, above the national average of 64%. The percentage of residents walking more



<sup>18</sup> Department for Transport: Proportion of adults that walk, by frequency, purpose and local authority, England, 2018-2019

regularly for leisure has largely remained the same over the last 5 years and is more aligned with the national average.

As highlighted the percentage of residents walking for travel in Oxfordshire is above the national average. In Oxfordshire 54% of residents walk for travel once per month and 25% walk for travel three times per week compared to the national averages of 49% and 23% respectively. However, we have seen the percentage of residents walking for travel in Oxford decline since 2017. Notably the percentage of residents walking for travel five times per week has decreased by 10% since 2017, although this is still higher than other (more rural) districts in Oxfordshire.



Whilst Oxfordshire is in a good starting place with regards to walking, there is still a need for further work. Recent declines in the percentage of people walking in Oxford could be part of a longer-term trend that would need to be addressed. The relatively high percentage of residents walking in Oxford also obscures the fact that walking levels in some districts are below the national average. Current levels are also nowhere near the levels required to reduce private car usage, improve air quality and address public health issues. Therefore, further and more extensive work is required to encourage walking across Oxfordshire.

## Cycling Levels

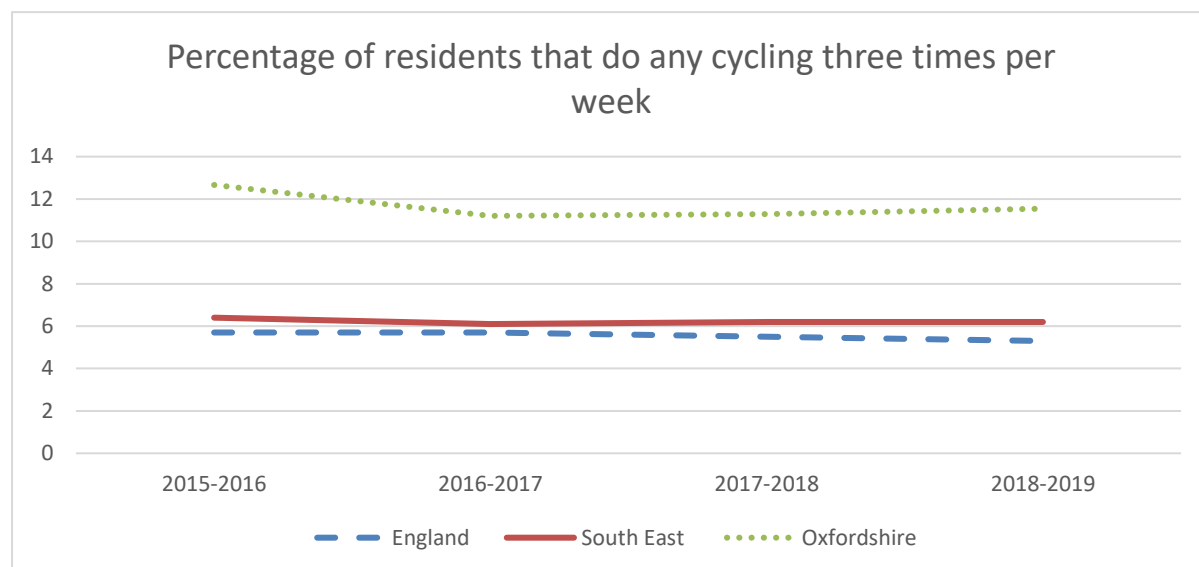
Cycling accounts for just 2% of all trips made nationally and 1% of all distance travelled<sup>19</sup>. The number of trips made has remained largely steady since 2002 but the distance travelled has increased by 41%. However, approximately 2 thirds of all trips in England are 5 miles or under, with other 40% being 2 miles or under<sup>20</sup>. There is therefore significant potential to increase the proportion of residents that cycle.

In line with national trends, the percentage of Oxfordshire residents that do any cycling has remained steady across the last 5 years. However, the percentage of residents cycling in Oxfordshire is notably higher than the national average. For example in Oxfordshire the percentage of residents cycling once per month (27%) and three times per week (12%) are significantly higher than the national averages of 16% and 5%

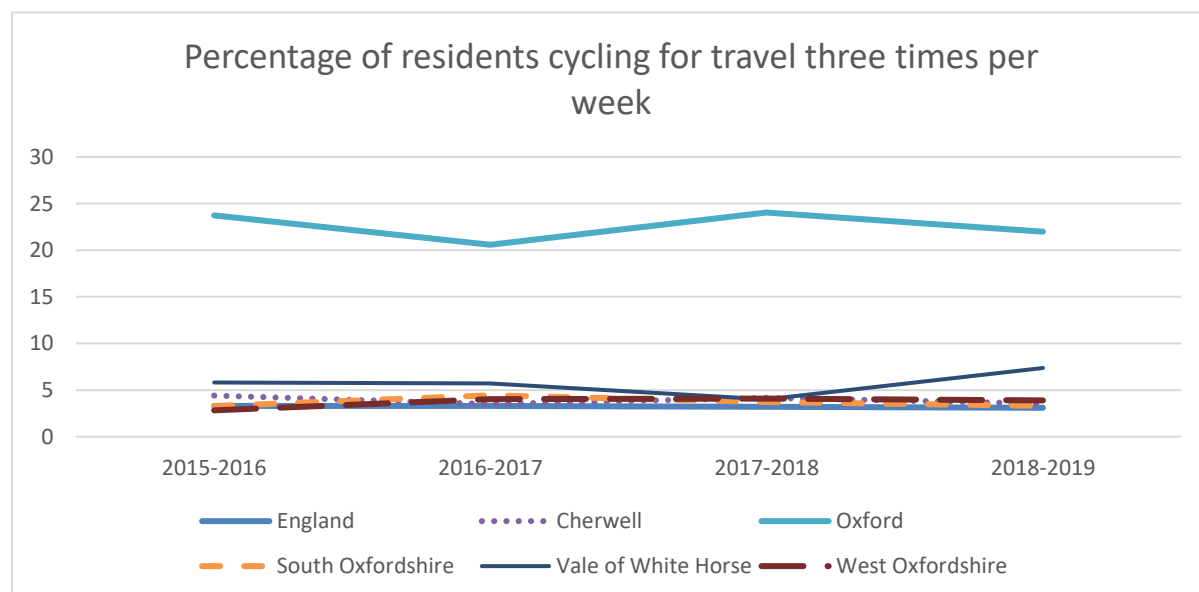
<sup>19</sup> Department for Transport: Walking and Cycling Statistics, England: 2019

<sup>20</sup> Department for Transport: National Travel Survey; Average number of trips by trip length: England, from 2002 - 2019

respectively. It should be noted that Oxford has one of the highest proportion of cyclists in the country which contributes significantly to the countywide figures.



These trends are much the same for the other cycling journey purposes of leisure and travel. Across both journey purposes the percentage of Oxfordshire residents cycling has remained largely consistent over the past 5 years and is significantly higher than the national average for all frequencies.



As with walking, Oxfordshire is in a good starting point with regards to cycling. However, there are similar issues and opportunities that need to be addressed. The percentage of residents cycling has not seen a significant increase across the county and there have been some decreases over the last 5 years, notably in Oxford for overall travel and Vale of White Horse for leisure. Similarly, the very high percentage of residents cycling in Oxford obscures average or below average rates elsewhere in the county. Therefore, further work is required to encourage cycling across Oxfordshire.



## Cycling Safety

Road safety is a significant barrier to cycling. This has been highlighted in the National Travel Survey where road safety was cited by 24% of respondents as to why they do not cycle more and too much traffic was also cited by 16% of respondents<sup>21</sup>.

Furthermore, when assessing the proportion of respondents agreeing that it is too dangerous to cycle on the road, we see that the percentage of respondents that agree has increased since 2011. Notably, the percentage of cyclists that agree has increased by 13% since 2011 to 57%.

Whilst the number of non-cyclists that agree has only increased by 1%, this figure remains high at 70%<sup>22</sup>, highlighting the perceived safety issues associated with cycling on road. In order to encourage further cycling, significant work is therefore needed to address cyclist safety.

## Walking and Cycling Demographics

Transport affects all residents and it affects them in different ways. It is important that we investigate and recognise these impacts to create a transport system that is inclusive and benefits all Oxfordshire residents.

Whilst there is not any local data regarding walking and cycling demographics, there is extensive national data which can help to inform our understanding of the different impacts and different needs of various groups.

In terms of walking, White British residents generally walk a lot more than other ethnicities. As shown on the table below, South Asian and Black residents walk significantly less than White British residents. There has also not been an increase in the percentage of South Asian and Black residents that walk over the last 5 years. Further consideration of the underlying factors for this and the needs of these residents is therefore required.

Ethnicity	2015-2016	2016-2017	2017-2018	2018-2019
White British	69%	71%	71%	73%
South Asian	61%	60%	61%	61%
Black	59%	59%	58%	59%
Chinese	66%	65%	69%	69%

*Percentage of residents that do any walking once per week*

The percentage of residents that cycle once per week, is also highest amongst White British residents. Whilst the differences between White British and other ethnicities are not as large as those for walking (4%), there is again a need to consider the factors contributing to these differences.

With regards to cycling, there is a stark gender difference. The percentage of men cycling once per week (16%) is over double that of women (7%). These figures have remained steady over the past 5 years. Consideration is therefore needed to address these differences and ensure cycling is accessible for all residents.

<sup>21</sup>Department for Transport: Walking and Cycling Statistics, England: 2019

<sup>22</sup> Department for Transport: Proportion of respondents agreeing that it is too dangerous to cycle on the road, England, 2011 to 2020

Finally, both walking and cycling follow a similar trend with regards to deprivation. Residents from the most deprived quartile have the lowest walking and cycling rates, with residents from the least deprived quartile having the highest walking and cycling rates. This trend is reflected across all journey purposes and frequencies, highlighting that there is a link between deprivation and active travel usage. Once again, these trends need to be considered as part of the LTCP to ensure Oxfordshire's transport system benefits all residents.

Level of Deprivation	Any Walking	Any Cycling
Least deprived quartile	75%	13%
Second least deprived quartile	73%	12%
Second most deprived quartile	72%	11%
Most deprived quartile	66%	10%

*Percentage of residents that do any walking or cycling once per week 2018-2019*

### Summary

- Whilst Oxfordshire is in a good starting place with regards to current walking and cycling levels, more still needs to be done to encourage usage.
- The needs of different demographics need to be considered to ensure that Oxfordshire's transport system benefits all residents.
- In order to encourage further cycling, significant work is needed to address cyclist safety.

## Chapter 6 - Natural and historic environment

Oxfordshire has a rich and varied natural and historic environment, which makes it an attractive place to live, visit and work. The county contains the golden limestone villages of the Cotswolds, the escarpments of the North Wessex Downs and the Chilterns and valleys and flood plains of the River Thames.

The rivers themselves, particularly the Thames, offer a wealth of opportunities for leisure activities, including the Thames Path National Trail, but flood most winters with increasing severity and regularity, affecting the transport network and homes.

The county contains part of three Areas of Outstanding Natural Beauty (AONB): the Cotswolds, North Wessex Downs, and the Chilterns, and a large area encircling Oxford is designated as Green Belt.

There are seven internationally designated conservation sites (all Special Areas of Conservation) wholly or partly within Oxfordshire, 105 Sites of Special Scientific Interest (SSSI) and nine National Nature Reserves. However, despite the presence of these sites, a number of wildlife species have been lost from or have been in decline in Oxfordshire.

Semi-natural habitats such as grassland and heathland have been in decline across the county. Poorly managed and designed developments have also taken place in recent decades in locations that were home to wild plants and animals.

Oxfordshire also has a rich heritage and archaeological resource, with Blenheim Palace UNESCO World Heritage Site, 55 Registered Parks and Gardens, nearly 13,000 listed buildings, 242 Conservation Areas, 2 historic battlefields and approximately 350 Scheduled Monuments. These help make the county a major tourist destination.

### Summary

- Oxfordshire has a rich and varied natural and historic environment, but certain habitats have been in decline in recent years. Increases in Oxfordshire's population and economic activity mean that this will need to be carefully managed for the future.

## Chapter 7 - Population

### Population Growth

Oxfordshire has a population of 691,667 according to the latest Office for National Statistics mid-year estimates<sup>23</sup>. The population is distributed relatively evenly across the 5 districts, as seen on the table below, with Oxford having the largest population at 152,457 and West Oxfordshire having the smallest population at 110,643.

Area	2019 Population
Oxfordshire	691,667
Cherwell	150,503
Oxford	152,457
South Oxfordshire	142,057
Vale of White Horse	136,007
West Oxfordshire	110,643

The population has been increasing in Oxfordshire since 2001. This population growth has been reflected in all of Oxfordshire's districts. Since 2001, Oxfordshire's population has increased by 14%, with all districts experiencing population growth of over 10% since 2001. The Vale of White Horse has seen the largest population growth since 2001 with an increase of 17%.

With plans for a further 100,000 new homes in the county by 2031, there is going to be increased pressure on the existing transport network. Given the scale of growth, more effective solutions are therefore needed to transform transport in Oxfordshire.

### Demographics

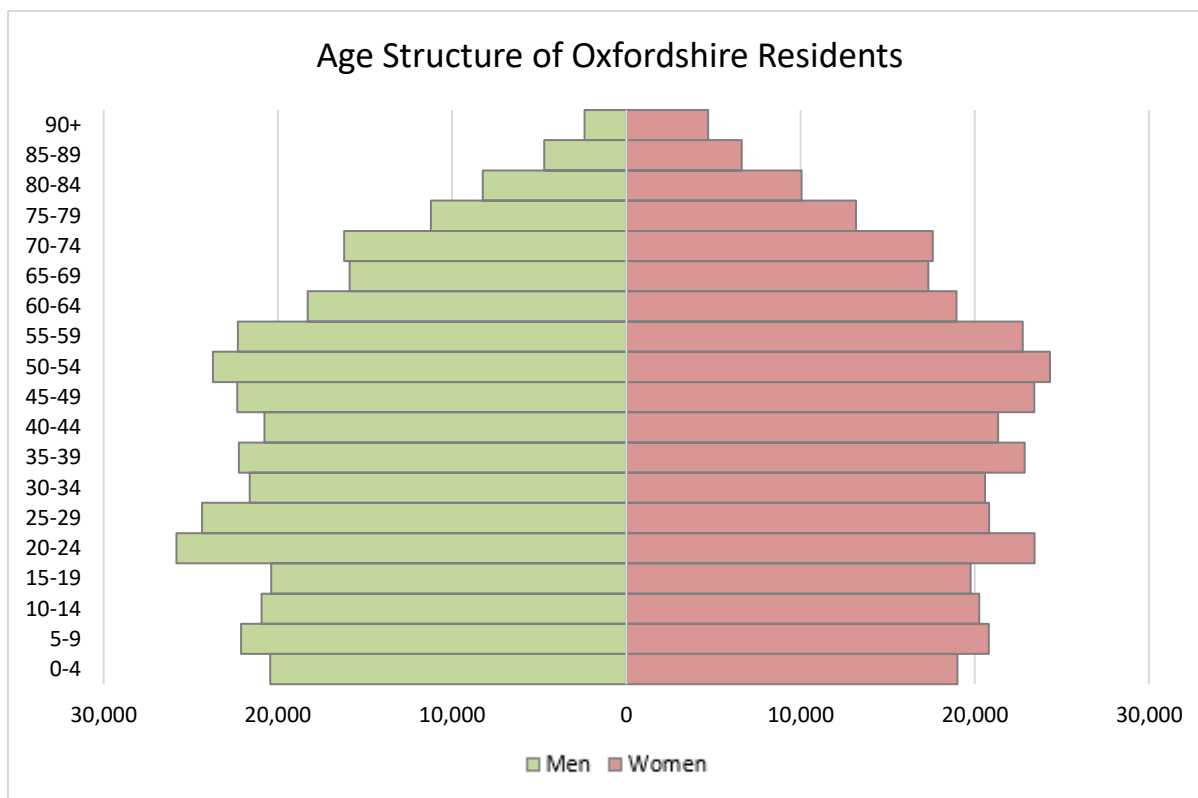
Oxfordshire's population has a relatively equal gender distribution with 344,030 males<sup>24</sup> and 347,637 females<sup>25</sup>. There is also a relatively equal age distribution in the county as seen on the age structure diagram overleaf.

Those aged 20-24 make up the largest age group in the county with 49,251 residents (14.2% of the population). However, despite this group being the largest single age group, Oxfordshire has an ageing population. The 50-54 age group makes up the second largest age group with 48,042 residents and those aged between 46 and 55 make up the largest proportion of residents (27.4%). Similarly, the narrower bottom to age structure diagram highlights that there is an older population with long life expectancy, low death rates and low birth rates.

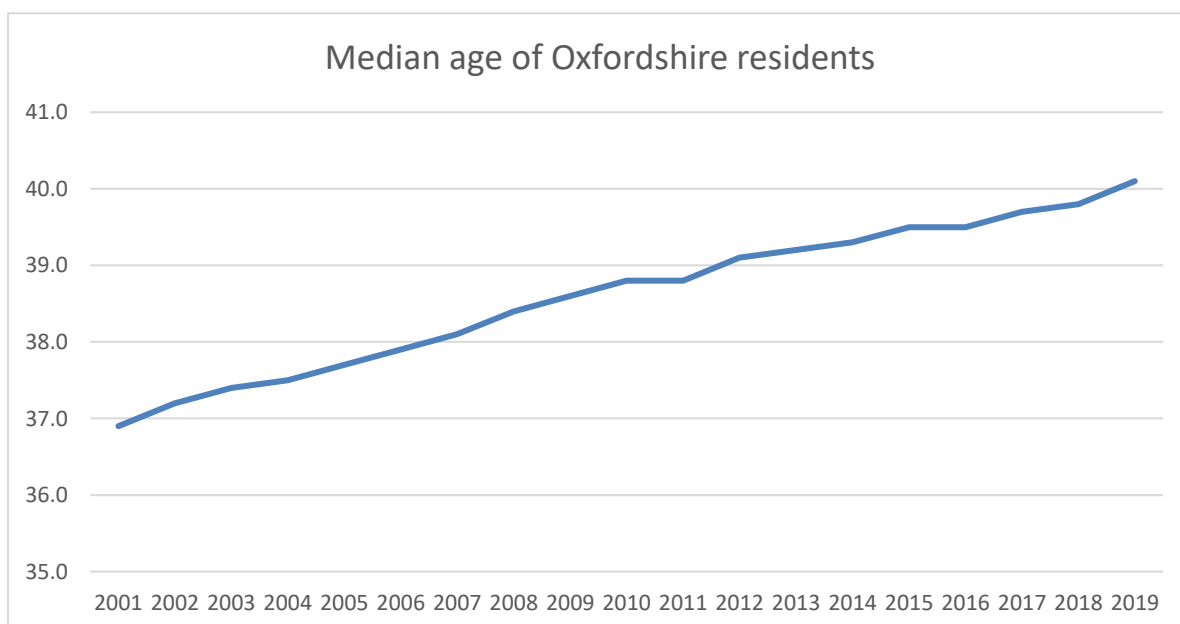
<sup>23</sup> Office for National Statistics: Mid-year Population Estimates

<sup>24</sup> Office for National Statistics: Population estimates: Males by single year of age and sex for local authorities in the UK, mid-2019

<sup>25</sup> Office for National Statistics: Population estimates: Females by single year of age and sex for local authorities in the UK, mid-2019



Furthermore, the median age of Oxfordshire residents has increased by 3.2 years since 2001<sup>26</sup>. The median age of Oxfordshire residents is now 40.1, compared to 36.9 in 2001. There have been notable increases in South Oxfordshire and West Oxfordshire, where the median age for both is over 44, an increase of over 5 years since 2001. We will need to consider the impacts of this ageing population on future transport provision, particularly in terms of accessibility requirements.



<sup>26</sup> Office for National Statistics: Median age of population for local authorities in the UK, mid-2001 to mid-2019

As highlighted in the Walking and Cycling Demographics section, transport affects all residents and it affects them in different ways. The below table shows the different demographics in Oxfordshire. Oxford is a particularly diverse and multi-cultural city, however there is a range of ethnicities in all districts. We therefore need to ensure all groups needs are considered at every stage of the LTCP development.

Area	White British	Other White	Mixed / Multiple Ethnic Groups	Asian / Asian British	Black / African / Caribbean / Black British	Other Ethnic Group
Oxfordshire	82	8	2	4	2	2
Cherwell	85	7	1	3	3	N/A
Oxford	65	13	3	12	3	5
South Oxfordshire	90	6	1	1	N/A	1
Vale of White Horse	83	7	2	2	3	2
West Oxfordshire	93	6	1	1	N/A	1

*Population in Oxfordshire by Ethnic Group (percentage)<sup>27</sup>*

### Life expectancy

Life expectancy in Oxfordshire is higher than the national average for both men and women. The average life expectancy at birth for men is 81.6 compared to the national average of 79.6 and has increased by 3.7 years since 2001<sup>28</sup>. For women the life expectancy at birth is 84.7 which is again higher than the national average of 83.2 and has increased by 2.7 years since 2001<sup>29</sup>.

However, there are clear inequalities in life expectancy across Oxfordshire with people in more deprived areas having significantly lower life expectancy compared with the less deprived. Data for 2015-2017 shows that for males there was a gap of almost 7 years between the most and least deprived areas and a gap of 5 years for females.

Therefore, despite a relatively high life expectancy in the county there is still significant work to do in terms of health inequalities. Transport can play a significant role in helping to tackle these inequalities.

### Summary

- Oxfordshire's population is growing and with further growth proposed more effective solutions will be needed to transform transport in Oxfordshire.
- Oxfordshire has a high life expectancy but there are significant inequalities across the county that transport can help to address.

