

CABINET REPORT - 20th July

BUSINESS MANAGEMENT AND MONITORING REPORT

April & May 2021

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

RECOMMENDATIONS

- a. To note April and May 21 business management and monitoring report.
- b. To approve the virement set out in Annex C- 2b and note virements set out in Annex C- 2c;
- c. To approve the bad debt write off set out in paragraph 44 of Annex C

Executive Summary

1. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2021/22 – April and May 2021. This Cabinet report will concentrate on the latest performance and risk position (May 21) however attached are both the April and May 21 performance tables and April and May 21 Leadership Risk registers.

Introduction

2. 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.
3. 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.
4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹-
5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in five annexes:
 - a. Annex A.1: Performance April 21
 - b. Annex A.2: Performance May 21
 - c. Annex B.1: Leadership Risk Register April 21
 - d. Annex B.2: Leadership Risk Register May 21
 