<sup>27</sup> Office for National Statistics: Population in England and Wales by ethnic group: 2016

<sup>28</sup> Office for National Statistics: Life Expectancy at birth for males, United Kingdom, 2001-2003 to 2016-2018

<sup>29</sup> Office for National Statistics: Life Expectancy at birth for females, United Kingdom, 2001-2003 to 2016-2018

## Chapter 8 - Health

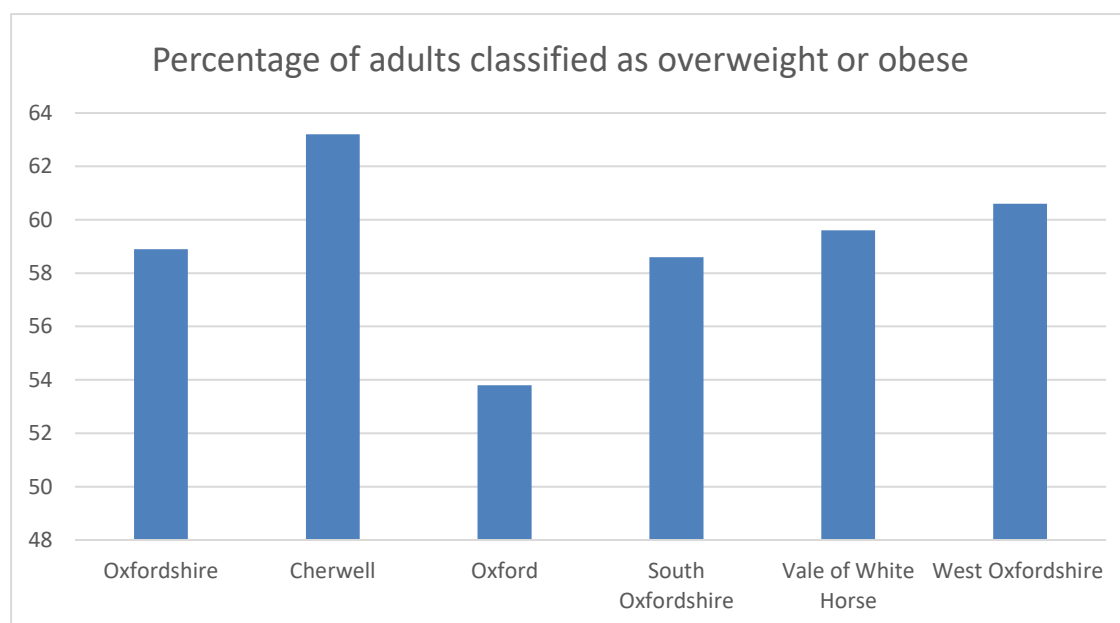
### Obesity

Obesity is a serious issue in England costing wider society £27 billion and the NHS an estimated £6.2 billion on related ill health in 2014/15<sup>30</sup>. It is a complex problem with multiple causes and significant implications for health and beyond. It is recognised as a major determinant of premature mortality and avoidable ill health.

In Oxfordshire an estimated 58.9% of people aged 18 or over in Oxfordshire are classified as overweight or obese (2017/18), lower than the average for England (62%)<sup>31</sup>. However, the percentage of adults classified as overweight or obese has increased in Oxfordshire by over 4% since 2015. There are also significant variations across the county, for example Cherwell district is above the national average with an estimated 63.2% of adults classified as overweight or obese.

The majority of children in Oxfordshire are a healthy weight and the prevalence of childhood obesity has remained stable in Oxfordshire since 2007. In 2018/19 19% of reception children and 29% of Year 6 children were classified as overweight or obese. This suggests that overweight and obesity prevalence increases over the course of Primary School.

Active and healthy travel is one factor that can help to tackle obesity. It is therefore important that the LTCP encourages these modes in order to help tackle rising obesity in the county and address the related health issues.



### Physical inactivity

In general, the more time spent being physically active the greater the health benefits. In 2017, Low Physical Activity caused 124 (2.2% of total) deaths and 352 years lived

<sup>30</sup> Public Health England

<sup>31</sup> Public Health England Profiles

with disability (YLDs) in Oxfordshire, due to cardiovascular diseases, diabetes and kidney disease, and neoplasms<sup>32</sup>.

The percentage of adults in Oxfordshire meeting physical activity recommendations (72.5%) is higher than the national average (66.3%)<sup>33</sup>. Despite this 3 out of 10 adults are still not meeting the recommendations. There are also significant variations across the county, with a 10% difference between Cherwell and South Oxfordshire.

The number of children and young people meeting physical activity recommendations is also higher than the national average. In Oxfordshire 52.4% of children meet the 60 minute per day recommendation compared to 46.8% nationally<sup>34</sup>. However, this figure is still just over 50% and means approximately 42,100 children are not getting enough physical activity.

As highlighted in the obesity section, the LTCP can help to encourage physical activity through measures to support active travel.

### Summary

- Obesity is below the national average, but levels have been rising. Encouraging active and healthy travel is one way the LTCP can help address this trend.
- Oxfordshire has above average levels of physical activity but there is still a need to further improve this through measures to encourage active travel.

<sup>32</sup> Institute for Health Metrics and Evaluation (IHME), GBD Compare

<sup>33</sup> Public Health England Profiles

<sup>34</sup> Sport England, Active Lives Children and Young people Survey 2018/19

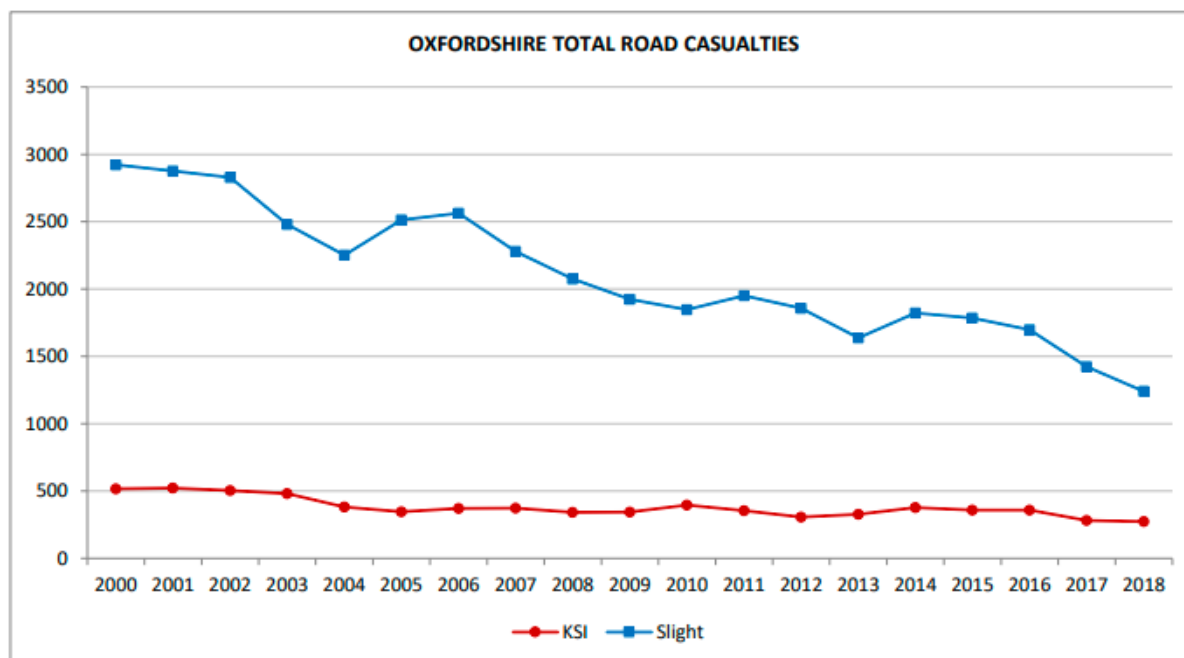


## Chapter 9 - Road safety

Road safety is a serious issue that can affect many residents directly. The County Council publish an annual Road Traffic Accident Casualty Data summary report<sup>35</sup> which provides more detail about the number and nature of casualties sustained as a result of road traffic collisions reported on Oxfordshire's roads. Headline statistics from that report are included below to highlight the current situation in Oxfordshire:

- In 2018 there were 1513 total casualties, an 11% decrease from 2017 and a 52% decrease since 2005.
- In 2018 there were 273 Killed or Seriously Injured (KSI).
- There has been a gradual decrease in the number of KSI since 2014.
- There were 115 child casualties in 2018, an increase of 11.7% from 2017 but the number of KSI decreased from 14 to 13.
- Car drivers were the road user group with the highest number of casualties in 2018, making up 39.9% of all casualties. Pedal cyclists (16.7%) and car passengers (16.1%) had the next highest number of casualties.
- There were more male casualties (58.6%) than female casualties (41.4%).
- The 16-24 and 25-34 age groups had the highest number of casualties (304).

Whilst general reductions are being seen among most of the main road user groups pedestrian casualty numbers, for both children and adults has seen a more recent upward trend over the last couple of years. When compared to its statistical neighbours Oxfordshire's performance continues to be ranked somewhere in the middle, like the overall national picture. Therefore, there is a need for ongoing work to address road safety in Oxfordshire, which the LTCP will recognise.



<sup>35</sup> Oxfordshire County Council Road Traffic Accident Casualty Data Summary 2018

## Motorcycles

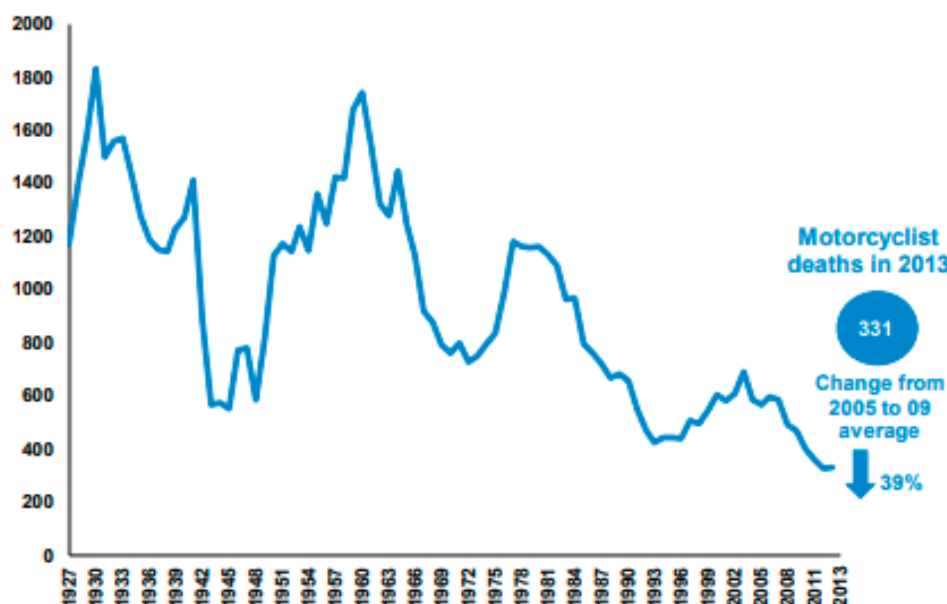
There were 1.11 million licensed motorcycles in England at the end of 2016. The number of licensed motorcycles increased steadily to a peak of 1.12 million in 2008 and has been stable since then. The number of motorcycles in 2016 was a 74% increase on the 1994 figure<sup>36</sup>.

There have been fewer motorcyclists recorded in the National Travel Survey in recent years, but data suggests that motorcyclists are continuing to do broadly the same amount of travel. Motorcyclists used motorcycles for around 40% of the total distance they travelled.

Between 2002 and 2016 nearly 90% of motorcycle trips were done by men. Similarly, men travelled a higher average mileage per motorcyclist over the same period. Men averaged around 4,380 miles, compared to 2,740 miles for women. 91% of total motorcycle distance was travelled by men.

A higher proportion of motorcycling trips tend to be made during May and June. Between 2002 and 2016 11% of motorcycling trips were made in June and 10% in May, compared to 6% in December.

A significantly higher proportion of motorcycle trips are made for commuting or business purposes than other modes. Over 50% of motorcycle trips are made for commuting or business purposes compared to 19% of trips for all modes combined. A lower proportion of motorcycle trips are for shopping, personal business or education.



*Reported motorcyclist fatalities 1927 – 2013*

Motorcyclists are particularly vulnerable to injuries. Motorcyclists are one of the vulnerable user groups and have the highest collision and injury rates per mile travelled of all road user groups. On average there were 6 deaths and 94 serious injuries to motorcyclists in 2013, with a total of 5197 killed or seriously injured<sup>37</sup>.

<sup>36</sup> Department for Transport: National Travel Survey Motorcycle use in England

<sup>37</sup> Department for Transport: Facts on Motorcyclist Casualties 2015

Since recording began in the 1920's the number of motorcyclist fatalities and serious injuries has fallen significantly. The number of fatalities fell by 39% between 2005 and 2009 and the number of serious injuries fell by 16% over the same time period. The number of fatalities or serious injuries has been relatively stable since 2010.

Motorcyclists account for less than 1 per cent of traffic each year, but 19 per cent of fatalities in 2013. They are therefore considerably overrepresented in collisions, more so than any other road user group. The risk of death for a motorcyclist is at least 57 times than that for a car occupant. Despite rural roads accounting for 40% of motorcycle traffic, they account for 68% of motorcyclist fatalities.

Whilst motorcyclists only make up a small proportion of transport, they face significant road safety issues that will require consideration as part of the LTCP. It is also important to consider their broader needs to ensure all road users are considered.

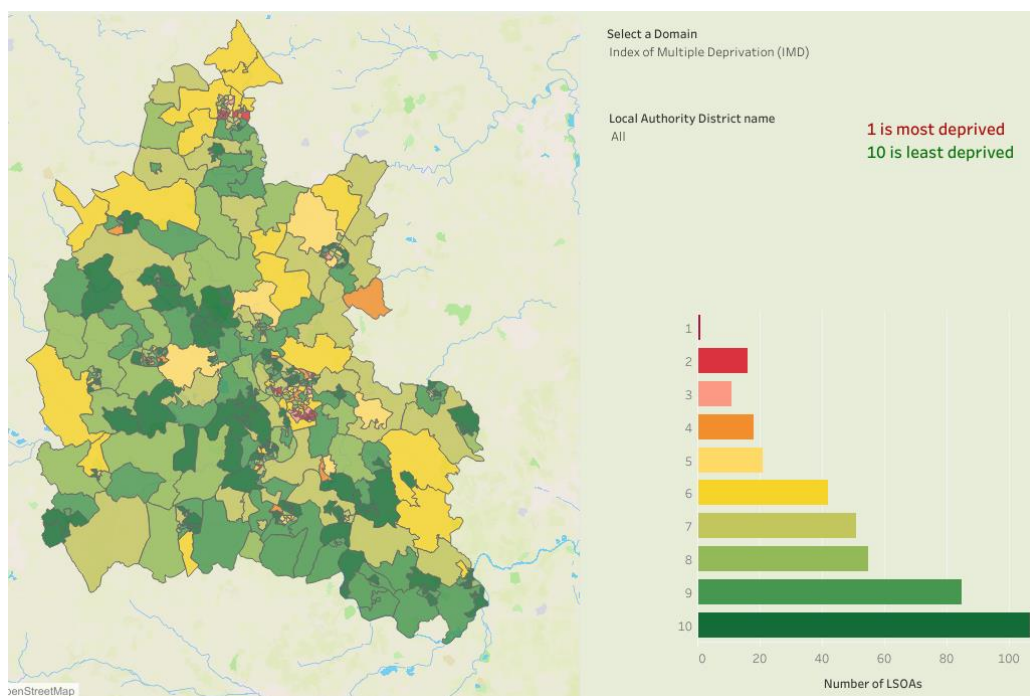
**Summary**

- Road safety has improved but remains average nationally and there have been some upward trends. Further work to improve road safety is therefore required.
- Consideration of motorcyclists needs and safety will be required as part of the LTCP due to their vulnerability and overrepresentation in collisions.

## Chapter 10 - Deprivation

According to the Indices of Multiple Deprivation (IMD) Oxfordshire is the 10<sup>th</sup> least deprived of the 151 upper tier local authorities in England. The ranking of Oxfordshire's districts shows that, since the last release in 2015, Cherwell has become relatively more deprived and Oxford has become relatively less deprived. South Oxfordshire, Vale of White Horse and West Oxfordshire districts have remained similarly ranked<sup>38</sup>.

However, Oxfordshire's overall prosperity masks some stark contrasts, particularly within urban areas. Oxfordshire has one area in Oxford within the 10% most deprived areas nationally, down from two areas in this decile in 2015. A further 16 areas are among the 20% most deprived nationally (compared with 13 in 2015). These areas are in Banbury, Abingdon and Oxford. This deprivation is reflected in the health inequalities across the county previously highlighted.



### Summary

- Overall Oxfordshire has low levels of deprivation, however there are pockets of deprivation in the county.

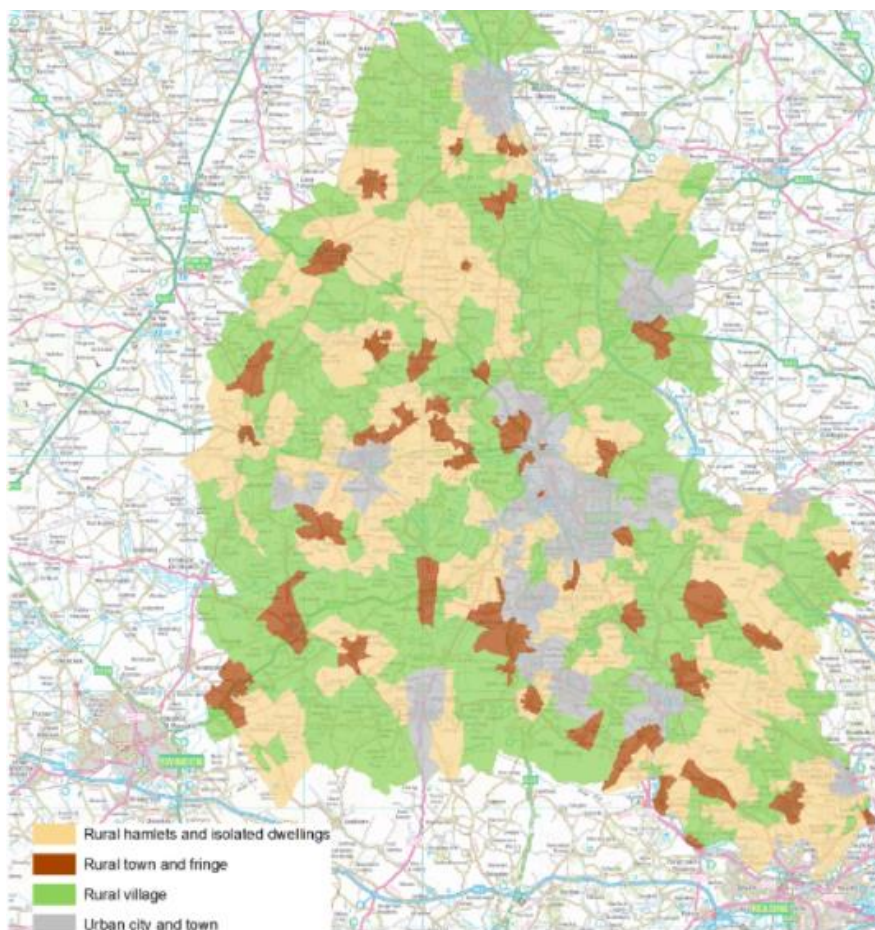
<sup>38</sup> Ministry of Housing, Communities & Local Government: English indices of deprivation 2019

## Chapter 11 - Urban vs Rural

Oxfordshire has a relatively notable rural urban divide. Approximately 60% of the county's population live in Oxford and the county's main towns, with the remaining 40% living in smaller towns and villages. Oxfordshire is the most rural county in the South East with 2.6 people per hectare compared with the regions average of 4.8 people per hectare.

The map below illustrates the rural urban classification from the 2011 census<sup>39</sup>. The map shows that the majority of Oxfordshire is classified as being rural, with very few urban city/town areas. In total 39% of wards are classed as being urban, with South Oxfordshire being the most rural district with only 37% of the population living in urban areas.

*Map of Rural Urban Classification in Oxfordshire*



The urban and rural areas of the county have very different needs and challenges which the LTCP will need to recognise and address in order to create an effective transport network for all residents.

### Summary

- Oxfordshire has both urban and rural areas which will require different approaches.

<sup>39</sup> Local Enterprise Partnership detailed rural urban maps: Census 2011



## Chapter 12 - Economy

Oxfordshire has one of the strongest economies in the UK, contributing £23bn Gross Value Added (GVA) to the UK exchequer in 2017. The economy of Oxfordshire is also rapidly growing at an average of 3.9% growth year on year since 2006<sup>40</sup>. The county's economic output is 22% higher than the national average.

The county has significant assets in Research and Development (R&D) which includes the top performing university in the world, the University of Oxford. Many of the county's innovation assets are at the forefront of global innovation in transformative technologies and sectors.

Oxfordshire is home to nearly 30,000 businesses and generates the highest number of university spin-out companies in the UK. The county also has a track record of growing these businesses with a market value of over US \$1bn. Tourism is also important to the economy of Oxfordshire. The city of Oxford and the county's rich natural and historic environment attract over 27 million visitor's worth over £2 billion<sup>41</sup>.

Oxford is particularly important to the county's economy and is home to 35% of the county's jobs. However, the average house price in the city is £390,000 and was ranked as the least affordable UK city for housing by The Centre for Cities. This leads to more people commuting into the city than are working residents.

Whilst Oxford is the largest centre of gravity in the county, there are other critical economic assets and areas of growing economic importance. A summary of critical economic assets is provided below<sup>42</sup>.

Location	Key Sectors
Begbroke Science Park	<ul style="list-style-type: none"> <li>• Advanced engineering</li> <li>• Medical tech</li> </ul>
Harwell Campus	<ul style="list-style-type: none"> <li>• Health sciences</li> <li>• Space applications</li> <li>• Energy</li> </ul>
Motorsport Valley	<ul style="list-style-type: none"> <li>• Advanced engineering</li> <li>• Battery technology</li> <li>• High performance motorsport</li> </ul>
Upper Heyford Creative City	<ul style="list-style-type: none"> <li>• Creative industries</li> </ul>
Williams Innovation and Technology Campus	<ul style="list-style-type: none"> <li>• Advanced engineering</li> </ul>
Milton Park/Didcot Garden Town	<ul style="list-style-type: none"> <li>• Life sciences</li> <li>• Creative industries</li> </ul>
Oxford City Science Area	<ul style="list-style-type: none"> <li>• Life sciences</li> <li>• AI technologies</li> <li>• Digital health</li> <li>• Quantum computing</li> </ul>

<sup>40</sup> OxLEP: Oxfordshire Local Industrial Strategy 2019

<sup>41</sup> Oxfordshire County Council Corporate Plan

<sup>42</sup> OxLEP: Oxfordshire Local Industrial Strategy: The Investment Plan

	<ul style="list-style-type: none"> <li>• Global CBD</li> </ul>
Culham Science Park	<ul style="list-style-type: none"> <li>• Fusion energy</li> <li>• Robotics and autonomous systems</li> </ul>

However, Oxfordshire has low productivity relative to other South East regions. Whilst the region's productivity per hour worked is above average for England, in recent years it has fallen below the south east average.

Furthermore, as Oxfordshire's economy grows there is an increased strain on the county's infrastructure. Housing and economic growth means that the existing transport network is not sufficient to meet demand. Work is therefore needed to ensure the transport network is effective and supports Oxfordshire's economy.

## Jobs

The Oxfordshire economy supports 417,000 jobs, 7% of which are in the four science and technology sectors. Employment is very high across the county with a participation rate of 82% compared to the national average of 75%<sup>43</sup> and unemployment among the working age population is 1.3%.

Oxfordshire has also created 50,000 new jobs since 2011/12. Spin out companies from the county's universities supported 2,421 of these jobs between 2014 and 2015 alone. Oxfordshire is also effective at generating good jobs, with wages for the bottom 10% among the best in the country, second to inner London in 2017. 82% of residents have jobs within the county boundaries, highlighting the strengths of the local economy.

However, as highlighted in Chapter 9, there are pockets of deprivation and inequality in the county. Transport is one factor that can help tackle these issues by improving access to employment opportunities for all residents.

## Growth

The projection for the Oxfordshire economy is for it to double in size and create an additional 108,000 jobs by 2040<sup>44</sup>. This means that more people and goods will need to use Oxfordshire's transport network, increasing pressure on it. As highlighted in the Local Industrial Strategy, work is therefore needed to relieve the existing pressure and accommodate future growth, while responding to concerns around climate change.

### Summary

- Oxfordshire has one of the UK's strongest economies, however housing and economic growth are placing strain on the existing transport network.
- Employment is high across Oxfordshire and the economy supports 417,000 jobs but pockets of deprivation exist that transport can help to address.
- Work is needed on Oxfordshire's transport network to relieve the existing pressure and accommodate future growth while responding to concerns around climate change.

<sup>43</sup> OxLEP: Oxfordshire Local Industrial Strategy 2019

<sup>44</sup> OxLEP: Oxfordshire Local Industrial Strategy 2019

## Chapter 13 - Digital connectivity

Digital connectivity in Oxfordshire has significantly improved in recent years. The Better Broadband for Oxfordshire programme has increased superfast broadband availability from 69% to over 96% of premises across the county<sup>45</sup>. Currently 7% of premises have full fibre connectivity which is double the national average but significantly lower than many of the region's global competitors. The digital infrastructure program aims to achieve 99% superfast coverage and 16% Full-fibre coverage by 2021.

Full-fibre broadband offers speeds of 1Gb/s today and will be capable of much higher speeds in the future. In particular, the potential for gigabit levels of internet service is something that is seen as important to enable through future investment. This same fibre is also the backbone for backhauling 5G mobile. It will therefore be essential for future connectivity, particularly with the move to cloud storage, the Internet of Things, Artificial Intelligence and global internet traffic doubling every two years.

Delivering high quality digital coverage to rural and urban areas will help to improve Oxfordshire's quality of life for residents and its attractiveness as a location. It will also reduce the need to travel through enhanced digital connectivity, helping to tackle existing transport challenges.

### Summary

- Digital connectivity is good in Oxfordshire and can play a role in reducing travel demand. However, there is a need to expand full-fibre and gigabit broadband coverage.

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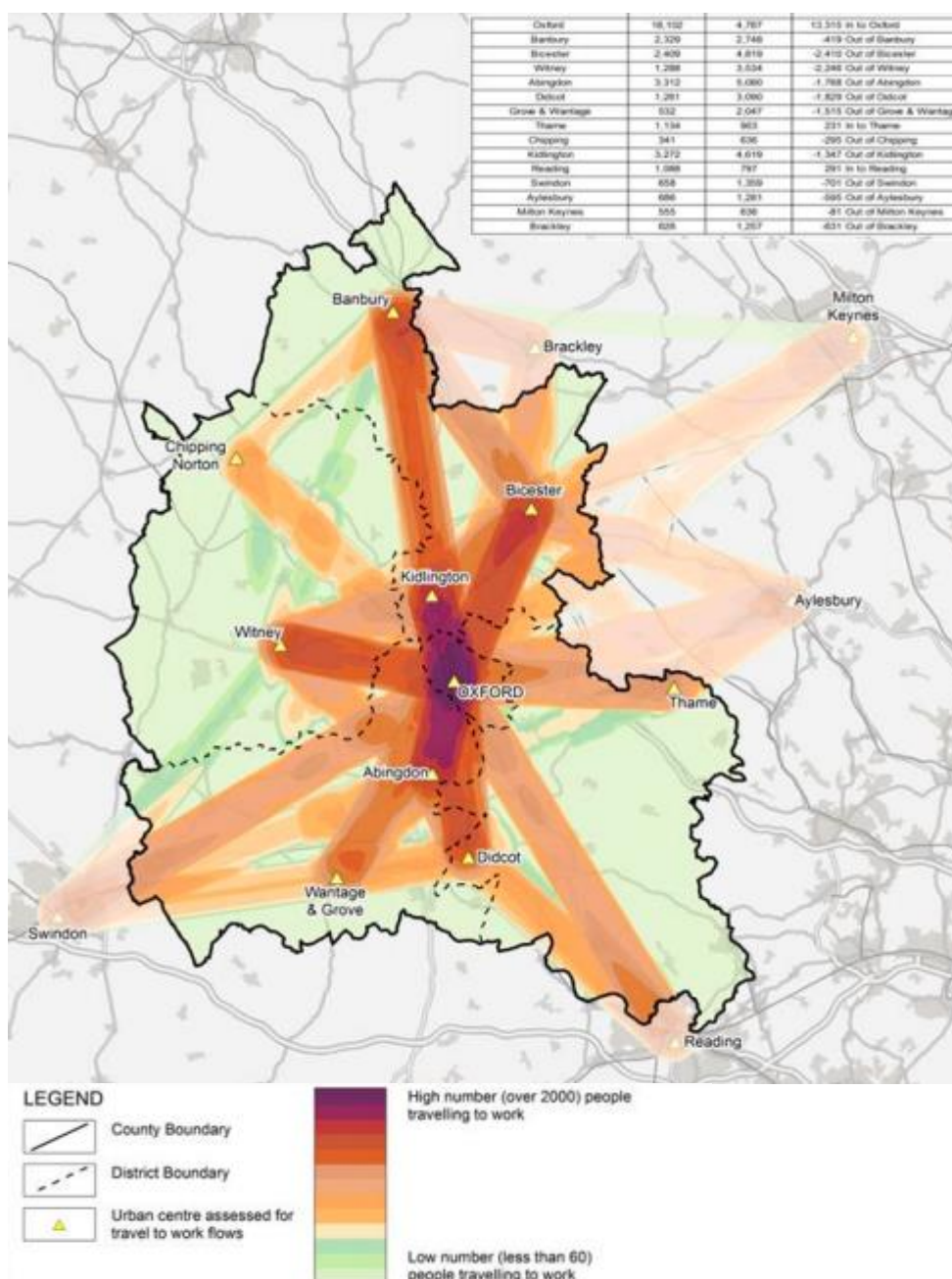
<sup>45</sup> Oxfordshire Digital Infrastructure Strategy



## Chapter 14 - Road and Rail Links

Oxfordshire sits on the busy road and rail transport corridor between the south coast ports, the Midlands and the north and enjoys easy links to London and the West Midlands via the M40. However, it suffers a lack of connectivity to and from the east, in particular to the areas around Milton Keynes and Cambridge.

The existing road links between Oxfordshire and London, Birmingham, Heathrow Airport and Southampton are currently used by a high volume of through traffic which can result in long delays to journeys by road. The M40 carries the most traffic, particularly between junctions 9 and 10, which links the A34 via the A43 to the M1.



Main travel to work flows in Oxfordshire<sup>46</sup>.

<sup>46</sup> Census 2011

The county relies heavily on the A34 for internal trips and carries up to 70,000 vehicles per day, including a large proportion of lorries as it is a key route to the southern ports. It is particularly vulnerable to disruption due to incidents, because of the lack of alternative north-south routes for journeys both within and through the county. Congestion suffered on the A34 is damaging to both the national and local economy due to its importance. Data regarding private car usage in the county can be found in Chapter 1.

Oxfordshire occupies a pivotal point in the UK rail network, with rail lines heading north, south, east and west passing through the county. Connectivity from Oxfordshire is shown on the map below. The railway is a national network but a vital local asset helping to transport both people and goods.

The rail network is a vital component in supporting Oxfordshire's economic development by linking key locations in the Oxfordshire Knowledge Spine both with each other and with the rest of the United Kingdom and the World. Rail is a genuine alternative to roads and has the potential to become part of the backbone of Oxfordshire's transport network.



Map of rail connectivity from Oxfordshire<sup>47</sup>

<sup>47</sup> Oxfordshire County Council: Connecting Oxfordshire Volume 3: Rail Strategy

The main rail corridor is focused on the central spine of Oxfordshire, running between Didcot, Oxford and Banbury. Rail connections with London, Birmingham and Bristol are relatively good with frequent, regular services. Direct links with cities making up the northern powerhouse of England are less frequent, and often no more than hourly.

Connectivity with eastern England and with international gateways is currently convoluted or non-existent. However, Oxfordshire is due to benefit from on-ward rail connectivity towards Milton Keynes and Bedford once the next stage of East West Rail is built. The emerging Oxfordshire Rail Corridor Study has shown Oxfordshire could also benefit from further rail investment linked to new development, such as operating services on the Cowley Branch Line.

#### **Summary**

- Oxfordshire lies on a well-connected and busy transport corridor, but it lacks links to and from the East and is reliant on the A34 for internal vehicle journeys.
- Planned rail investment such as East-West rail will help improve longer-distance connectivity, but further investment in public transport is also likely to be needed if such transport movements are to be more sustainably enabled in the future.

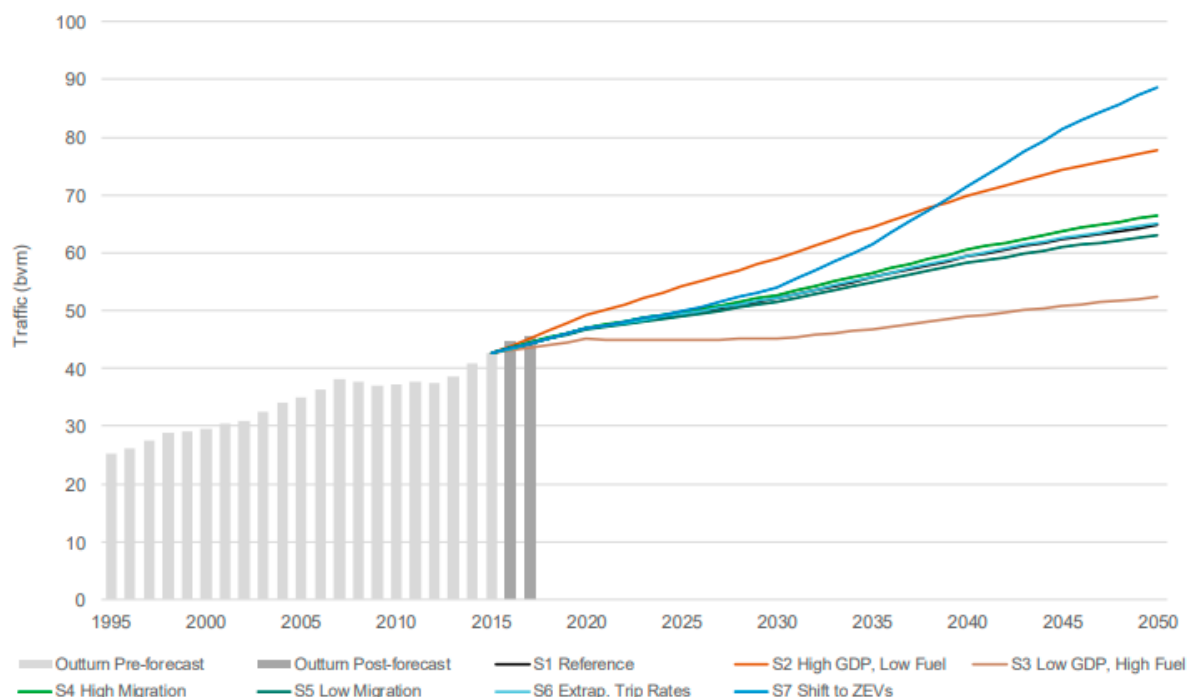
## Chapter 15 - Freight

Evidence on freight movements and activity in Oxfordshire shows concentration of Heavy Goods Vehicles (HGVs) on several main corridors, particularly the A34, A420, A40 and A41. There is also a higher proportion of HGV traffic on other routes including main roads around Banbury, Bicester and Didcot.

In 2019 domestic road freight activity increased in the UK. There were 154 billion tonnes of goods moved, a 1% increase from 2018 and 19.1 billion vehicle kilometres travelled, a 2% increase from 2018. The amount of goods moved has increased by 23% since 2009<sup>48</sup>.

The growth of Light Goods Vehicle (LGV) traffic has been a significant change to freight movement in recent years. This growth has largely been driven by the rise in internet shopping and home delivery. The number of LGV's increased by 29% between 2004 and 2014, compared to a 5% decrease in the number of HGV's over the same period<sup>49</sup>. LGV's traffic has increased by 67% over the last 20 years and currently makes up 15% of all traffic, with HGV's making up 5%.

LGV traffic is forecast to continue to grow significantly between now and 2050. The Department for Transport has forecast LGV traffic to increase by between 23% and 108% by 2050, depending on the scenario. Whereas HGV traffic growth is forecast to be lower than other vehicle types with growth ranging from 5% to 12% by 2050<sup>50</sup>. The graphs below demonstrate the current levels of LGV and HGV traffic and the forecasts for growth under different scenarios.

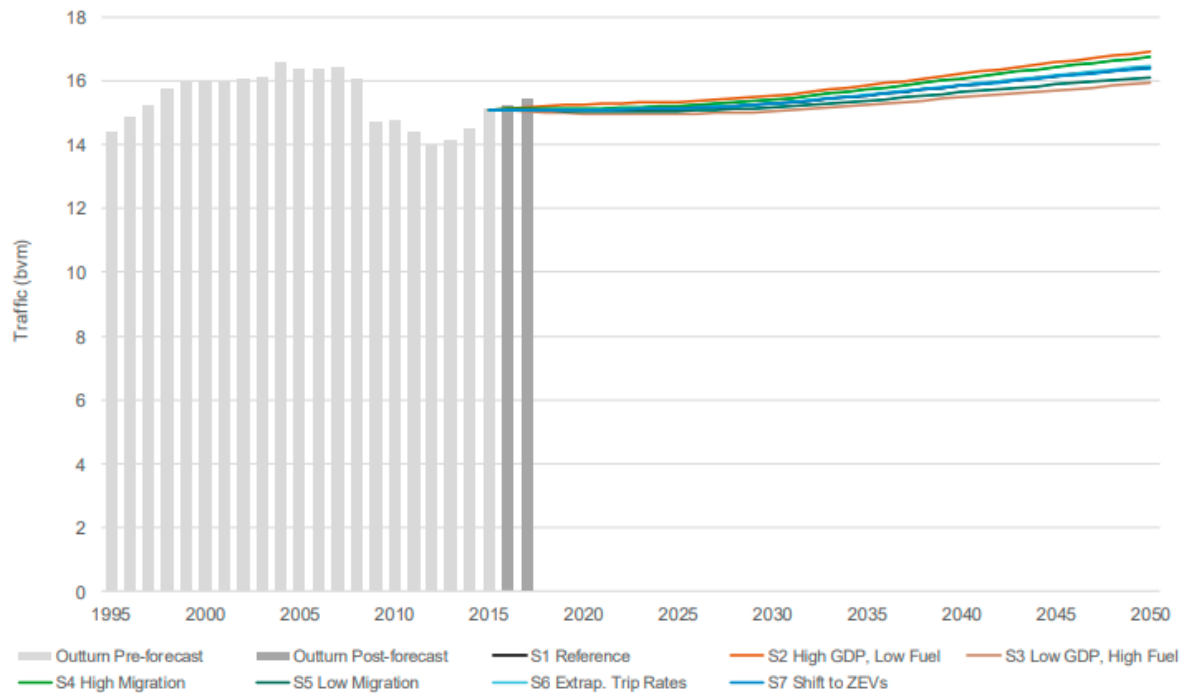


*LGV road traffic forecasts*

<sup>48</sup> Department for Transport: Domestic Road Freight Statistics, United Kingdom 2019

<sup>49</sup> RAC Foundation: Van Travel Trends in Great Britain

<sup>50</sup> Department for Transport: Road Traffic Forecasts 2018



*HGV road traffic forecasts*

There are existing issues with freight vehicles that need to be addressed and new issues stemming from the growth of LGV's that need to be mitigated. These issues include congestion, road safety, air quality and impacts on the wider environment. However, efficient movement of freight is important to residents' everyday lives, the local economy and the national economy. Solutions will therefore be required that balance these considerations and create an efficient transport network for all.

#### Summary

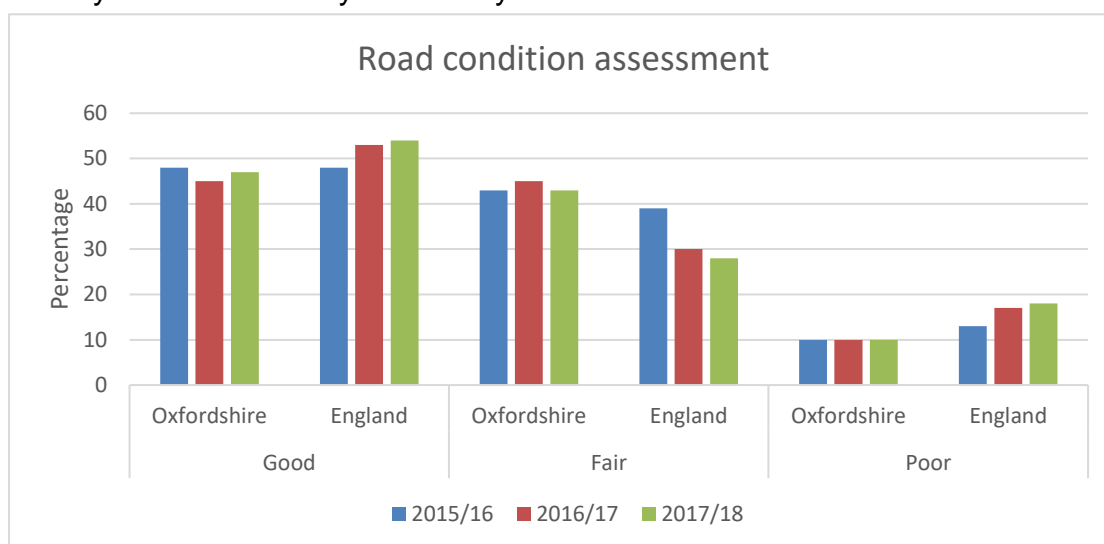
- Solutions will need to be found that balance freight issues with the need for an efficient network. LGV growth is projected to significantly increase and the impacts of this will need to be considered.

## Chapter 16 - Highway Maintenance

Oxfordshire County Council manage 2,994 miles of road network in the county. The network is made up of A roads (15%), B roads (10%) and C or unclassified roads (75%)<sup>51</sup>. The high proportion of C and unclassified roads, which are often not built to modern standards and in rural areas, makes highway maintenance a challenge. The A34, M40 and A43 are managed and maintained by Highways England.

The County Council's total budget for carriageway repairs was £11m in 2018/19. It is estimated that it would cost around £250m to bring the network to an acceptable standard and would then require an annual capital investment of £21m to keep them at that standard. In addition, £5m a year is required for regular maintenance.

47% of roads in Oxfordshire are assessed as being in 'Good' condition, this is lower than the national average of 54%. However, Oxfordshire has fewer roads in 'Poor' condition than the national average (10% compared to 18%) and significantly more roads in 'Fair' condition than the national average (43% compared to 28%). The graph below shows this comparison and highlights that road conditions in Oxfordshire have generally remained steady in recent years.



Increased heavy vehicle usage and exceptionally wet weather have led to rapid deterioration of road surfaces in recent years. The impacts of climate change could lead to increased frequency and severity of extreme weather, making maintenance of the highway network even more challenging.

It is important that an effective plan for highways maintenance is developed to generate cost savings, improve road safety, provide a better service to all road users and mitigate the potential impacts of growth and climate change on the county's roads.

### Summary

- The county has a lower proportion of roads in 'good' condition than the national average, but less in 'poor' condition. The high proportion of C and unclassified roads and limited funding makes highway maintenance a challenge.

<sup>51</sup> Oxfordshire County Council: Highway Maintenance Factsheet Summer 2018



## Chapter 17 – Young People

Evidence collected by the Department for Transport (DfT) shows that young adults in Great Britain and other countries are driving less now than in the early 1990s. A review of the evidence around this subject was conducted by the Centre for Transport and Society (UWE, Bristol) and the Transport Studies Unit (University of Oxford) in 2018.

The percentage of young people (aged 17-29) with driving licenses peaked in 1992-94, with 48% of 17-20 year olds and 75% of 21-29 year olds holding a driving licence. The number of young people holding a driving licence had decreased to 29% of 17-20 year olds and 63% of 21-29 year olds in 2014<sup>52</sup>.

Similarly, there was a 36% decrease in the number of car driver trips per person by people aged 17-29 between 1995-99 and 2010-14. The number of trips per person fell by 44% for men and 26% for women. In terms of the total number of trips per person, young people generally travel less now. The total number of trips per person made by young men fell by 28% between 1995-99 and 2010-14 and by 24% for young women.

Analysis of the factors behind these changes suggests that the causes lie largely outside transport. It is not possible to quantify the extent to which each factor has influenced travel behaviour, but they can be viewed as interconnected. Key factors that have been identified as contributing to these changes are:

- Changes in young people's socio-economic situations e.g. increased higher education participation and the rise of lower paid, less secure jobs
- Changes in young people's living situations e.g. less home ownership and re-urbanisation
- Social changes such as increased digital interaction
- High driving costs, especially car insurance

It is not known how these trends will affect future travel demand. It is possible that future generations travel less but there is also the possibility that car usage increases throughout young people's lives. Changes to broader socio-economic factors will also have an impact on future trends.

Whilst it is uncertain how these trends will progress; it highlights the need for the LTCP to be resilient and consider a range of future travel demand scenarios when identifying the policies and schemes. It also shows the potential opportunity to 'lock-in' more sustainable travel choices from an early age if high quality choices are made available as this part of the population ages.

### Summary

- Young people currently travel less than previous generations, particularly by car. It is uncertain how these trends will progress highlighting the need for the LTCP to be resilient and consider a range of future travel demand scenarios, including any opportunities to 'lock-in' more sustainable travel for this group of the population.

<sup>52</sup> Chatterjee, K., Goodwin, P., Schwanen, T., Clark, B., Jain, J., Melia, S., Middleton, J., Plyushteva, A., Ricci, M., Santos, G. and Stokes, G. (2018). Young People's Travel – What's Changed and Why? Review and Analysis. Report to Department for Transport. UWE Bristol, UK.

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## Learning from the Serious Case Review – Child K

### A summary of the case reviewed

A serious case review was commissioned following the admission of a young person, Child K, to hospital in April 2016 weighing 37kg with a BMI (body mass index) of 13.7<sup>1</sup>. The medical assessment at this stage was that without medical intervention there was a significant risk to Child K's life. Following admission to hospital home conditions were found to be extremely poor with no hot water or heating.

Child K's family had originally been known to services following the birth of their older sibling who had additional needs and after a period in mainstream education had moved to a special school prior to becoming home educated. Child K had been home educated from the age of four. The reason given by Mother was that their constipation problems had not been managed within school and the stress had made the condition worse.

Child K had contact with a range of health services, including three different specialist constipation services by 2008, assessments by a community paediatrician and PCAMHS, and a second opinion from a hospital paediatrician in 2014. In March 2016 the severity of Child K's medical condition became apparent and the prompt intervention of the GP was almost certainly instrumental in preventing significant risk to Child K's life.

The review concluded that Child K was a child with complex medical, social and psychological needs and the system did not succeed in providing a well-coordinated approach to managing a care plan. No one professional had responsibility for Child K's needs as a whole.

### Key findings:

In summary the main issues found in this review were:

- management of Child K's constipation was fragmented between health professionals with no coordinated health plan being in place
- the implications of elective home education were not understood by the professional community
- the family dynamics were not well understood in relation to their impact on Child K's wellbeing and no one was aware of the poor home environment including lack of heating or hot water
- assumptions were made about Child K's wishes and feelings and there was no understanding of what life was like at home

### Themes in common with other Oxfordshire case reviews:

- Professional curiosity
- Effective multi-agency working to see the full picture
- Not being brought to appointments
- Elective home education
- Child's voice not heard due to focus on sibling
- Think family

## Themes in common with national serious case reviews

There are common features between this and national reviews where home schooled children have died, most notably the death of a 16 year old girl from chronic constipation (Cornwall Safeguarding Children Board 2013) and the death of an eight year old home schooled child of malnutrition (CYSUR and West Wales Safeguarding Children Board 2016). Whilst parents who choose elective home education are no more likely to abuse their children than the general population these reviews do highlight the challenge facing professionals who may not have a full understanding of the rights of parents who choose this form of education.

## Strengths in practice

- the GP was tenacious in following through her concerns and their intervention was instrumental in preventing significant risk to life

## Learning Points for practitioners

- **Professional curiosity:** Safeguarding should always be considered in cases where health concerns don't respond to treatment as expected. Children should be spoken to alone in relation to any allegation or physical signs of harm and Child Protection procedures should be followed
- **Think family:** Always consider the needs of all children in the family when focusing on issues relating to one child. Consider whether there is additional information about family history available within health records for siblings, half siblings or parents that should be used to inform the assessment. This should include father's details
- Always follow up appointments where a child '**Was Not Brought**'
- When a child is **home educated** do not assume that any professional is visiting the home and monitoring their health and development since there is no legal requirement for this to happen

## Learning points for managers

- When a child is admitted to hospital out of hours with serious injuries that may be non-accidental, practitioners in social care, police and health organisations should make sure that a **strategy discussion** takes place in order to plan next steps
- Practitioners should consider convening a '**professionals only**' meeting when interventions and planning have not led to effective outcomes for a child, there are concerns about drift or where adults are hostile, reluctant or failing to comply

## Key messages for the safeguarding system

- Pathways for managing chronic constipation should clearly identify roles and responsibilities and explicitly identify the possibility of safeguarding concerns being present
- Where a child has a chronic health condition one named health professional should be responsible for coordinating their health care plan
- All practitioners working with children should be made aware of the implications of elective home education

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

- ✓ **The Elective Home Education Policy and Procedure** can be accessed via the [Local Resources Library](#) of the OSCB online procedures manual, and provides information on the legislation and guidance underpinning regulation of elective home education
- ✓ Oxfordshire County Council's [1-minute guide to education](#) provides a summary of elective home education
- ✓ OSCB online procedures manual contains guidance on the following:
  - [Professionals Only Meetings](#)
  - [Strategy Discussions/Meetings](#)
- ✓ Watch [Rethinking Did Not Attend](#), a two-minute animation created to encourage practitioners to identify children as 'Was Not Brought' instead of 'Did Not Attend' when they miss appointments. Although aimed at medical professionals, this principle applies for all appointments
- ✓ The **OSCB Neglect webpages** contain [videos and resources](#) focused on the impact of neglect, and need for curiosity, persistence, determination and a focus on the lived experience of the child

**If you do one thing.....**

remember that family dynamics and relationships are often complicated. Take the time to talk and listen to children and families, to better understand what life is like for all children in the family

**What has changed since:**

- NHS England has introduced a GP 'read code' to show if a child is being home educated
- Children's records contain plans that clearly describe when a medical plan should be escalated to a safeguarding concern
- Improved support for families who are home educating, e.g. information on the Healthy Child Programme, immunisations, vision screening, and contact details for all teams
- The [constipation and urinary continence pathway](#) has been re-designed, to provide clarity on services, roles and responsibilities, and all referrals go via a central hub

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**Oxford**  
**Safeguarding Children Board**

**Serious Case Review**  
**Child K**

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## 1 INTRODUCTION

- 1.1 This serious case review was commissioned following the admission of a young person (Child K) to hospital in April 2016 weighing 37kg with a BMI (body mass index) of 13.7.<sup>1</sup> The medical assessment at this stage was that without medical intervention there was a significant risk to Child K's life. Child K was known to have been home schooled since the age of four and to have had significant contact with health services. Following their admission to hospital home conditions were found to be extremely poor with no hot water or heating.<sup>2</sup> As a result of the seriousness of Child K's condition and concerns about the way in which professionals had worked together the chair of Oxfordshire Safeguarding Children Board decided that the case met the criteria for a serious case review.
- 1.2 Jane Wonnacott, an experienced author of serious case reviews, was appointed as lead reviewer and a reference group of senior professionals from organisations who had contact with Child K and their family worked with the lead reviewer to complete the review. The process of the review which included contributions from relevant professionals and Child K is in Appendix One of this report. Child K's Mother did not wish to contribute to the review at that time but has since commented on a final version of the report. The review team are very grateful to both Mother and Child k for their contribution.
- 1.3 There has been a long delay in publishing this review as Thames Valley Police investigated the circumstances surrounding this case and it was three years before this was concluded and a decision was made by the Crown Prosecution Service that no criminal charges should be brought. Oxfordshire Safeguarding Children Board did not wish to delay the consideration of lessons learnt and a full detailed interim report, recommendations and the implementation of any policy or practice changes was agreed by the Board in 2018.
- 1.4 This final published report has been updated since the Board meeting to reflect the most recent Government Guidance in relation to elective home education. The report also does not include one of the recommendations agreed by the Board as this contains reference to information about family circumstances that it is not appropriate to share in a public forum.

## 2 CASE OVERVIEW

- 2.1 Child K's family had originally been known to services following the birth of their older sibling who had additional needs and after a period in mainstream education had moved to a special school prior to becoming home educated.

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<sup>1</sup> This BMI placed Child K below the 3<sup>rd</sup>centile ([www.cdc.gov/growthcharts](http://www.cdc.gov/growthcharts)). i.e. their BMI was less than 97% of children the same age.

<sup>2</sup> Mother has since told this review that this was because they had broken and she was unable to get them fixed.

- 2.2 Child K had been home educated since the age of four. The reason given by Mother was that their constipation problems had not been managed within school and the stress had made the condition worse.
- 2.3 Child K had contact with a range of health services and by 2008 three different specialist constipation service were involved. There was also an assessment by a community paediatrician, another by PCAMHS<sup>3</sup> and in 2014 a second opinion from a paediatrician at Hospital 2.
- 2.4 Children's Social Care involvement was primarily focused on Child K's sibling who was the focus of a core assessment in 2010. This was also true of police involvement. When police were called to the house in 2011 following a contact from Mother, the focus remained on the behaviour of Child K's sibling and an *adult* safeguarding referral was made. Child K's needs were not considered at this stage.
- 2.5 The sequence of events in March 2016 is important as at this point the severity of Child K's medical condition became apparent and the prompt intervention of the GP almost certainly was instrumental in preventing significant risk to Child K's life.
- 2.6 In March 2016, Mother took Child K to the GP and described Child K's weight loss and bowel problems. The GP was concerned about their weight which was 39 kg with a BMI of only 14.8. (normal BMI is 18.5 -24.9) and called the on-call paediatrician as well as sending a message to the GP practice safeguarding lead. The advice of the on-call paediatrician was to refer urgently to the community paediatrician as well as arrange blood tests and call MASH<sup>4</sup> to ask them to check on the family. The advice was that if Mother did not engage with the community paediatrician then a safeguarding referral should be made. A more appropriate course of action would have been for the on-call paediatrician to refer to the acute paediatric service. This is discussed further in Finding One.
- 2.7 The call to MASH reassured the GP that there were no previous safeguarding concerns in respect of Child K and the GP made a diary note to make a safeguarding referral if Mother did not engage with the community paediatrician. There was then a delay in accessing a paediatric opinion as the community paediatrician was away and on their return a week later advised that Child K should be seen in the general paediatric services. This view was based on professional concerns about poor compliance, parental difficulties in getting Child K to appointments and better access to a range of services within the acute setting. It is now clear from information that Mother has given to the review that the poor compliance was as a result of mother finding it hard to cope with her family circumstances. This was not fully understood by professionals.
- 2.8 The GP then made an urgent referral to the acute paediatricians at Hospital 1 and hand delivered a letter to Mother with the appointment. The latter stated that if Child K did not attend then "social services would need to be informed". Although Mother

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<sup>3</sup> Primary Child and Adolescent Mental Health Services

<sup>4</sup> The Multi Agency Safeguarding Hub



complained about the letter the GP refused to cancel the hospital appointment and arranged urgent transport for Child K.

- 2.9 MASH was contacted by the paediatrician from Hospital 1 referring Child K who had been admitted with very low weight (BMI 13.7) and concerns about Mother's treatment and care of her child. The case progressed to a single assessment the next day. There are notes in the children's social care records of two strategy meetings. Thames Valley police were not included in these meetings as would be expected practice where there are concerns that a child is a risk of significant harm. After the first strategy meeting s47 (child protection) enquiries started and legal advice was sought which agreed the threshold was met for legal intervention.
- 2.10 Children's Social Care reviewed the circumstances and due to increasing safeguarding concerns contacted Thames Valley Police. These concerns related to the home conditions and Mother wanting to remove Child K from hospital. Child K was placed under police protection and three days later the local authority was granted an emergency protection order.

### **3 FINDINGS AND RECOMMENDATIONS**

- 3.1 The overarching finding of this review is that Child K was a child with complex medical, social and psychological needs and the system did not succeed in providing a well-co-ordinated approach to managing a care plan. In essence, no one professional had responsibility for understanding Child K's needs as a whole and:
- management of chronic constipation was fragmented between health professionals and assumptions were made that this was linked to autistic spectrum disorder (without a diagnosis) with no coordinated health plan being in place,
  - the implications of elective home education were not understood by the professional community,
  - the family dynamics were not well understood in relation to their impact on Child K's wellbeing and no one was aware of the poor home environment including lack of heating or hot water,
  - assumptions were made about Child K's wishes and feelings and there was no understanding of what life was like for them at home.
- 3.2 Although Child K was home educated, they were not hidden from view as they had regular contact with health professionals in relation to chronic constipation. That is not to downplay the significance of elective home education in reducing opportunities to monitor the wellbeing of children such as Child K who was not seen in their home environment. There are common features between this review and other reviews where home schooled children have died, most notably the death of a 16 year old girl from chronic constipation (Cornwall Safeguarding Children Board 2013) and the death of an eight year old home schooled child of malnutrition (CYSUR and West Wales Safeguarding Children Board 2016). Whilst parents who choose elective home education are no more likely to abuse their children than the general population,

these serious case reviews do highlight the challenge facing professionals who may not have a full understanding of the rights of parents who choose this form of education and how these rights can reduce contact with external agencies.

- 3.3 Following Child K's admission to hospital it became clear that, at that time, they were living in conditions that were indicative of child neglect. No professionals were seeing Child K at home (the last visit had been by children's social care six years earlier) and the main opportunity to recognise their experience of neglect lay in the lack of progress with treating their constipation. Several factors came together which resulted in a failure to protect Child K from neglect and the following findings focus on those specific aspects of the safeguarding system that led to the neglect of Child K not being recognised.

### **Finding One**

**The management of Child K's health needs was fragmented and no one professional assumed responsibility for ensuring a coordinated approach.**

- 3.4 Child K's chronic health condition was described by specialist health workers as not uncommon, "particularly for children on the autistic spectrum". This last comment is significant as the belief that Child K's problems were linked to autism diverted attention from a focus on what day to day life was like for the child, and parental capacity to meet Child K's needs. Safeguarding concerns were therefore not given enough attention and during the course of this review steps have been taken to ensure that local guidance makes it clear that safeguarding should always be considered when continence problems persist.
- 3.5 Although health professionals who were in contact with Child K believed strongly that they had traits associated with autism and commented on this in correspondence, this was not formally diagnosed. In fact, a PCAMHS assessment in 2008 had concluded that Child K did not meet the criteria for a diagnosis of autistic spectrum disorder.
- 3.6 Despite the lack of diagnosis, the assumption continued that Child K's behaviour, including reluctance to engage with treatment programmes and eat the recommended diet was linked to autism. When it was recognised by a paediatrician at Hospital 2 (giving a second opinion) that this had not been formally diagnosed this was recommended as a priority (although it took nine months for an appointment to be offered in respect of this). At this stage Mother told the doctor that "social services" had been involved and the assumption by the paediatrician was that they were happy with her care of Child K and that "social services would not let you go that easily".
- 3.7 Although the paediatrician at Hospital 2 recommended a plan of action, including a seven-day review, the GP did not receive the letter within seven days and was therefore unaware of the plan. When the letter was received from Hospital 2 the GP's first thought was "thank goodness something is happening" although, in fact,

professionals understood that Mother did not agree with the medication regime suggested by Hospital 2 and nothing changed in respect of Child K's management<sup>5</sup>.

- 3.8 It is not for this review to come to any conclusion about Child K's diagnosis of autism or otherwise, but it is apparent that there was a degree of confusion in the overall approach with no one person taking the lead and developing a holistic understanding of Child K and their needs. There was a piecemeal approach with a lack of coordination and follow through at key points. From Mother's perspective coordination was best during the time that a health visitor was working with the family.
- 3.9 In relation to the management of Child K's constipation there were three services involved:
- Childhood constipation services (delivered via specialist nurses in the clinic at the acute hospital)
  - The children's community nurse constipation clinic.
  - Bladder and bowel services provided at the local clinic.
- 3.10 It is not clear whether Mother understood the different role and function of each of these services. There is evidence of confusion even amongst health professionals, with the community paediatrician noting a referral to the constipation clinic for a one-off visit and phone support when this type of service is not provided by the childhood constipation services. There is also no evidence of this referral ever being received.
- 3.11 The Cornwall serious case review (2013) makes the point that a long-standing history of constipation can be fatal although this is rare, and GPs and paediatricians would be unlikely to see a fatal case during their career. The Cornwall review also noted that there were a significant number of different health professionals over time dealing with the same issue of the young person's constipation; a factor which is also relevant in this case. This problem was highlighted to the lead reviewer by the constipation specialists in Oxfordshire and would suggest that the issue of effective coordination of services for young people such as Child K may be an issue beyond this specific case. It was fortuitous that the right medical intervention was given to Child K in order to prevent a fatal outcome and the Safeguarding Children Board will need to be assured that the new pathway for the children's continence service is effective in meeting the needs of similar children.
- 3.12 Although there were plans developed by health professionals to address specific needs, the health care system did not adequately provide for one professional having responsibility for ensuring the plan was followed through. Whilst the system works well where parents are motivated to make sure their child's needs are met, if there are known concerns about parental engagement, there needs to be greater clarity as to who has overall responsibility for managing a health care plan.

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<sup>5</sup> Mother does not recall disagreeing.

- 3.13 For children attending school in Oxfordshire an additional safety net in responding to health needs is the school nursing service. In the case of Child K this was not available as they were home educated. This is discussed further in Finding Two.
- 3.14 At the point where Child K's medical needs were becoming critical there is further evidence of lack of clarity about the role of the various medical professionals. The GP was tenacious in following through her concerns but there was an unacceptable delay in establishing whether the community or the acute paediatricians had prime responsibility at this point. The on-call paediatrician considered that community paediatrics was the most appropriate route whereas a direct referral into acute services at that point would have been a better course of action and reduced delay. There was then additional delay due to the community paediatrician not having an opportunity to consider the referral for several days because of holidays and workload. When the information from the GP was reviewed by the community paediatrician, a direct referral into general paediatrics as well as a letter back to the GP would have been advisable.
- 3.15 The management of Child K's condition as a safeguarding concern continued to be ineffective after admission to hospital with the police not being invited to the initial strategy discussions. Legal action was not taken to safeguard Child K until three weeks after admission to hospital. Whilst it is understandable that there was a focus on the causes of their extreme low weight, this was a family with known vulnerabilities and home conditions were extremely poor. It would therefore have been best practice to follow child protection procedures from the point of Child K's admission to hospital. Oxfordshire Safeguarding Children Board will need to be reassured that when a child is admitted to hospital this does not delay implementing the appropriate child protection processes.

**Recommendation One**

Oxfordshire Safeguarding Children Board to recommend that health agencies review the guidance that is being developed regarding pathways for children with chronic constipation in order to ensure that:

- the role of each service is clear to professionals and families alike,
- the assessment of safeguarding concerns is integral to the process.

**Recommendation Two**

Oxfordshire Safeguarding Children Board to recommend that health agencies ensure that there is clarity regarding the role of the community paediatrician, primary care clinicians and child and adolescent mental health teams in situations where there are concerns about a child with health needs who may be at risk of significant harm.

**Recommendation Three**

Oxfordshire Safeguarding Children Board to recommend that children's social care provide evidence that the appropriate child protection procedures are being followed when a child is admitted to hospital including the involvement of the police at any strategy discussion.

## Finding Two

### **The professional community does not have a good understanding of the implications of elective home education and its limitations in safeguarding children.**

- 3.16 One significant aspect of this case was the choice made by Child K's mother to educate Child K and sibling at home. This ostensibly was driven by concern about the management of the constipation issues within the school environment, although the specialist constipation nurses are clear that this should never be a reason to educate a child at home. Elective home education meant that Child K was not seen regularly outside the home environment except by those health professionals who were focused on constipation management. The majority of the professionals either did not know Child K was being home schooled and/or that this meant there was no requirement for home visits from any statutory agency. All assumed that home schooled children were automatically visited at home and that this would provide an additional safety net in relation to Child K's wellbeing and safety.
- 3.17 Parents who choose to educate their child at home are not required to register or seek approval from the local authority and there are no requirements for the local authority to visit the home and monitor the standard of education being provided. Recent guidance<sup>6</sup> is however clear that local authorities should work to develop positive relationships with home schooled children, for example by setting up voluntary registration schemes and making support available. The issue of how best to evaluate whether a child is receiving a full-time suitable education is more complex as there is currently no legal definition of full-time, and the type of education that can be considered "suitable" is varied and flexible.

*There are no specific legal requirements as to the content of home education, provided the parents are meeting their duty in s.7 of the Education Act 1996. This means that education does not need to include any particular subjects and does not need to have any reference to the National Curriculum; and there is no requirement to enter children for public examinations.....Approaches such as autonomous and self-directed learning, undertaken with a very flexible stance as to when education is taking place, should be judged by outcomes, not on the basis that a different way of educating children must be wrong. (DfE Guidance 2019 para 2.4).*

- 3.18 The only situation where the local authority can intervene is under section 437 of the Education Act 1996 if it appears that a child of compulsory school age is not receiving a suitable education. In such cases the local authority has the power to issue a School Attendance Order. The limitations of this power are described clearly in a recent SCR<sup>7</sup>

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<sup>6</sup> Department for Education *Elective Home Education: Departmental guidance for local authorities*. April 2019

<sup>7</sup> Family W: a report into the case as it relates to the law relating to home education (2013) Unnamed LSCB. <https://library.nspcc.org.uk/HeritageScripts/Hapi.dll/filetransfer/2013FamilyWHomeEducationReport.pdf?filename=CC18C70DB7C8C3D49403BB94EB176F95207E5F66235DCA89651F5ED2BA7D89311A353B626FC11241A3DF9A45C443B55616B8DD60747F238D90D1006222D4393D74B37BBB140E8D79B41DA9B616490DE512EF04BD2060189F1D844FD911B33C2DCD846F&DataSetName=LIVEDATA>

*The issue then arises as to the degree of evidence needed to satisfy the criteria of “suitable education”. Even at the stage of a formal notice there is no requirement upon parents to allow anything over and above a paper only consideration of the education provided.*

- 3.19 There is no requirement for any independent verification and currently local authorities are expected to consider suitability on the basis of a paper report provided by the home educator alone.
- 3.20 One of the questions for this review related to the effectiveness of the elective home education system in both identifying children who are being educated at home and also its effectiveness in responding to their health needs.
- 3.21 Although there is no legal obligation for parents to inform the local authority that they are educating their child at home, in this case the local authority was aware that Child K had been removed from the school roll. Prior to 2015, Oxfordshire had encouraged parents to send regular reports outlining their child’s progress and Child K’s mother largely complied with these requests, sending lengthy reports albeit not always within the timescales requested by the local authority. This approach within Oxfordshire Education was criticised as being outside the scope of the legislation and after a consultation with parents the guidance was amended to ensure a less proactive approach in line with legislation. At the time this review took place there was a less intrusive approach to families choosing to home educate than was in place for the majority of the time that Child K was schooled at home.
- 3.22 In relation to health needs, home educated children do not have access to the Oxfordshire school nursing service. This is a gap in provision as, although not all parents may wish to use the service it would provide another opportunity to make sure that children educated at home are not disadvantaged in any way.
- 3.23 The problems of monitoring the education received by Child K notwithstanding the law is clear that where there are concerns about significant harm the local authority has a responsibility to exercise its safeguarding powers whether or not a child is educated at home. The problem in this case was that it was much harder to identify risk of significant harm and disentangle Child K’s medical needs from the care being given, when they were not being seen on a daily basis in school. There were limited opportunities to hear Child K’s voice and no one was aware of the extremely poor conditions within the home. These limitations of safeguarding children receiving elective home education are not well understood throughout the professional community.
- 3.24 As a result of this review it has become clear that all professionals working with children and families need a good understanding of the limitations of statutory involvement with children and families and to take this into account when working with children who are electively home educated. As a first step it would be prudent to make sure that all children’s records clearly note the form of education being

provided to the child whether at home or in a school. Children's services records already note where a child is home educated and Oxfordshire will be working with parents to encourage notification to GPs.

- 3.25 In terms of tracking the progress of children educated at home, within Oxfordshire the local education authority did their best to achieve this but was required to develop a less intrusive approach in order to comply with legislation. Whereas most children will thrive in a home-school environment, for a small minority the lack of day to day scrutiny by people outside the home may contribute to a failure to recognise risk of harm.

#### **Recommendation Four**

Oxfordshire Safeguarding Children Board to recommend that NHS England develops a "Read Code"<sup>8</sup> for GPs which will signify on the child's record that a child is being electively home educated.

#### **Recommendation Five**

Oxfordshire Safeguarding Children Board should work with Public Health commissioners to disseminate information across the partnership about the availability of a school nursing service to children educated at home and positively promote take up of the service by parents.

#### **Recommendation Six**

Oxfordshire Safeguarding Children Board should disseminate information about the legislation and guidance underpinning the regulation of elective home education to all professionals working with children and remind them that they may be the only professional seeing the child and any safeguarding concerns should be referred to MASH in the usual way.

#### **Recommendation Seven**

Oxfordshire Safeguarding Children Board should bring this review to the attention of the Department for Education with a request that its findings are considered in the light of other serious case reviews involving elective home education.

### **Finding Three**

**No one professional had a good understanding of the family context and dynamics and the implications for Child K's wellbeing and safety.**

- 3.26 Overall there was a failure to "think family" in this case with the issue of lack of coordination of an approach to the family's needs stretching beyond the health provision. For example, at a point that children's social care withdrew their involvement there was no named professional taking responsibility for coordinating services.

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<sup>8</sup> Read codes are universal codes used by GPs to highlight particular issues or conditions on the electronic GP records.

- 3.27 Part of the problem in meeting the needs of Child K was the dominance of concerns about their sibling's condition. It is notable that assessments carried out by children's social care were in respect of Child K's sibling rather than Child K and Child K has confirmed that this was how they experienced social care intervention. As a result, there was no clear analysis of how the overall family circumstances were impacting on Child K. No contact was made with Father and his role within the family remained unclear. The GP knew this family well and there was no evidence that children's social care contacted the GP when carrying out their assessment or informed the GP of the outcome.
- 3.28 Child K's voice was notably absent from assessments that were primarily focused on their sibling and it is now known that Child K had been known within the family to be experiencing various issues that had not been discussed with anyone outside the family unit.
- 3.29 The issue of the potential neglect of Child K's needs within a family with multiple stresses became lost. There was a tendency to view Mother as someone struggling to do her best in difficult circumstances rather than considering whether she was adequately meeting the needs of her children and services were tailored to meet her needs. The reasons that may have caused Mother to not follow through on advice relating to diet, not take Child K to hospital appointments and become increasingly irritable with services during 2015 was not properly assessed in relation to impact on Child K. This was made harder because no one had access to the family home. The poor physical conditions that were found at the point that Child K was admitted to hospital would not have been known to any of the medical professionals who were in contact with Child K at that time.

**Recommendation Eight**

Oxfordshire Safeguarding Children Board should ask for evidence that current assessments focusing on meeting the needs of disabled children include a focus on the needs of other children within the family and that GPs have been appropriately involved in providing and receiving information.



## 4 APPENDIX ONE: REVIEW PROCESS

4.1 Members of the reference group for this review were:

- Consultant Paediatrician Oxford University Hospitals (Designated Doctor)
- Designated Nurse
- Named GP for Safeguarding
- Lead Nurse for safeguarding children for Oxford Hospitals NHS Foundation Trust
- Education sufficiency and access
- Children's Social Care, Oxfordshire County Council
- Strategic lead for vulnerable learners
- Child Abuse Investigation Unit, Thames Valley Police
- Deputy Director for Safeguarding, Children's Social Care, Oxfordshire County Council
- Business Manager, Oxfordshire Safeguarding Children Board.

4.2 None of the professionals involved in the reference group had any previous direct contact with Child K or their family.

4.3 Each organisation that was involved with Child K was asked to complete a review of their files and complete a timeline of their involvement from Child K's birth until the critical incident. Organisations involved were:

- Children's Social Care
- Oxfordshire Clinical Commissioning Group
- Oxford University Hospitals NHS Trust
- Oxford Health NHS Foundation Trust
- Special Educational Needs / Education
- Thames Valley Police

4.4 The information supplied by organisations was reviewed by the reference group and the following questions were identified as relevant for the review. These questions would be refined and amended as further information emerged:

1. How effective was the Elective Home Education system in:
  - identifying children who were being educated at home
  - working at the interface of special education needs services
  - responding to the health needs of the children and any concerns about their wellbeing?
2. What meaning did professionals attribute to home education when assessing needs and considering the provision services and support to the children?
3. When responding to the needs of individual children in the family, how far did professionals understand these within the context of the whole family system and relationships within the system?
4. What does this case tell us about the challenge in identifying potential neglect in children with autism and special education needs?

- 4.5 Practitioners who had direct knowledge of Child K and their family were invited to contribute to the review. The lead reviewer had conversations with:
- The current team manager in children's social care (telephone discussion)
  - The family GP
  - The consultant community paediatrician at Hospital 1
  - The consultant paediatrician at Hospital 2
  - The nurses at a hospital constipation clinic
  - Managers from children's services with responsibility for elective home education.
- 4.6 Child K also met with the lead reviewer in order to ensure that their perspective is reflected within this review report.
- 4.7 As there were still ongoing police inquiries the final interim report with recommendations for practice change was presented to the Local Safeguarding Children Board in 2018. All recommendations were accepted, and an action plan was agreed.
- 4.8 Following conclusion of the police investigations and the decision by the Crown Prosecution Service that there would be no criminal charges, Mother was offered an opportunity to contribute to the review. She did not wish to do so immediately but did comment on the final report before it was finalised and ready for publication.

## PERFORMANCE SCRUTINY COMMITTEE

14 January 2021

### Business Management and Monitoring Report November 2020

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

#### Recommendations

1. The Committee is **RECOMMENDED** to note the report and consider any matters for future attention by the Committee.

#### Introduction

2. The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities during November 2020.
3. The report will be considered at Cabinet's 19<sup>th</sup> January meeting.

#### Executive Summary

4. The report at Appendix 1 is the Business Management and Monitoring Report for November 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 November "Reduced carbon impact of our transport" and "Levels of disruption to journeys", both changed from Amber to Green.

8. The report therefore shows that at 30<sup>th</sup> November the 27 indicators were assessed as follows:

<b>RAG</b>	<b>COUNT</b>	<b>%</b>	<b>COMPARISON WITH OCTOBER RAG %</b>
<b>GREEN</b>	14	52%	44%
<b>AMBER</b>	12	44%	52%
<b>RED</b>	0	0%	0%
<b>GREY (NO</b>	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<sup>th</sup> November. During November all leadership risks have been reviewed thoroughly, as a consequence there has been one score change, LR11 Financial resilience (from 15 to 10), as likelihood has been scored down from 3 to 2.

18<sup>th</sup> December 2020

<b>CLAIRE TAYLOR</b> Corporate Director for Customers and Organisational Development	<b>LORNA BAXTER</b> Director of Finance
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Appendix 1: 19<sup>th</sup> January Cabinet paper: Business Management and Monitoring Report, November 2020, which contains:  
Annex A – Performance dashboard  
Annex B – Risk  
Annex C – Finance update

**APPENDIX 1 / CABINET REPORT**  
**Performance Scrutiny Committee - 14th January**

**BUSINESS MANAGEMENT & MONITORING REPORT**  
**November 2020**

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

**RECOMMENDATIONS**

1. To note this month's business management and monitoring report.

**Executive Summary**

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

**Introduction**

3. 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.
4. 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.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.<sup>1</sup>
6. 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
7. 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, such as those services in particular locations such as highways. The second lockdown from the 5th November to 2nd of December had an obvious impact on services such as libraries, museums and trading standards. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the new lockdown.

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

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

8. 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.
9. 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).
10. 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**

11. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
12. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
13. 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.

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

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

## Performance highlights

- Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue) has consistently reported a 100% rate against a 90% target.
- The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average. 93% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally
- In November 66 customers surveyed, whether they were satisfied with the service, they received from the Customer Service Centre. 98.48% of customers are happy with the service, while 1.5% were Neutral and 0% was dissatisfied.

## Areas for improvement

- During November, the percentage of calls to the Customer Services Centre that were abandoned by the caller was 11% against a target of less than 5%, which is consistent with last month. Overall demand to the CSC reduced in November and the inbound call volumes are on par with the same time last year (down 7%). Demand on Adult Social Care dropped in November compared to September and October and is on par with November 2019. Registration calls remain high compared to November 2019, with a slight reduction of 6% since October. Contact for Waste services increased during November, with people asking if the Household Waste and Recycling Centres would be open during lockdown. Call volumes almost doubled compared to October.

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

- A campaign was launched urging residents to watch out for 'zombie batteries' in a bid to prevent fires breaking out at the county's household waste recycling centres (HWRCs). Oxfordshire County Council is supporting the new national 'Take Charge' campaign, which calls on people to only dispose of dead batteries – dubbed 'zombie batteries' – by using specialist battery recycling services, and to never throw them away alongside general rubbish or other recycling.
- Safe and Well visits were carried out in line with Covid-19 guidance and continue to ensure prioritisation for critical and high-risk households. The Trading Standards team continue to work successfully on doorstep crime and scams involving the elderly residents, using innovative techniques to help whilst complying with social distancing guidelines.
- During November carers and frontline health and social care staff are reminded of the importance of ensuring that they get their flu jab at the earliest possible opportunity this winter. In light of the risk of flu and COVID-19 co-circulating this winter, the national flu immunisation programme will be absolutely essential to protecting vulnerable people and supporting the resilience of the health and care system. Those eligible for a free NHS vaccination, should contact their local GP or pharmacy.

### Areas for improvement

- Percentage of emergency call attendances made within 11 minutes is within 4% of the stretch target of 80%. However, it has dropped from 79.96% in October to 76.88% in November (-3.08%).
- Making Every Contact Count conversation initiated with residents by Cultural Services staff has dropped by 87% from Nov 2019. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart due to COVID-19 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).

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

- Oxfordshire County Council's library service is currently unable to open libraries for browsing. However, the Click and Collect service was launched across libraries in Oxfordshire during November to bring the libraries to people's homes. Experienced and knowledgeable library staff will handpick up to six books that fit the interests and preferences given by the customers, including an option to select a surprise extra book. The service also covers audiobooks and DVDs. The service user will be notified when the books are ready for collection at one of the 14 participating libraries.
- Cyclists, pedestrians and residents in Oxford, Witney and Bicester are set to benefit from a £2.98 million boost to improve active travel options and support local economic recovery over the coming months. Oxfordshire's winning bid was announced on 13 November by the Department for Transport (DfT) and is the maximum award. The five schemes proposed to be delivered -three in Oxford, one in Bicester and one in Witney – are designed to reallocate road space to cyclists and pedestrians and create an environment that is safer for walking and cycling. Residents will also continue to benefit from reduced levels of air pollution.

## Areas for improvement

- In November a total of 582 assets were converted to LED technology. As at 30 November 2020, a total of 16,740 lanterns have been upgraded to LED. This represents 28.1% of the 59,631 streetlights within the County and that is just under 1% of the stock upgraded in a single month. It is still projected that a further 918 streetlights will be converted by the end of December (1,500 total including November).

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

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

## Performance highlights

- School attendance in Oxfordshire remains better than the national position for term 1, at the start of December 91% of pupils in maintained schools in Oxfordshire were attending schools, compared with 85% nationally. The attendance rate of pupils with an education, health and care plan and pupils with a social worker are both higher in Oxfordshire than the national average. However, we have seen a 35% increase in children who are electively home educated since August (currently 892). This is below the reported national increase 38% to the end of October.
- As part of our work to manage demand and ensure children and families are not escalated unnecessarily into statutory systems, we have worked with partners to set up Early Help Networks. The networks provide schools and education settings with the opportunity to obtain multi-professional advice and support for children and families where there are emerging concerns. It is easy to access and efficient, and schools/settings leave the network with a shared multi-agency plan. So far, the networks have undertaken 135 consultations on 315 children and only 4 families (3%) have been escalated to Statutory Children's Services

## Areas for improvement

- Despite the new early help networks, demand continues to rise in the MASH. In the 9 weeks since schools returned following the summer break, there has been an average of 483 contacts into the MASH each week; the MASH is staffed to deal with 350 contacts. Additional temporary staff have been recruited to deal with this additional work. There remains a concern for teams further down the pathway and there is a significant risk that the number of assessments and children the subject of a child protection plan will increase

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 number of home care hours purchased per week during November was 24,424 hours against a target of more than 21,000. There has been a 16% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home.
- The percentage of people aged over 65 using Adult Social Care services in Oxfordshire who receive a direct payment remains above the national average (17.5%) reporting at 24% during November.

## Areas for improvement

- People needing short-term support can access an effective service continues not to be assessed. This is the last year of the current reablement contract and we want to review the overall pathway by which patients leave hospital and this will change the requirement of the existing service. An example of this being the Home First pilot (Home First has been running since mid-July, the aim of the scheme is to return patients to their own home as quickly as possible. The scheme is delivered in partnership between the Council; Oxford University Hospital Trust; Oxford Health NHS Trust and the CCG). In the first quarter the figures were affected by COVID-19 with fewer people admitted to and leaving hospital. Also, people in the community were less willing to have people in their own homes. As we move to the end of the financial year we will transition to a new contract, which will all affect the level of reablement provided. These combined to make it difficult to rate, but as such a key contract we wanted to continue reporting on the level of activity.

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**

- Dozens of neighbourhoods across Oxfordshire are enjoying smoother roads and pavements after this year's 'micro-surfacing' programme came to an end in November. Oxfordshire County Council contractors took advantage of the milder weather between spring and autumn to treat 26 sites with 'micro asphalt' – a cost-effective and convenient method which protects surfaces for around 10 years. 'Micro' is a surface treatment for protecting and prolonging the existing structural integrity of a carriageway without the need for more costly and disruptive repairs. The council has been running micro programmes since 2016, due to the number of advantages it has over conventional resurfacing, this year's programme treated 26 sites around Oxfordshire, covering 4.6km of carriageway with 76 tonnes of binder, 520 tonnes of stone and 5.3 tonnes of cement.
- Oxfordshire County Council to begin work along A40 at Wolvercote, Cyclists, pedestrians, bus passengers and other road users are all set to benefit from work to upgrade a length of the A40 in north west Oxford. The county will be doing some preparation work along the A40 on a short section of the road just to the west of the Wolvercote roundabout. The work is part of plans to improve the A40 with upgraded cycle and bus infrastructure. The preparation work will include some vegetation clearance and a small temporary compound will be created alongside the A40 in early December. The compound will be used while the main work to improve the A40 takes place from February 2021 until late 2021. The completed work will include improvements to the Wolvercote and Cutteslowe roundabouts as well as provision of enhanced bus services along the A40 and A44 corridors including bus priority, new bus stops, improved waiting facilities and opportunities for interchange.

## **Areas for improvement**

- The 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) is reporting at 73% by 30<sup>th</sup> November, against a cumulative target of 95% to end of March 2021. This means 73% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve our target by end of March 2021.
- Fix My Street reported a number of issues categorised as defects to be fixed within the 28 day period, most are picked up by officers through routine inspections rather than public. In the majority of road Classifications inspectors discover over 90% of the safety defects for repair. B roads is the only classification where inspectors find just over 80% of the safety defects for repair. Approximately, 15% of safety defects are on A/B roads. Of this number 10% is Drainage, 30% are Footways/Cycleways and 60% are Minor Carriageways (which is mostly potholes). At present the data between Footways (pavements) and Cycleways are not distinguished, as they are often the same.

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

## Risk Management

16. 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.
17. 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

18. The table above provides a summary of the Council's leadership risks at 18<sup>th</sup> December 2020. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible.
19. During November the Leadership Risk Register has one Score change, LR11 Financial Resilience has gone from 15 to 10. Please review Annex B for details.

## Financial Management

### 20. Summary of the Council's financial position

21. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. The Budget and Business Planning process for 2021/22 to 2025/26 is currently underway and the Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.
22. In relation to 2020/21, based on expenditure to the end of November 2020, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£1.1m within directorates and a net underspend on Corporate Measures of -£0.7m.

Directorate	Latest Budget 2020/21  £m	Forecast Outturn 2020/21  £m	Forecast Outturn Variance November 2020  £m	Forecast Outturn Variance 2020/21  %
Children's Services	132.4	132.4	0.0	0%
Adult Services	196.7	196.7	0.0	0%
Communities	63.4	63.4	0.0	0%
Customers & Organisational Development	33.6	33.9	+0.3	0.9%
Commercial Development, Assets and Investments	49.9	48.2	-1.3	-2.8%
<b>Total Directorate Position</b>	<b>475.7</b>	<b>474.6</b>	<b>-1.1</b>	<b>-0.2%</b>
Corporate Measures	-494.0	-494.7	-0.7	-0.1%
COVID-19 – Budget for costs and income losses	18.3	18.3	0	0%
<b>Overall Surplus/Deficit</b>	<b>0.0</b>	<b>-1.8</b>	<b>-1.8</b>	

25. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. On 15 December Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. This will be included in the next report. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. Furthermore, the financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.
26. 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. The payment has been made to the County Council and is to help put in place additional public health and outbreak response measures. The Council is working with the City and District Councils and other partners to agree the most effective use of the funding. The proposal will be reported to Cabinet in February.
27. The current forecast for general balances at 31 March 2021 is £30.5m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.7m are returned to balances.
28. 84.6% of planned savings totalling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.
29. See Annex C for further details and commentary.

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

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				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	83%	6,948 contacts recorded from all channels. 6,157 contacts (83%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	11%	<p>During November, the Customer Service Centre received 12,740 inbound calls and made 7,453 outbound calls. The abandoned level improved from 10.9% to 9.3%.</p> <p>Overall demand to the CSC reduced in November and the inbound call volumes are on par with the same time last year (down 7%).</p> <p>Demand on Adult Social Care dropped in November compared to September and October and is on par with November 2019. The Shield line increased due to the lockdown and Library colleagues were assisting on these calls.</p> <p>Registration calls remain high compared to November 2019, with a slight reduction of 6% since October.</p> <p>Contact for Waste services increased during November, with people asking if the HWRCs would be open during lockdown. Call volumes almost doubled compared to October.</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%	130%	Balances are forecast to be £30.5m at 31 March 2021.
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.2%	Based on expenditure to the end of September 2020 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.1m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
<div> <div>Page 10</div> <div>People are helped to live safe and healthy lives</div> </div>	5. Numbers of people helped to live safe and healthy lives	AMBER ↔	Number of vulnerable children and adults helped to live more secure and independent lives	4106	4614	We are still carrying out Safe and Well visits in line with Covid-19 guidance. We continue to ensure prioritisation for critical and high-risk households. The Trading Standards team continue to work successfully on doorstep crime and scams involving the elderly residents. They have also been working with Fire Cadets on test purchasing of e-cigarettes and vaping liquid.
			Number of children better educated to live safer and healthier lives	9575	252	As we continue to follow both Government and OCC 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.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.
	6. Timeliness of emergency response	AMBER ↓	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%	87% drop from Nov 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)
			More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	708	369	Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are on track in all other areas of the measure overall as Co-responding is only one element of the overall measure.
			% of emergency call attendances made within 11 minutes	80%	76.88%	We are only 3% below our stretch target of attending 80% of incidents within 11 minutes. We are always seeking to improve but our average response time of 8mins 44secs in November is excellent for a fire and rescue service covering a large rural area.
			% of emergency call attendances made within 14 minutes	95%	88.64%	

	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. Quarter 2 data 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%	10.2%	We continue to exceed local targets and England averages
				Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	48.5%	We continue to exceed local targets and England averages
				Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	56.4%	We continue to exceed local targets and England averages

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	G R N	↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.5%	Cumulative rate and covers all defects April to October. (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 October. (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	A M B E R	↔	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -53% b) -53%  History Service a) -96% b) -100%	Museum Service: The Oxfordshire Museum & Museums Resource Centre closed for all but 2 days this month owing Lockdown 2. The Oxfordshire Museum visitors = 526 (November 2019 = 11,203) Museums Resource Centre visitors = 0 (November 2019 = 15). In person engagement with schoolchildren =365 (November 2019 = 880). Service unable to deliver ‘activities’ on site and in the community = 0 attendees (November 2019 = 741)  History Service: In-person engagement November 2020: 11 visitors (November 2019 = 339) 0 attendees at events (November 2019 = 90).  History Centre was under lockdown for most of November 2020, so was open to visitors for only 6% of its November 2019 hours, and with limited seating and pre-booking only. The service was unable to deliver or host events on site.
				Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service Online engagement (social media and website visits and emails) up 38% overall on November 2019. Web activity down, but social media interaction increased by 159% on November 2019.  History Service: Online/remote engagement November 2020 = 88,489 engagements representing a 27% decrease from November 2019. This includes answering 279 e-mail enquiries, an increase of 15% on November 2019.  Library Services: Online engagement (social media and website visits) for November is 252,096 The figure for Quarter 2 (July/Aug/Sept) was 541,191
				Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -34% b) -76% c) -94%	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.



							<p>a) Active users Nov 2019= 81,182. Active users Nov 2020 = 53,340 – this is a reduction of 34% but represents a 7% increase on Oct 2020. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output)</p> <p>b) New borrowers Nov 2019 = 2038. New borrowers Nov 2020 = 484. (NB Libraries closed most of Nov 2020).</p> <p>c) Daily visits Nov 2019 = 210,810. Daily visits Nov 2020 = 13,079. (NB Libraries closed most of Nov 2020). The drop is due to the service operating a gradual and phased re-opening and reintroduction of services since lockdown restrictions were eased from July 2020</p>
<div>Page 144</div> <div>Our local environment is protected, and climate change is tackled</div>	10. Reduction in carbon equivalent emissions from OCC's activities	GREEN	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	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%	28.1%	<p>In November a total of 582 assets were converted to LED technology. As at 30 November 2020, a total of 16,740 lanterns have been upgraded to LED. This represents 28.1% of the 59,631 streetlights within the County and that just under 1% of the stock were upgraded in a single month.</p> <p>It is still projected that a further 918 streetlights will be converted by the end of December (1,500 total including November).</p>
				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	GREEN	↔	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	<p>Park and Charge project was delayed due to COVID-19 impacts on project partners. The revised timing plan for charger installation has now been confirmed and agreed with project grant funder, Innovate UK. Work on the pilot car park in Bicester started on time with the chargers being available for public use at the end of January 2021. In addition, 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 commenced at the end of November.</p> <p>The remaining 23 car parks will have chargers installed between June 2021 and October 2021 after which usage data will be monitored until end March 2022.</p> <p>The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board but the planned mapping work that will assist with target setting has been delayed due to a delay in project funding. It is now anticipated this should be complete by the end March 2021.</p> <p>Annual target relates to the Park and Charge project only. This has now been reviewed by the commercial partners in the project. As a result, 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).</p>

				% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.7%	Rate is the average for April to October (data is reported one month in arrears).
	12. Air quality	A M B E R	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available from November. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions will also soon be underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
				Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
	13. Household waste re-used, recycled or composted	A M B E R	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 28.97% b) 30.48% c) 0.2% Total 59.65%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty; please note we use forecasts as the performance measures are based on tonnage and we do not yet know this for the whole year and won't until May 2021 when tonnage data for March 2021 has been verified. We produce the forecasts based on actual data for the previous months, i.e. for October reporting actual data for April - August 2020. Waste tonnages currently continue to be influenced by the COVID-19 restrictions and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty, the rate of housebuilding, and seasonal factors that influence green waste volumes.
				% of household waste sent to landfill (forecasted end of year position)	< 3%	2.83%	Most of the waste landfilled is bulky waste from the 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%	65.27%	HWRCs reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances. The increase from August (65.18) is mainly due to wood being sent to a different processor with a higher recycling rate that is yet to be validated.

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Page 46 Children are given a good start in life	14. Prevalence of healthy children	AMBER ↔	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	AMBER ↑	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	777	The number of children we care for was 777 at the end of November compared to 805 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.



	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5953	The service is staffed for 140 assessments per week. Referrals (and hence assessments) fell during lock down and the subsequent school holidays.
	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	536	Although performance is positive there is a risk that the number of children the subject of a plan may increase as return to school and police incidents are beginning to trigger child protection investigations and notably an increase in the number of children presenting with very serious harm.
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	AMBER	↔	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	49%	In the last 12 months 49% 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	Targets will be set during Quarter 3	5384	Figures are affected by COVID-19. This is the last year of the current reablement contract and we want to review the overall pathway by which patients leave hospital and this will change the requirement of the existing service. An example of this being the Home First pilot (Home First has been running since mid-July. The aim of the scheme is to return patients to their own home as quickly as possible. The scheme is delivered in partnership between the Council; Oxford University Hospital Trust; Oxford Health NHS Trust and the CCG). During the first quarter the figures were affected by COVID-19 with fewer people admitted to and leaving hospital. Also, people in the community were less willing to have ne people in their own homes. As we move to the end of the financial year we will transition to a new contract, which will all affect the level of reablement provided. These combined makes difficult to rate this measure at the moment, but as this is such a key contract we want to continue reporting on the level of activity.
				Number of people receiving reablement		1698	
				% of people who need no ongoing care after the end of reablement		41%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.1%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
				Number of people with personal budgets remains above the national average	> 90%	91%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
				% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
				% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	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 40% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting <b>health</b> care	22	10	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 <b>social</b> care	6	6	
				Reduce the number of people delayed in hospital awaiting both <b>health and social</b> care	26	19	
	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	24,424	There has been a 16% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home
				Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	12	12 people so far in the year therefore pro rata 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 keeps delivering ahead of target.
				Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	59.5%	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	13	13 nominations in the year to date, though admissions are higher (at over 50)

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	AMBER	↔	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	73% (position as at 30 <sup>th</sup> Nov)	This measures the capital infrastructure major programme and means 73% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve 100% by end of March 2021.
	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	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 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022.  Discussions with MHCLG (Ministry for Housing, Communities and Local Government) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 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.  MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy	AMBER	↔	Number of businesses given support by Trading Standards interventions or fire risk inspections	2260	1688	Our continued commitment to delivering audits by our fire protection team is continuing to yield results, despite the restrictions around Covid-19. The Trading Standards team has continued to undertake some of its business intervention activities particularly in Road Traffic (weight restriction enforcement) and business related Covid-19.
				Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	32	Rate is April to end of November. 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. This month we have submitted a number of SBRI (Small Business Research Initiative) bids with partners around Geospatial mapping innovation and projects.
				Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	92%	Rate is for November. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID-19. A number of projects that were delayed or behind schedule have been completed which reflects the improved figure.

26. Level of disruption to journeys	GREEN	↔	Reduce the number of failed utility works inspected	<15%	13.5%	From 1,231 sample A/B/C inspections conducted in November (including all follow up inspections) 167 failed. This equates to 13.5% failure rate.
			Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and DfT data 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%	0.13%	The reported rate is for November. 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 November by Highway Officers, and data confirms there were 0.13% Non-Compliant Defects.  November rate calculated as total number of return repairs/visits to own works (NCDs) 4 divided by total potholes fixed 3,171 = 0.13%
			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	100%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November, despite challenges with COVID-19. 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	Service frequencies have been restored to pre-COVID levels as of 30 August. The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, to be signed off by OCC and bus operator Directors.
27. Enhanced digital connectivity for residents and businesses	GREEN	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,258	Rate is to end of September. Connections across Oxfordshire picked up markedly over the Summer with over 1,000 premises being connected. This quarter saw the closure of the Better Broadband for Oxfordshire Programme (BBfO) programme. This programme had an original target of 64,500 premises to be connected which now stands at over 79,000 achieved. Targeted percentage superfast coverage was 90%, now standing at 97.9%. Targeted take-up of services was 20% and is currently above 74%. All achieved whilst accruing an underspend of c £3m.

						Openreach delivered their first structures this quarter under the DEfRA funded Businesses in Rural Oxfordshire (BiRO) programme. This measure is reported quarterly, with next update due end of December.
			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	97.9%	Rate is to end of September. Figure is for Oxfordshire delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise. This measure is reported quarterly, with next update due end of December.
			The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> <li>At least Basic Broadband (at least2Mb/s)</li> <li>OFCOM 'acceptable' broadband (10Mb/s)</li> </ul>	<=0.1	0.26% 0.83%	Rates are to end of September. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall. This measure is reported quarterly, with next update due end of December. <ul style="list-style-type: none"> <li>The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings orHamlets.</li> <li>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.</li> </ul>



ANNEX B – LEADERSHIP RISK REGISTER – November 2020

OCC Leadership Risk Register

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR1	<b>Demand management - Children:</b> 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	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co- ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	Demand management in children's shows success in early help assessments ahead of target. Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention and monitor re-referrals. All services are tasked with managing activities within allocated budgets Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, an involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision. Children's Social care anticipate surge in referral to early help and children's social services when schools fully reopen in September	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. Temp additional social workers have been retained and increased to manage the surge in demand as year groups have returned to school. Internal service re-design to direct greater resource into the Front Door and child in need services. September and October have seen volatile levels of referrals and demand for assessments, including weeks with very high numbers. This is linked to return to school and high levels of police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. Transformation projects have been kept on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular. This went live on 02/11/20. The planned Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	Early Help networks offering 'pre-front door' swift access to family support have been trialled. Good impact: circa 100 families' needs addressed over 5 weeks. Networks were reinstituted offering direct support to all schools from w/c 14.09.20. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. Referrals for social care are rising with return to school, as anticipated. MASH has been reviewed to ensure all roles are being utilised efficiently to absorb additional demand, and any additional temporary staffing requests are properly evidenced. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost-effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE. Risk reviewed - No changes	11/12/2020

LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.	Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children Detailed updated guidance for social workers implemented to ensure all children receive home visits. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools Numbers of electively home educated children are monitored.	5	3	15	Weekly 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.	↔	100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35%Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as all children are being seen via face-to-face visits to family homes, schools and placements. This is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed -No changes	11/12/2020
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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 travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR3	Capital Infrastructure Programme Delivery  Page 14	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	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. .Reduced delivery of affordable housing and related impact on the community .Lack of investment in	Paul Feehily	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	5	2	10	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.	↔	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed- No changes	01/12/2020
LR4	Local and community resilience	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 reviewed by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.	↔	No adjustments made. Meeting be scheduled by Lord Lieutenant for Oxfordshire key leaders but date yet to be confirmed. Risk reviewed - Comments updated	09/12/2020



LR5	<p><b>Management of partnerships (non-commercial)</b> maximising the use of effective partnerships to deliver strategic outcomes and community benefit.</p> <p>Page 155</p>	<p>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.</p>	<p>Deterioration of key relationships could reduce the Council's ability to: 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> <p>Failure to work effectively with the local Voluntary &amp; 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	<p>.Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges</p> <p>.Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts</p> <p>.Formal/informal meetings with main bodies and sector representatives</p> <p>.Participation and engagement in local partnerships, forums and project / policy development work</p> <p>.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</p> <p>.Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements</p> <p>.Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes.</p> <p>.Systems recovery structures in place to deliver Recovery strategy and on-going response to CV-19</p> <p>.New liaison arrangements in-place with VCS for Covid-19response to cover community response, VCS resilience and recovery planning</p>	3	2	6	<p>.Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bilateral.</p> <p>.New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022</p> <p>.Community development strategy and approach to be produced and implemented jointly with VCS and partners</p> <p>.Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk</p>	↔	Risk reviewed - No changes	16/12/2020
LR6	<p><b>Supply chain management</b> ensuring effective delivery through the supply chain</p>	<p>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</p>	<p>Delays to meeting service requirements or service provision.</p>	Steve Jorden	Jeremy Richards	4	2	8	<p>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 .</p>	4	2	8	<p>The Procurement Team is now providing ELT members and identified Contract Mangers a quarterly report of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. This quarterly report is complemented with a monthly report which sets out any changes to supplier risk scores. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.</p>	↔	<p>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.</p> <p>Risk Reviewed - Risk Owner updated</p>	16/12/2020

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LR7	<b>Delivery of statutory duties</b> delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	◦Litigation/judicial review ◦Financial penalties - Local Government Ombudsman/Regulators/Central Government ◦Damages liability to residents and commercial counterparties ◦Central Government intervention	Sukdave Ghuman	Glenn Watson	4	3	12	•'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	Ensure support functions are fully resourced 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	↔	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking Complaints Service – taking remedial action to preserve the service due to temporary absences/sickness; Monitoring Officer aware; additional assistance drafted from Governance Service; and action plan with HR to secure effective staffing resource. Risk reviewed - Comments updated	16/12/2020
LR8	<b>Corporate governance creating</b> and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Ghuman	Glenn Watson	2	2	4	.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.	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Polices 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. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC.  Constitution Review led by Monitoring Officer at both Oxon CC (scheduled for Jan - March 2021) and Cherwell DC (completed Dec 2020)	↔	Risk reviewed - Mitigating actions updated.	16/12/2020

LR9	<p><b>Workforce management</b></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"> <li>•Recruitment and retention issues</li> <li>•Increased costs of agency staff</li> <li>• Increased costs in training and development</li> <li>•Underperformance or lack of delivery</li> </ul>	Claire Taylor	Karen Edwards	3	4	12	<p>.On-going monitoring of issues and HR data</p> <p>.Key staff in post to address risks (e.g. strategic HR business partners, reward manager)</p> <p>.Ongoing service redesign will set out long term service requirements.</p> <p>.Temporary dedicated resourcing support.</p>	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 &amp; 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.</p> <p>Weekly review of the absence data is being undertaken to identify areas of high absence.</p>	↔	Risk reviewed - No changes	04/12/2020
LR10	<p><b>Organisational Change and Service Design</b></p> <p>ensuring there are effective plans and governance in place to deliver required organisational change.</p>	<p>The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance. The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.</p>	<p>The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands.</p> <p>It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.</p> <p>Furthermore, inefficiencies may result in increased costs and/or lack of delivery of planned savings.</p> <p>The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio, but it also requires the right capacity, skills and governance to ensure delivery.</p>	Claire Taylor	Tim Spiers	4	4	16	<p>.All projects identify benefits to be delivered and long-term financial implications (upfront costs and savings), supported by project plans</p> <p>.Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process</p> <p>.Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services</p> <p>.All project resourcing considered monthly; roles allocated &amp; additional 3rd party support commissioned where there is a lack of internal capacity</p> <p>. Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit &amp; Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan.</p> <p>.Where joint activity is planned the Partnership Working Group review progress and delivery.</p> <p>.Capacity and expertise are managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery.</p> <p>•CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management.</p>	4	3	12	<p>•Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required</p> <p>. Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects</p> <p>. Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium-Term Financial Planning process</p> <p>. CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required.</p> <p>.Align work with CDC programmes wherever possible to achieve increased benefits.</p>	↔	<p>There will be delays to planned work. However, the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing.</p> <p>Monthly dashboards are now being produced and reported to CEDR.</p> <p>Further work required to ensure programme of work is fully aligned as outlined in mitigating actions. Ongoing work is being undertaken as outlined in mitigating actions. Further impact of second wave to be established.</p> <p>There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the next quarter.</p> <p>Risk reviewed by Manager and Owner - Comments updated.</p>	11/12/2020



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LR11	Financial resilience : ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy  Page 158	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to:  .extensive use of general balances, taking them below their risk assessed level  . extensive use of earmarked reserves resulting in no funding available for earmarked purpose  . further savings or income generation required in year or across the life of the Medium-Term Financial Plan (MTFP)  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.	Lorna Baxter	Ian Dyson	5	3	15	. 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	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.  The Government continues to provide grant funding to assist with the public health response and containment of future 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 recent Spending Review for 2021/22 has provided some detail through which assumptions can be made regarding the funding for next year, although details will not be known until the Local Government Finance Settlement is announced. Information from the SR has been used to provide updated financial assumptions on which the public consultation on budget proposals for 2021/22 are based upon. The budget proposals are also being considered by the Performance Scrutiny Committee, ahead of Cabinet proposing their budget in January 2021.  CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding.	↓	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 - Likelihood reduced to 2, reflecting the mitigations put in place, the 20/21 position and the degree of certainty around 2021/22. Mitigation refreshed and updated	11/12/2020
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	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	6	Control activities are prioritising compliance (i.e. 'nice to haves can wait) Taking more long term views on use/potential use of certain assets.  New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.  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.  The FM team redesign needs to be a priority and completed as soon as possible.	↔	All of mitigation actions referred to are now in place and activities ongoing.  The right team/expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward  H&S team within PIFM overseeing this and KPIs developed as means of checking performance.  Additional budget allocated to the team to carry out further works  Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected.  Risk reviewed - No changes	09/12/2020

LR13	<p><b>Health and safety: ensuring effective arrangements are in place to meet our duties</b></p> <p>Page 59</p>	<p>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.</p>	<p>•Unsafe services leading to injury or loss •Breach of legislation and potential for enforcement action. . Financial impact (compensation or improvement actions)</p>	Steve Jorden	Paul Lundy	4	3	12	<p>. H&amp;S policies and procedures have been reviewed and adopted . Risk Assessments completed including COVID-19. . Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID 19. . Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focused H&amp;S information. . H&amp;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&amp;S and compliance items across our buildings and to bring full statutory compliance . We have established a H&amp;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&amp;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.</p>	4	2	8	<p>' 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&amp;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&amp;S updates and guidance published on intranet and maintained by H&amp;S Team. . Arrangements for supply and distribution of PPE is well established - no reported pressures.</p>	↔	<p>As of 2<sup>nd</sup> Dec, return to Tier System (Ox T2). CEV staff who cannot work from home can return to frontline duties following risk assessment.</p> <p>As of Risk Assessments reviewed in light of guidance changes and safe systems of work appear effective. There has been 0 RIDDOR cases of COVID due to occupational exposure.</p> <p>Further work is underway to improve support for people working from home as part of Agile strategy.</p> <p>Review of H&amp;S governance, resources and structures commenced to meet future organisational needs and objectives.</p>	09/12/2020
LR14	<p><b>Business continuity and recovery plans</b></p> <p>Page 60</p>	<p>A further disruption occurs that puts additional pressure on business continuity arrangements.</p>	<p>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</p>	Yvonne Rees	Rob MacDougall	4	4	16	<p>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.</p>	4	2	8	<p>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.</p>	↔	<p>Absence levels are being monitored but have not risen to significant levels</p>	09/12/2020

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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) could mean we cannot function or support services, causing business continuity plans to be invoked.  There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are still receiving PSN whilst going through present submission. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a coordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The Government continues to provide grant funding to assist with the public health response and containment of future 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.	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC.  The IT Service continues to work with colleagues and partners to manage the cyber security threat.  IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations.  Briefing paper produced for CEDR on latest status and next steps to ensure priority is maintained in this critical area. Risk reviewed - Existing Controls and Comments updated.	11/12/2020

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LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive homeworking during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	Alistair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	4	2	8	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.  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.  Staff resources are assigned to the most in demand IT requirements.  An expanded duty team will support delivery of critical services out of hours.  New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.  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.  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 Jan 2021.	↔	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 - Existing controls, Mitigating actions and Comments updated.	04/12/2020



LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	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.	<ul style="list-style-type: none"> <li>•Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>• Economic hardship impacting local business and potentially the local workforce.</li> <li>•Impact on vulnerable residents who may find it harder to access services.</li> <li>• Increased demand on both frontline and enabling services.</li> <li>•Prolonged risk of social isolation and the mental and physical consequence thereof.</li> </ul>	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> <li>•Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services</li> <li>•Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery.</li> <li>•Communications stepped up, to support remote working, reinforce national guidelines and set out the current organizational response.</li> <li>•Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened.</li> <li>•Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols).</li> <li>•Mutual aid with regional Thames Valley partners enables a tactical response to community resilience.</li> <li>•Engagement with suppliers to manage impacts across the supply chain</li> <li>•Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day</li> <li>•Provision of additional body storage as temporary place of rest to support the current mortuary provision.</li> <li>•Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance</li> </ul> <p>Nov 2020 - Now in national restrictions and service provision is varied from BAU to reduced service offer to closure of customer facing activities and sites. Focus is still working with Districts / City and volunteers to provide assistance to those that need it.</p>	4	4	16	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> <p>Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20</p> <p>Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan</p> <p>Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels.</p> <p>Review of current BCP's underway.</p> <p>Progression on the reopening of cultural services sites on a phased approach</p> <p>CSC contact volumes at OCC are back to normal and in social care teams, the complexity of assessments being conducted has increased.</p> <p>BCP review completed and lessons learnt incorporated within.</p> <p>Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.</p> <p>An Oxfordshire Local Contact Tracing Service has been introduced to contact cases of COVID-19 that NHS Test and Trace are unable to reach. These cases would then be advised to isolate and asked about details of their close contacts which would then be fed back into NHS Test and Trace for follow up</p> <p>National restrictions commenced 5th November</p> <p>Support to the new CEV residents commenced with county wide response</p> <p>National restrictions ended 2nd December and the County moved into Tier 2. Track and trace work continuing and has reached over 500 cases locally. Demand through to the ASC element of the Customer Service Centre has created additional complex needs as a result of covid19, and a range of business grants have been introduced in recent months</p>	↔	Risk reviewed - Mitigating actions updated.	09/12/2020
LR18	Covid-19. Business Continuity : managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<ul style="list-style-type: none"> <li>•Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>•Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.</li> <li>•Requirement to reprioritise service delivery</li> <li>.Assess critical services and consider alternative methods of delivery</li> <li>•Requirement to offer mutual aid to partner organisations.</li> <li>• Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.</li> </ul>	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> <li>•Business Continuity Plans have been reviewed, tested and are maintained and updated</li> <li>•Remote working in place</li> <li>• Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</li> <li>•Regular updates from Director of Public Health, shared internally and externally.</li> <li>• Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).</li> <li>•Regular communication messages following Public Health advice</li> <li>•Sanitisers in washrooms/corporate buildings</li> <li>• Weekly sickness monitoring implemented</li> <li>• Agile working being tested further across services, ensuring equipment and access is in place.</li> <li>•Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.</li> <li>•S tocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary</li> <li>Improved understanding of the risk factors across the workforce identified through COVID-19 data.</li> <li>. Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate.</li> </ul>	5	4	20	<p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>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.</p>	↔	Risk reviewed - Mitigating actions updated	04/12/2020



REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR19	<b>Safeguarding of vulnerable adults:</b> 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.	Insufficient quality controls for care providers .Increased numbers of safeguarding alerts without sufficient 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.	. Vulnerable people not protected from abuse or neglect.  . Serious injury or death of a vulnerable adult .Significant reputational damage for the council	Stephen Chandler	Melanie Pierce	5	3	15	'a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire 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. c. Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity. 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) 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. 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 g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern. 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. i. Cross partnership training plan in place	5	2	10	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. 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.  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.  No additional actions required but we will respond to any issues raised in the on-going monitoring	↔	Risk reviewed - Comments updated	15/12/2020
LR20	<b>Demand management - Adults-</b> Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand.  Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Rachel Pirie	4	4	16	a.The service has an agreed model for predicting demographic pressure and this is funded by the Council. b.investment in services to reduce demand (e.g. reablement) c.Pooled budget with health which allows whole system investment d.referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year e.Medium- and long-term impact from Covid not known.	4	3	12	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPower rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment.  Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. 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.	↔	Risk reviewed - No changes	15/12/2020

## **Forecast outturn 2020/21 at November 2020**

### **Introduction**

This Annex sets out the latest financial monitoring position as at 30 November 2020. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses which together totals £52.3m. The report reflects the new organisational structure which came into effect on 1 December 2020.

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. 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. This virement will be included in the next report. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. Furthermore, the financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.

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

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

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### **Children's Services**

A breakeven position is forecast by Children's Services against a budget of £132.4m. The directorate forecast outturn includes up to £7.3m of costs relating to COVID-19, of which £1.3m of actual costs have been funded to date.

An in year overspend of £11.5m 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.

<b>Education and Learning</b>	<u>Variation</u> A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.
<b>Budget</b> £29.8m	
<b>Variation</b> breakeven	<u>Key Issues</u> As reflected within the performance report, demand for EHCPs remains high and has led to issues with timeliness so far this year. This is likely to require investment to address both any backlog and resolve timeliness issues going forward. Existing directorate resources have been targeted at this area. The impact of this will be kept under review and reported in the next budget cycle.
<b>RAG rating</b>  Amber	
<b>Outcomes Achieved</b> Yes	<u>Financial Impact of COVID-19</u>  To date additional funding of £0.3m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.1m. The forecast for this year is currently £0.3m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.  Significant areas of spend to date are £0.088m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.  There is a risk that demand for Education, Health and Care Plans will increase now schools have returned which may increase workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by Covid-19 budget for costs and income losses.  In addition, lost income is forecast at £0.3m within Education and Learning as a result of the partial closure of schools. It is forecast that this will total £0.4m for the full year. Most is anticipated to be funded through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme, with £0.1m which cannot be claimed anticipated to be funded from the Covid-19 budget for costs and income losses.  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. This additional 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.
	Since the last report the DfE has opened a second tranche of the Coronavirus Schools Fund, and a new scheme to claim for exceptional supply teacher costs.
<b>Children's Social Care</b>	<u>Variation</u>
<b>Budget</b> £30.7m	A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.
<b>Variation</b> breakeven	<u>Key Issues</u> At present there are no variances reported in this area.
<b>RAG rating</b> Green	<u>Financial Impact of COVID-19</u> To date additional funding of £0.074m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently up to £1.2m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.
<b>Outcomes Achieved</b> Yes	The main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£0.032m) and costs relating to isolation for Unaccompanied Children on arrival (£0.156m).  Additional spend on staff is now very likely following a significant increase in referrals and assessments following the period of lockdown and partial school closures. A significant proportion of this demand is also forecast to flow through to longer-term plans for children and families. On the basis of current trends, the cost in this year to meet this additional demand is forecast to be between £0.4m and £0.7m depending on the length of time additional resource is required. This will be linked to how long demand remains higher than capacity of the existing service and will be closely monitored.
<b>Children's Social Care Countywide Services</b>	<u>Variation</u>
<b>Budget</b> £65.9m	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 which balanced the budget.
<b>Variation</b> breakeven	<u>Key Issues</u> 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.
<b>RAG rating</b> Green	
<b>Outcomes Achieved</b> Yes	

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

Financial Impact of COVID-19

To date additional funding of £0.814m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.3m. The forecast for this year is currently that there is £1.5m committed but spend could be as high as £3.5m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses. This 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 is currently underway to assess what this may be, but it is anticipated that some of this forecast will move in to 2021/22 financial year.

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

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**Children's Central Costs**

**Budget** £5.6m

**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

No variance is reported at this time.

Financial Impact of COVID-19

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

## Dedicated School Grant

<b>High Needs</b>	<u>Variation</u> The variation forecast is a forecast overspend of £11.5m.
<b>Budget</b> £57.9m	
<b>Variation</b> £11.5m (19.9%) overspend	<u>Key Issues</u> The variance of £11.0m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. Significant diagnostic work will be undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term.
<b>RAG rating</b> Red	
<b>Outcomes Achieved</b> Yes	
	<u>Financial Impact of COVID-19</u> There is a forecast cost of £0.5m due to the potential for costs to rise and loss of income due to the COVID-19 pandemic. This is a forecast for the risk of additional resources required for all SEN settings to maintain appropriate standards as schools reopen. These costs are unfunded and will increase the deficit on the High Needs budget.
<b>Early Years</b>	<u>Variation</u> £0.2m of Covid costs have been funded in the revised budget.
<b>Budget</b> £38.8m	
<b>Variation</b> breakeven	<u>Key Issues</u> 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.
<b>RAG rating</b> Red	
<b>Outcomes Achieved</b> Yes	
	<u>Financial Impact of COVID-19</u> A package of provider support of £1.3m was agreed in April 2020. Spend to date is estimated at £0.5m with a further £0.3m committed. The forecast for this year is currently £1.3m.  The Covid costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding

where children have been placed away from their usual setting.

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

## **Adult Services**

The service is currently highlighting a £1.2m underspend against a budget of £196.7m.

The forecast assumes the £1.2m underspend will be transferred to reserves to help meet pressures in 2021/22, resulting in a break-even position being reported.

The directorate forecast outturn includes **£7.7m** of costs relating to COVID-19, an increase of £0.1m from the previous month.

### **Better Care Fund Pool**

**Budget** £79.8m

A breakeven position is forecast for the pool which is being managed on an aligned basis following the agreement of the risk share arrangements for 2020/21. This includes £1.1m being transferred into reserves.

**Variation** breakeven

### **RAG rating**

Green

### **Outcomes Achieved**

Yes

#### Financial Impact of COVID-19

Included in the breakeven position is £4.2m of expenditure relating to costs arising from the COVID-19 pandemic. These include a 10% payment made to contracted care providers in April, May and June 2020.

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 review this and to take action to mitigate this where possible.

#### Key Issues

Notification has been received from the Oxfordshire Clinical Commissioning Group (OCCG) on the level of Better Care Fund grant that will be passed onto the council in 2020/21. This has now been confirmed to be £25.0m, a £1.3m increase on what had featured within the previous forecasts.

This forms part of the £26.3m minimum social care contribution that Oxfordshire was confirmed by NHS England on 7<sup>th</sup> December 2020. The remaining £1.3m will be retained by OCCG to fund interim beds as was agreed in 2019/20.

The increase in funding has been allocated to the relevant areas within the pool, this has resulted in a £1.1m underspend being reported which also includes a reduction in client contributions highlighted this month. This underspend will be transferred into reserves for use in 2021/22.

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.

Hospital Discharge Scheme 1 ran from 19 March to 31 August 2020. All patients who were discharged from hospital during that period and who have on-going care needs which have been funded by the Scheme since then will be moved to business as usual funding arrangements by 31 March 2021.

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

The underlying level of demand for care home placements has reduced in 2020/21, following a slight increase in previous months, activity reports are indicating a reduction in numbers during October and November. Any underspend within care homes is being offset by an increase in home support activity.

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

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**Adults with Care and Support Needs Pool**

**Budget** £98.4m

**Variation** £0.2m underspend

**RAG rating**  
Green

Variation

A £0.2m underspend is being reported for the pool. This assumes a further £0.1m underspend will be moved into reserves. This increased underspend is linked to further COVID related costs being identified within the forecast.

Financial Impact of COVID-19

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

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**Outcomes Achieved**  
Yes

This is an increase of £0.1m from last month reflecting the voids costs associated with service providers not being placed whilst also paying for alternative care.

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

Key Issues

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

The 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.

A further £0.3m increase in the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is being included within the forecast. The total pressure is now £0.7m with the council responsible for £0.5m and OCCG £0.2m through the risk share arrangements. This increase is offset by a reduction in the cost of High Functioning Autism as a result of several package changes and one service user moving into the Better Care fund pooled budget.

£0.3m 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.

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<b>Non-Pool Services</b>	<u>Variation</u>
<b>Budget</b> £12.0m	A breakeven position is forecast for this service. No change from the previous month.
<b>Variation breakeven</b>	
<b>RAG rating</b> Amber	<u>Financial Impact of COVID-19</u> Included in the breakeven position is <b>£1.4m</b> 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.
<b>Outcomes Achieved</b> Yes	There is also a forecast loss of income of <b>£0.1m</b> due to the COVID-19 pandemic.  Due to challenges related to staff recruitment we potentially have an underspend. We are reviewing our current position with staffing opportunities in the interim to meet the increased demand and activity this financial year.  The forecast assumes that all the in-year savings agreed by Council in September will be achieved.
<b>Commissioning</b>	<u>Variation</u>
<b>Budget</b> £6.5m	A forecast overspend of £0.2m is being reported. This shows no change from the position reported last month.
<b>Variation</b> £0.2m overspend	<u>Key Issues</u>
<b>RAG rating</b> Green	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 roll out of the new commissioning staffing structure need to be analysed, and an update will be provided next month.
<b>Outcomes Achieved</b> Yes	
<b>COVID-19 Specific Grant Funding and Expenditure</b>	<u>Infection Control Grant</u> The first tranche of the Infection Control Grant of £7.3m (part of the £600m national total) was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant

total) and to support wider workforce resilience measures (25% of the grant).

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

The council has received the first half of the grant, with the remainder expected to be available in December if the criteria have all been met. The funding is required to be fully spent by care providers by 31<sup>st</sup> March 2021. Each provider is required to report on the use of the grant monthly from November onwards.

As at 30 November, £1.9m was passed to care homes and £0.7m to domiciliary care providers to provide financial support with infection control measures.

## **Public Health**

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

### **Variation**

Breakeven against  
£31.2m ringfenced  
grant

### Variation

A breakeven position is forecast for this service.

### Financial Impact of COVID-19

### **RAG rating**

Green

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 **£1.7m** reductions in planned spend. This includes a **£1.4m** 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 £0.2m reduction from last month, plus a further **£0.4m** reduction in spend on NHS health checks due to a mandated ceasing of the face to face service during the pandemic. There is also a **£0.2m** underspend relating to staff vacancies at the start of the year.

Offsetting these savings are cost pressures of **£0.1m** 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 related to additional requirement under the grant to fund NHS pay inflation in contracts.

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

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

#### COVID-19 Specific Grant Funding and Expenditure

##### **Test and Trace Service Support Grant (£2.8m)**

The council have received a £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. To date there have been £1.5m of commitments recorded against this allocation, it is anticipated that the grant will be fully spent by year end.

##### **Contain Outbreak Management Fund**

On 6 November the Department of Health and Social Care (DHSC) notified the Council that its allocation of this grant was £5.5m based on the England entering National restrictions on 5 November 2020. This grant is to help local authorities put in place proactive containment and intervention measures. Work is continuing on how this grant will be allocated. Updates will be included in future reports.

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## **Environment & Place**

A breakeven position has been forecast when compared to a budget of £63.4m. Following a small reorganisation, the Communities directorate has been replaced with Environment & Place. As part of this, Community Safety (£23.9m) has been transferred to the Commercial Development, Asset and Investments directorate.

<b>Planning &amp; Place</b>		<u>Change from previous report</u>
<b>Budget</b> £4.9m		There is no change to the breakeven position previously reported.
<b>Variation</b> £0.0m (0.0%) breakeven		<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 funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.
<b>RAG rating</b> Green		
<b>Outcomes Achieved</b> Yes		
		<u>Key Issues</u> The breakeven financial position includes a shortfall on the Travel Planning team income target of £0.3m. In 2020/21 this is mitigated by additional Road Agreement income, however there could be a future impact next year. There is also a risk of increased costs due to planning appeals against highways objections raised by the Council. . This could amount of £350k across 2020/21 and 2021/22 depending on the appeal process outcomes.
<b>Growth &amp; Economy</b>		<u>Change from previous report</u>
<b>Budget</b> £0.1m		There is no change to the breakeven position previously reported.
<b>Variation</b> £0.0m (0.0%) breakeven		<u>Key Issues</u> There is an on-going risk of a revenue pressure resulting from any reduction in the planned capitalisation of salaries across Planning & Growth and/or adopting new charge-out rates that do not accommodate service overheads.
<b>RAG rating</b> Green		
<b>Outcomes Achieved</b> Yes		
<b>Communities Management</b>		<u>Change from previous report</u>
<b>Budget</b> £0.4m		There is no change to the financial position previously reported.
<b>Variation</b> £0.0m (0.0%) breakeven		<u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.1m of COVID-19 related expenditure covering Communities Directorate. This primarily relates to costs associated with re-opening the Household Waste Recycling Centres.
<b>RAG rating</b>		

Green	
<b>Outcomes Achieved</b>	<u>Key Issues</u>
Yes	None to be reported
<b>Community Operations</b>	<u>Change from previous report</u>
	There is no change to the financial position previously reported.
<b>Budget</b> £57.9m	
<b>Variation</b> £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u>
<b>RAG rating</b> Green	There is a forecast loss of income of £3.0m of income due to the COVID-19 pandemic. This relates to parking and permit income (£1.9m), Supported Transport (£0.9m) and Waste Management (£0.2m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.8m pressure will be funded by the COVID-19 budget for costs and income losses.
<b>Outcomes Achieved</b> Yes	<u>Key Issues</u>
	The forecast for Waste Management remains the same as the previous month, however waste growth now seems to be fluctuating at between 7% - 11%, when compared to last year. If growth continues at these levels it could adversely impact on future years' budgets.
	The current Highway Defects forecast exceeds the budget by £0.4m but the pressure will be managed in service by reducing spends elsewhere. Defects and Winter management will remain a risk until year end.
	The recovery phase for Home to School Transport is largely complete and although there is a risk that social distancing restrictions may be reintroduced later in the financial year, the current forecast complies with Government Guidelines, which results in a largely Business As Usual return. Although there are still no firm figures on student growth from the start of the academic year, initial indications are that the growth assumed in the budget sufficient. The cost of additional transport needed for a limited number of larger schools requiring an increase in routes to satisfy current social distancing rules, will be funded through the a Local Transport Authority grant as set out above within Education and Learning.

## Customers, Organisational Development & Resources

**£0.3m** (1.1%) forecast overspend compared to a budget of £27.0m, no change to the financial position previously reported. The forecast includes the transfer in of the Finance team (£6.5m) from Commercial Development, Assets and Investments directorate following the restructure.

<b>Corporate Services</b>	<u>Change from previous report</u>
<b>Budget</b> £2.0m	There is no change to the financial position previously reported.
<b>Variation</b> £0.0m (0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.2m of COVID-19 related expenditure covering COD Directorate. This includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.
<b>RAG rating</b> Green	
<b>Outcomes Achieved</b> Yes	<u>Key Issues</u> None to be reported
<b>Human Resources &amp; Organisational Development</b>	<u>Change from previous report</u>
	There is no change to the financial position previously reported.
<b>Budget</b> £2.4m	<u>Key Issues</u>
<b>Variation</b> £0.0m (0.0%) breakeven	None to be reported
<b>RAG rating</b> Green	
<b>Outcomes Achieved</b> Yes	
<b>Communications, Strategy &amp; Insight</b>	<u>Change from previous report</u>
<b>Budget</b> £2.5m	The forecast underspend is £0.3m. The variation has come about predominantly through staff vacancies, and the fact that we have been unable to recruit to positions during lockdown.
<b>Variation</b> £0.3m (13.1%) underspend	<u>Financial Impact of COVID-19</u> No changes, there is still a forecast loss of income of £0.02m due to the COVID-19 pandemic, relating to lack of provision of data assessment services. It is expected that most of the achieved income will be recovered from the Sales, Fees and Charges Income Guarantee scheme and
<b>RAG rating - Green</b>	
<b>Outcomes Achieved</b>	



Yes	any remaining pressure will be funded by Corporate Contingency
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Key Issues

None to be reported.

COVID-19 Specific Grant Funding and Expenditure

**Food and Essential Supplies (Covid-19) Grant**

A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July 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

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	of National restrictions. This is based on £14.60 per person on the shielding list. The Council will work with partners to utilise the funding effectively.
<b>ICT &amp; Digital</b>	<u>Change from previous report</u>
<b>Budget</b> £9.8m	There is no change to the financial position previously reported.
<b>Variation</b> £0.0m (0.0%) breakeven	<u>Key Issues</u> 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 due to the COVID pandemic and that the service is currently responding to increased demand.
<b>RAG rating</b> Green	
<b>Outcomes Achieved</b> Yes	
<b>Culture &amp; Customer Experience</b>	<u>Change from previous report</u> The forecast overspend has reduced by £0.2m to £0.1m. The forecast includes the cost of re-opening the libraries.
<b>Budget</b> £10.5m	
<b>Variation</b> £0.1m (0.5%) overspend	<u>Financial Impact of COVID-19</u> Included in the above position is £2.5m of COVID-19 expenditure. These include the setting up, hibernation and decommissioning costs of the Temporary Place of Rest facility.
<b>RAG rating</b> Amber	
<b>Outcomes Achieved</b> No	There is also a forecast loss of income of £1.6m of income due to the COVID-19 pandemic. This relates to closure of public libraries (£0.2m), cessation of music lessons (£0.6m) and cessation of all ceremonies and other Registration services (£0.8m). The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.4m pressure will be funded by the COVID-19 budget for costs and income losses.
	<u>Key Issues</u> The introduction of the latest National Restrictions from 5 November until 2 December 2020 have again impacted upon the Registration, Library and Music Service. These services have a reduced service offer and this is likely to see a second drop in expected income due to COVID-19 restrictions. .
<b>Finance</b>	<u>Change from previous report</u>
<b>Budget</b> £6.5m	There is no change to that reported in the previous financial report.
	<u>Financial Impact of COVID-19</u>

<b>Variation</b> (0.0%) breakeven	£0.0m	Included in the breakeven position is expenditure of £1.3m 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.
<b>RAG rating</b> Green		
<b>Outcomes Achieved</b> Yes	<u>Key Issues</u> None to be reported	

### **Commercial Development, Assets & Investment**

An underspend of **£1.4m** (2.8%) is forecast against the budget of £49.6m. The budget has increased by £17.5m when compared to the previous period. This is due to the transfer in of Community Safety team (£23.9m) from Communities directorate and a transfer out of the Finance team (£6.5m) to Customer, Organisational Development & Resources directorate following the restructure.

<b>Property &amp; Community Facilities Management</b>	<u>Change from previous report</u> There is no change to that reported in the previous financial report.
<b>Budget</b> £17.4m	<u>Financial Impact of COVID-19</u> There is an underlying loss of income of £1.0m forecast due to the COVID-19 pandemic. This includes the loss of income on purchased meals across the Summer term and into the Autumn. The majority 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.
<b>Variation</b> -£1.5m (8%) underspend	
<b>RAG rating</b> Amber	
<b>Outcomes Achieved</b> Yes	<u>Key Issues</u> None to be reported.

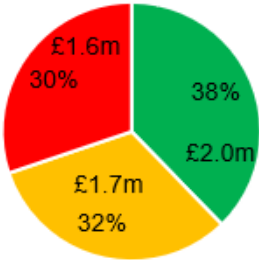
<b>Law &amp; Governance and Procurement</b>	<u>Change from previous report</u> There is no change to that reported in the previous financial report.
<b>Budget</b> £7.9m	<u>Key Issues</u> Several legal cases requiring Counsel advice are at risk of leading to an overspend on this budget by the year end.
<b>Variation</b> £0.2m (2.5%) overspend	
<b>RAG rating</b> Amber	The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Depending on the outcome of the Hub consultation and the timing of appointment to posts this is
<b>Outcomes Achieved</b> Yes	

likely to result in an in-year pressure, This will be reported more fully next month.

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

### Corporate Measures

<b>General Balances</b>	As set out in the table on Annex C -4 the current forecast for general balances at 31 March 2021 is <b>£30.5m</b> , compared to the position at 1 April 2020 of <b>£28.7m</b> . This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.7m are returned to balances.
<b>RAG rating</b> Green	
<b>Reserves</b>	On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be <b>£84.1m</b> at 31 March 2021 an increase of £1.1m from last month. The change reflects a reduction in the contribution of £0.1m to the Public Health Reserve and a £1.2m contribution to the Budget Prioritisation Reserve which has been earmarked to offset Adult Social Care pressures in 2021/22.
<b>RAG rating</b> 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 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.

<b>Grants</b>	As set out in Annex C-5a government grants totalling <b>£406.3m</b> will be received by the Council during 2020/21. This is an increase of <b>£6.7m</b> since the position reported last month.
<b>RAG rating</b> Green	The grant funding that is being managed within the directorates and the associated spend against the funding is set out in the paragraphs above. A summary of this funding and how it has been allocated is set out in Annex C-5b. The main changes this month relate to updates to grants received that are passported to schools including the Teacher Pension Grant, Coronavirus Catch up Grant and Pupil Premium Grants.
<b>Medium Term Financial Plan Savings</b>	The 2020/21 budget agreed by Council in February 2020, included planned savings of <b>£21.7m</b> 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.
<b>RAG rating</b> Red	£16.4m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.
<b>% of savings expected to be achieved</b> 84.6%	<p data-bbox="528 949 874 978"><b>Directorate Saving Plans</b></p>  <p data-bbox="491 1335 922 1364">■ Green &amp; Delivered ■ Amber ■ Red</p> <p data-bbox="1015 938 1517 1039">£2.0m, 38%, of Directorate savings plans have been or are forecast to be delivered by year end.</p> <p data-bbox="1015 1084 1517 1184">£1.7m, 32%, are assessed as amber and are at risk of not being delivered in full year.</p> <p data-bbox="1015 1229 1517 1408">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.</p>
	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 will be included in 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.

<b>Strategic Measures</b>	<p>The table in Annex C - 4 sets out average in-house cash balances and average rates of return for November 2020. The current forecast outturn position for in house interest receivable is <b>£3.2m</b>, which is <b>£0.7m</b> above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest.</p>
<b>RAG rating</b> Green	<p>External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is <b>£3.1m</b>, which is a breakeven position. This is £0.8m below the original budget which was reduced as part of the Revised 2020/21 Budget to reflect the impact of COVID-19 on the performance of the external funds.</p> <p>Interest Payable is forecast to be in line with the budgeted figure of <b>£15.0m</b>.</p> <p>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%. The unallocated balance of the Corporate Contingency is £0.4m.</p> <p>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 £1.6m will also be covered by this budget. The total financial impact of COVID-19 continues to be forecast at £52.3m in 2020/21. If this remains unchanged, after taking account of additional funding, by the year end the COVID-19 Budget will be utilised in full. If there is insufficient funding in the COVID-19 Budget to meet costs or lost income, this will need to be met from general balances.</p> <p>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.</p> <p>As set out in the Corporate Debtors section below there is likely to be an increase in the debt impairment at the end of the year. This would need to be funded by Corporate Contingency or General Balances.</p>
<b>Debt and Loan Write Offs &amp; Impairments</b>  <b>Corporate Debtors</b>	<p>COVID-19 impact: Customer debt attributed to COVID-19 has risen from £0.6m to £0.7m; this mix of developer contributions and rents. The increase this month is linked to rental income. Issues collecting income from individuals linked to financial hardship is not yet evident, but with formal legal proceedings recommencing in November 2020, more cases may come to light.</p>
<b>RAG rating</b>	

Amber	<p>The average collection rate has rebounded this month up to 93% and as with last month the collection rate for invoices greater than £10,000 in value is higher at 97%.</p> <p>Debt requiring impairment (DRI) dropped by £0.25m this month, this is a consecutive drop, down to £0.72m from £1.08m in September. The DRI level is still above target by £0.2m, however with further arrears expected to be resolved within the next month it is forecast to reduce before year end to be in line with the level of impairment currently accounted for on the balance sheet.</p> <p>Performance Indicators for this area are set out in Annex C-4.</p>
<p><b>Debt and Loan Write Offs &amp; Impairments</b></p> <p><b>– Adult Contribution to Care Charges</b></p> <p><b>RAG rating</b> Red</p>	<p>The invoice collection rate continues to be stable at just under 91%; just below the target and work is continuing to improve up to the target of 92%. The Days Revenue outstanding figure has decreased again this month, however, the over 1 year debt has increased so it is the under 1 year where collection rate drops are being seen.</p> <p>Debt requiring impairment (DRI) is up this month and is now £0.185m above the balance held. The ASC Income team continue to work through a detailed action plan linked to reducing the level of bad debt by year end. Bad debt levels this year are tracking those of last year and it is expected that there will be a reduction in February and March 2020 bringing the DRI down to £2.8m.</p> <p>As with last month there continue to be issues impacting debt collection, they include:; additional work linked to C19 impacts; working through cases held back whilst a “hold” was placed on legal action. External delays with Court of Protection, Probate office and HMCTS also persist.</p> <p>Performance Indicators for this area are set out in Annex C-4.</p>

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







Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Children's Services	132,371	132,371	0	0.0%	0	0	G
Adults Services	196,671	196,671	0	0.0%	0	0	G
Public Health	0	0	0		0	700	
Environment and Place	63,407	63,407	0	0.0%	-94	0	G
Customers, Organisational Development and Resources	33,582	33,882	300	0.9%	300	0	G
Commerical Development, Assets and Investments	49,584	48,190	-1,394	-2.8%	-1,300	0	R
<b>Directorate Total Net</b>	<b>475,615</b>	<b>474,521</b>	<b>-1,094</b>	<b>-0.2%</b>	<b>-1,094</b>	<b>700</b>	<b>G</b>



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

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	6,385	1,794	39.1%	1,594	200	
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 Contingency	18,267	18,267	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-9,649	-10,149	-700	-7.3%	-500	-200	
<b>Strategic Measures Budget</b>	<b>35,278</b>	<b>36,572</b>	<b>1,094</b>	<b>3.1%</b>	<b>1,094</b>	<b>0</b>	
Unringfenced Government Grants	-35,188	-35,188	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
<b>Council Tax Requirement</b>	<b>391,445</b>	<b>391,645</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>700</b>	

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

		<b>Net Budget (Latest Estimate)</b>	<b>Outturn Forecast Year End</b>	<b>Total Projected Year End Variance underspend- overspend+</b>	<b>Total Projected Year End Variance</b>	<b>Variance Last Month</b>	<b>Change in Variance</b>	<b>Projected Year End Traffic Light</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>£000</b>	<b>Red &gt; 1% Green on track</b>
CEF1	Education & Learning	29,823	29,823	0	0.0%	0	0	 G
CEF2	Children's Social Care	30,709	30,709	0	0.0%	0	0	 G
CEF3	Children's Social Care Countywide	65,871	65,871	0	0.0%	0	0	 G
CEF4	Schools	404	404	0	0.0%	0	0	 G
CEF5	Children's Services Central Costs	5,564	5,564	0	0.0%	0	0	 G
<b>Directorate Total</b>		<b>132,371</b>	<b>132,371</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	 G

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

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light  Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
Page 188	SCS1-1A Better Care Pool	79,819	79,819	0	0.0%	0	0	G
	SCS1-1B Adults with Care and Support Needs Pool	98,362	98,162	-200	-0.2%	-200	0	G
	SCS1-2 to SCS1-9 Other Adult Social Care	11,953	11,953	0	0.0%	0	0	G
	Subtotal Adult Social Care	190,134	189,934	-200	-0.1%	-200	0	G
	SCS2 Commissioning	6,537	6,737	200	3.1%	200	0	R
<b>Directorate Total</b>		<b>196,671</b>	<b>196,671</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	<b>G</b>








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

		<b>Net Budget (Latest Estimate)</b>	<b>Outturn Forecast Year End</b>	<b>Total Projected Year End Variance underspend- overspend+</b>	<b>Total Projected Year End Variance</b>	<b>Variance Last Month</b>	<b>Change in Variance</b>	<b>Projected Year End Traffic Light</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>£000</b>	<b>Red &gt; 1% Green on track</b>
<hr/>								
PH1& 2	Public Health Functions	30,607	30,007	-600	-2.0%	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	600	600	0.0%	0	600	G
<b>Directorate Total</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>700</b>	

**Business Management & Monitoring Report**  
**Position to the end of November 2020**  
**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
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,927	4,927	0	0.0%	0	0	G
PG3	Growth & Economy	93	93	0	0.0%	0	0	G
COM1	Communities Management	438	438	0	0.0%	0	0	G
COM2	Community Operations	57,949	57,949	0	0.0%	0	0	G
Directorate Total		63,407	63,407	0	0.0%	0	0	G

**Business Management & Monitoring Report**  
**Position to the end of November 2020**  
**Budget Monitoring - Customers, Organisational Development and Resources**

		<b>Net Budget (Latest Estimate)</b>	<b>Outturn Forecast Year End</b>	<b>Total Projected Year End Variance underspend- overspend+</b>	<b>Total Projected Year End Variance</b>	<b>Variance Last Month</b>	<b>Change in Variance</b>	<b>Projected Year End Traffic Light</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>%</b>	<b>£000</b>	<b>£000</b>	<b>Red &gt; 1% Green on track</b>
COD1	Corporate Services	1,965	1,965	0	0.0%	0	0	
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0	
COD3	Communications, Strategy & Insight	2,491	2,491	0	0.0%	0	0	
COD4	ICT & Digital	9,787	9,787	0	0.0%	0	0	
COD5	Culture & Customer Experience	10,496	10,796	300	2.9%	300	0	
COD6	Finance	6,450	6,450	0	0.0%	0	0	
<b>Directorate Total</b>		<b>33,582</b>	<b>33,882</b>	<b>300</b>	<b>0.9%</b>	<b>300</b>	<b>0</b>	

## Business Management &amp; Monitoring Report

Position to the end of November 2020

## Budget Monitoring - Commercial Development, Assets &amp; 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
Page 192	CDAI1 Property, Investment & Facilities Management	17,383	15,883	-1,500	-8.6%	-1,500	0	R
	CDAI2 Law & Governance	7,938	8,138	200	2.5%	200	0	R
	CDAI3 Community Safety	23,999	23,905	-94	-0.4%	-94	0	G
	CDAI4 CDAI Management Costs	264	264	0	0.0%	0	0	G
	<b>Directorate Total</b>	<b>49,584</b>	<b>48,190</b>	<b>-1,394</b>	<b>-2.8%</b>	<b>-1,394</b>	<b>0</b>	<b>G</b>

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

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-2,033	90,375
	Gross Income	-61,899	1,347	-60,552
		30,509	-686	29,823
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,378	32,950
	Gross Income	-3,260	1,019	-2,241
		33,068	-2,359	30,709
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	5,178	70,641
	Gross Income	-4,245	-525	-4,770
		61,218	4,653	65,871
CEF4	Schools			
	Gross Expenditure	190,476	5,861	196,337
	Gross Income	-190,260	-5,673	-195,933
		216	188	404
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-99	6,083
	Gross Income	-519	0	-519
		5,663	-99	5,564
	Expenditure Total	390,857	5,529	396,386
	Income Total	-260,183	-3,832	-264,015
	<b>Total Children's Services Net Budget</b>	<b>130,674</b>	<b>1,697</b>	<b>132,371</b>
<b>MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)</b>				
	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
	<b>Total Gross</b>	<b>215,549</b>	<b>2,334</b>	<b>217,883</b>



**Business Management & Monitoring Report: Adult Services**  
**Position to the end of November 2020**  
**Revenue Budget Monitoring**

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
<b>SCS1</b>	<b>Adult Social Care</b>			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	99	79,819
	Gross Income.	0	0	0
		79,720	99	79,819
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,004	98,362
	Gross Income.	-2	2	0
		95,356	3,006	98,362
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	12,468	45,382
	Gross Income	-19,582	-13,847	-33,429
		13,332	-1,379	11,953
	<b>Total Adult Social Care</b>	<b>188,408</b>	<b>1,726</b>	<b>190,134</b>
<b>SCS2</b>	<b>Commissioning</b>			
	Gross Expenditure	6,700	1,148	7,848
	Gross Income	-1,061	-250	-1,311
	<b>Total Commissioning</b>	<b>5,639</b>	<b>898</b>	<b>6,537</b>
	Expenditure Total	214,692	16,719	231,411
	Income Total	-20,645	-14,095	-34,740
	<b>Total Adult Services Net Budget</b>	<b>194,047</b>	<b>2,624</b>	<b>196,671</b>

**Business Management & Monitoring Report: Public Health**  
**Position to the end of November 2020**  
**Revenue Budget Monitoring**

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

**Business Management & Monitoring Report: Environment and Place**  
**Position to the end of November 2020**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>
PG2	Planning & Place			
	Gross Expenditure	11,412	2,510	13,922
	Gross Income	-6,198	-2,797	-8,995
		5,214	-287	4,927
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
		<b>58,959</b>	<b>-1,010</b>	<b>57,949</b>

**Business Management & Monitoring Report: Environment and Place**  
**Position to the end of November 2020**  
**Revenue Budget Monitoring**

	<b>BUDGET 2020/21</b>		
	<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Expenditure Total</b>	<b>112,382</b>	<b>5,511</b>	<b>117,893</b>
<b>Income Total</b>	<b>-48,121</b>	<b>-6,365</b>	<b>-54,486</b>
<b>Total Environment and Place Net Budget</b>	<b>64,261</b>	<b>-854</b>	<b>63,407</b>

**Business Management & Monitoring Report: Customers, Organisational Development & Resources**  
**Position to the end of November 2020**  
**Revenue Budget Monitoring**

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	1,751	214	1,965
	Gross Income	0	0	0
		1,751	214	1,965
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	-39	4,088
	Gross Income	-1,108	-489	-1,597
		3,019	-528	2,491
CODR4	ICT & Digital			
	Gross Expenditure	11,531	-701	10,830
	Gross Income	-317	-726	-1,043
		11,214	-1,427	9,787
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	1,642	18,212
	Gross Income	-8,408	692	-7,716
		8,162	2,334	10,496
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	363	47,783
	Income Total	-13,497	-704	-14,201
	<b>Total Customers &amp; Organisational Development and Resources Net Budget</b>	<b>33,923</b>	<b>-341</b>	<b>33,582</b>

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

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-5,192	25,340
	Gross Income	-11,058	3,101	-7,957
	<b>Total Property, Investment &amp; Facilities Management</b>	<b>19,474</b>	<b>-2,091</b>	<b>17,383</b>
CDAI2	Law & Governance			
	Gross Expenditure	6,637	2,520	9,157
	Gross Income	-797	-422	-1,219
	<b>Total Law &amp; Governance</b>	<b>5,840</b>	<b>2,098</b>	<b>7,938</b>
CDAI3	Community Safety			
	Gross Expenditure	27,865	-1,039	26,826
	Gross Income	-3,120	293	-2,827
	<b>Total Community Safety</b>	<b>24,745</b>	<b>-746</b>	<b>23,999</b>
CDAI4	Management Costs			
	Gross Expenditure	0	264	264
	Gross Income	0	0	0
	<b>Total Management Costs</b>	<b>0</b>	<b>264</b>	<b>264</b>
	Expenditure Total	65,034	-3,447	61,587
	Income Total	-14,975	2,972	-12,003
	<b>Total Commercial Development, Assets &amp; Investment Net Budget</b>	<b>50,059</b>	<b>-475</b>	<b>49,584</b>

**Business Management Report**  
**Position to the end of November 2020**

**CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:**

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Jan	Nov	Pay inflation increment of 0.75% uplift for financial year 2020/21	CEF3-1	Corporate Parenting	P	3	0
				CEFATV	Adoption Thames Valley	P	9	-9
				VSMMGT	Strategic Measures	P	-3	0
			Pay inflation increment of 0.75% uplift for financial year 2020/21.	CEF3-1	Corporate Parenting	P	8	0
				CEFATV	Adoption Thames Valley	P	19	-19
				VSMMGT	Strategic Measures	P	-8	0
			Pay Award 2020 - Additional 0.75%	ACSNPOOL	Adults with Care and Support Needs Pool	T	0	0
				BCFPOOL	Better Care Fund Pool	T	34	-34
				CDAI1	Property & Investment	T	72	0
				CDAI2	Law & Governance	T	45	0
				CEF1-1	Management & Central Costs	T	11	0
				CEF1-2	SEND	T	21	0
				CEF1-3	Learning & School Improvement	T	3	0
				CEF1-4	Access to Learning	T	7	0
				CEF1-5	Learner Engagement	T	2	0
				CEF2-1	Management & Central Costs	T	36	0
				CEF2-2	Social Care	T	156	0
				CEF3-1	Corporate Parenting	T	62	0
				CEF3-2	Safeguarding	T	25	0
				CEF3-3	Services for Disabled Children	T	21	0
				CEF3-4	Youth Offending Service	T	8	0
				CEF5-1	Management, Admin & Central Support	T	3	0
				COD1	Corporate Services	T	3	0
				COD2	Human Resources & Organisational Dev	T	18	0
				COD3	Communications, Strategy & Insight	T	25	0
				COD4	ICT & Digital	T	51	0
				COD5	Culture & Customer Experience	T	82	0
				COD6	Finance	T	27	0
				COM1	Communities Management Costs	T	2	0
				COM2-1	Community Operations Management	T	6	0
				COM2-2	Infrastructure Operations	T	82	0
				COM2-4	Commissioning	T	6	0
				COM2-5	Integration & Improvement	T	4	0
				COM4-2	Fire & Rescue	T	20	0
				COM4-3	Emergency Planning	T	2	0
				COM4-4	Gypsy & Traveller Services	T	1	0
				COM4-5	Trading Standards	T	12	0
				PG2	Planning & Place	T	66	0
				PG3	Growth & Economy	T	5	0
				SCS1-1A	Better Care Fund Pool Contribution	T	34	0
				SCS1-1B	Adults with Care and Support Needs Po	T	0	0

**Business Management Report**  
**Position to the end of November 2020**

**CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:**

				SCS1-2	Adult Protection & Mental Capacity	T	23	0
				SCS1-3	Provider & Support Services	T	31	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	T	100	0
				SCS2	Joint Commissioning	T	51	0
				VSMMGT	Strategic Measures	T	-1,121	0
CS	Jan	Nov	Meridian Recovery Audit	CDAI2	Law & Governance	T	0	-300
				VSMMGT	Strategic Measures	T	300	0
				CE4-1	Delegated Budgets	P	-442	442
COD	Jan	Nov	Special School: Mabel Prichard academises on 1 Nov 21	CE4-1	Delegated Budgets	P	7,167	-7,167
			Realignment of school grant allocation budgets	CE3-4	Youth Offending Service	T	7	-7
			Additional funding for Youth Justice grant Nov-Mar	COD5	Culture & Customer Experience	T	20	-20
COM	Jan	Nov	Temp Staff Adjustment	COM2-2	Infrastructure Operations	T	-20	0
				COM2-4	Commissioning	T	20	0
Grand Total							7,114	-7,114



**Business Management & Monitoring Report - November 2020**  
**Cabinet - 19 January 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.
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-31,861	-10,446	-10,346	-100	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal

**Business Management & Monitoring Report - November 2020**  
**Cabinet - 19 January 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			
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-1,000	0	0	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	1,841	5,285	4,085	1,200	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-1,000	11,392	11,392	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	0	0	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	

**Business Management & Monitoring Report - November 2020**  
**Cabinet - 19 January 2021**  
**Earmarked Reserves**

	<b>2020/21</b>		
	Balance at 1 April 2020	Movement	Balance at 31 March 2021
	£000	£000	£000
Redundancy Reserve	548	2,000	2,548
<b>Total Reserves</b>	<b>102,864</b>	<b>-19,754</b>	<b>84,110</b>
*Includes DSG High Needs Deficit Reserve	-11,221	-11,114	-22,335

Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000
2,548	0
<b>83,010</b>	<b>1,100</b>

Commentary

**General Balances**

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

**Strategic Measures**

Month	Average cash balance	Average rate of return
November 2020	£394.80m	0.81%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.81%	>=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	September	October	November
Invoice collection rate	97.50%	92.20%	86.00%	93.41%
Avg. days outstanding	35	25	26	26
Debt requiring impairment	<£0.30m	£1.05m	£0.99m	£0.72
Unsecure debt over 1 year	<£0.50m	£1.03m	£0.51m	£0.55m
Write offs as % of income YTD	<0.10%	0.000%	0.006%	0.000%

### Adult Contribution to Care Charges

Performance Indicator	Target	September	October	November
Invoice collection rate	92.00%	90.30%	90.84%	90.87%
Avg. days outstanding	100	116	113	112
Debt requiring impairment	<£2.00m	£2.97m	£2.99m	£3.00m
Unsecure debt over 1 year	<£1.60m	£3.88m	£4.08m	£4.32m
Write offs as % of income YTD	<1.0%	0.880%	0.438%	0.006%

## Business Management &amp; Monitoring Report - July 2020

Cabinet - 15 December 2020

Government Grants 2020/21

Ringfenced	Directorate	Issued  by	Estimate 2020/21	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	<b>Children's Services</b>					
	<b>Dedicated School Grants</b>					
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	-1,992	-442	57,939
	<b>Subtotal DSG Grants</b>		<b>220,544</b>	<b>-2,220</b>	<b>-442</b>	<b>217,882</b>
	<b>School Grants</b>					
R	Pupil Premium	DfE	5,255	0	1,616	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	0	-47	3,973
R	Teacher's Pay Grant	DfE	1,430	0	235	1,665
R	Teacher's Pension Grant	DfE	2,771	0	2,764	5,535
R	Coronavirus Catch Up Premium	DfE	0	0	2,295	2,295
R	Coronavirus (Covid-19) Schools Fund	DfE	0	0	305	305
	<b>Subtotal School Grants</b>		<b>16,050</b>	<b>0</b>	<b>7,168</b>	<b>23,218</b>
	<b>Other Children's Services Grants</b>					
R	Youth Justice Board	YJB	548	0	7	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
	<b>Subtotal Other Children's Services Grants</b>		<b>2,719</b>	<b>164</b>	<b>7</b>	<b>2,890</b>
	<b>TOTAL CHILDREN'S SERVICES</b>		<b>239,313</b>	<b>-2,056</b>	<b>6,733</b>	<b>243,990</b>

**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 reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation  £000
	<b>Adult Services</b>					
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
	<b>TOTAL ADULT SERVICES</b>		<b>10,391</b>	<b>13,628</b>	<b>0</b>	<b>24,019</b>
	<b>Public Health</b>					
R	Public Health Grant	DHSC	31,329	-89	0	<b>31,240</b>
R	HIV PREP Grant	DHSC		122	0	<b>122</b>
R	Wayfinding Grant	SE		130	0	<b>130</b>
R	Track and Trace	MHCLG		2858	0	<b>2,858</b>
	<b>TOTAL PUBLIC HEALTH</b>		<b>31,329</b>	<b>3,021</b>	<b>0</b>	<b>34,350</b>
	<b>Communities</b>					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			519	0	519
R	Natural England	DEFRA	227	0	0	227
R	MaaS:CAV	Innovate UK		638	0	638
R	V2 Go Project	Innovate UK		132	0	132
R	OmniCAV	Innovate UK		235	0	235
R	Park & Charge	Innovate UK		580	0	580
R	Virgin Park & Charge	Innovate UK		26	0	26
R	Data Driven Safety Tool	Innovate UK		151	0	151
R	Quantum Gravimeter	Innovate UK		84	0	84

## Business Management &amp; 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 reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation  £000
R	Resilient CAV	Innovate UK		25	0	25
R	Heart Park Project	DFT		90	0	90
R	GTC DfT Congestion Tool	DFT		59	0	59
R	CAVL4R	DFT		11	0	11
	<b>TOTAL COMMUNITIES</b>		<b>227</b>	<b>3,345</b>	<b>0</b>	<b>3,572</b>
	<b>Customers &amp; Organisational Development</b>					
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
	<b>TOTAL CUSTOMERS &amp; ORGANISATIONAL DEVELOPMENT</b>		<b>837</b>	<b>522</b>	<b>0</b>	<b>1,359</b>
	<b>Commercial Development , Aseets &amp; Investment</b>					
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
	<b>TOTAL COMMERCIAL DEVELOPMENT, ASSETS &amp; INVESTMENT</b>		<b>1,401</b>	<b>331</b>	<b>0</b>	<b>1,732</b>



**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 reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	<b>Strategic Measures</b>					
U	Lead Local Flood Authority	DEFRA	45			<b>45</b>
U	Extended Rights to Free Travel	DfE	278	177		<b>455</b>
U	Fire Revenue Grant	MHCLG	213			<b>213</b>
U	Troubled Families - Service Transformation Grant	MHCLG	500			<b>500</b>
U	Troubled Families Attachment Fees - Phase 2	MHCLG	143			<b>143</b>
U	Troubled Families Payment by Result	MHCLG		73		<b>73</b>
U	New Homes Bonus	MHCLG	4,137			<b>4,137</b>
U	Local Reform & Community Voices Grant	DfE	515	103		<b>618</b>
U	Independent Living Fund	DfE	3,454			<b>3,454</b>
U	School Improvement and Brokering Grant	DfE	570	-13		<b>557</b>
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			<b>5,144</b>
U	Social Care Support Grant	MHCLG	12,031			<b>12,031</b>
U	COVID-19	MHCLG		20387		<b>20,387</b>
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		<b>22</b>
U	Wellbeing for Education Return Grant	DfE		112		<b>112</b>
R	Oubreak Containment Grant	DHSC		5,533		<b>5,533</b>
R	Support for Clinically Extremely Vulnerable	DHSC		305		<b>305</b>
U	Sales, Fees and Charges Compensation	MCLG		1,379		<b>1,379</b>
U	Business Rates Top-Up	MHCLG	40,546			<b>40,546</b>
	<b>Subtotal Strategic Measures</b>		<b>67,576</b>	<b>28,078</b>	<b>0</b>	<b>95,654</b>

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

Ringfenced	Directorate	Issued	Estimate 2020/21	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
		by	£000	£000	£000	£000
R R R R	<b>Grants held on behalf of Local Enterprise Partnership</b>	BEIS  BEIS MHCLG				
	Oxford Innovation Business Support		205			205
	European Regional Development Fund		900			900
	EU Transition - Growth Hub Funding			54		54
	DCLG (Local Enterprise Partnership Funding)		500			500
	<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>		<b>1,605</b>	<b>54.0</b>	<b>0</b>	<b>1,659</b>
	<b>TOTAL STRATEGIC MEASURES</b>		<b>69,181</b>	<b>28,132</b>	<b>0</b>	<b>97,313</b>
	<b>Total All Grants</b>		<b>352,679</b>	<b>46,923</b>	<b>6,733</b>	<b>406,335</b>

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 £'000	Allocation to General Fund £'000	Allocation to be determined £'000	Allocation to schools £'000	Allocation to Providers and Voluntary Sector £'000	Allocation to District and City Councils £'000
<b>Ringfenced Funding</b>								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	518				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	2,295			2,295		
DWP	Customers and Organisational Development	Winter Grant Scheme	1,368		1,368			
<b>Total Ringfenced Grants</b>			<b>21,901</b>	<b>-</b>	<b>2,726</b>	<b>2,600</b>	<b>14,621</b>	<b>1,954</b>
<b>Unringfenced Funding</b>								
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		
DHSC	Public Health	Clinically Extremely Vulnerable	305		305			
DHSC	Public Health	Contain Outbreak Management Fund	5,533		5,533			
<b>Total Unringfenced Grants</b>			<b>42,254</b>	<b>36,304</b>	<b>5,838</b>	<b>112</b>	<b>-</b>	<b>-</b>
<b>Total COVID-19 Grant Funding</b>			<b>64,155</b>					
<b>Grants to OCC</b>								

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

## PERFORMANCE SCRUTINY COMMITTEE

### PROPOSED WORK PROGRAMME

ITEM	NOTES
<b>11 March 2021</b>	
Business Monitoring Report	To consider the monthly business monitoring report.
Progress towards climate change targets	Added at September meeting
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.
Minerals and Waste Strategy (provisional item)	Councillor Mathew requested that the Committee is provided with an update on the development of the Council's minerals and waste strategy.
Oxfordshire Fire & Rescue Service's Community Risk Management Plan 2021/2022	For review and comment ahead of Cabinet Member decision in April
Two Children's Safeguarding Serious Case Reviews	To examine the issues and actions arising.

TO BE SCHEDULED	
ITEM	NOTES
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.
Income generation	Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation.
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.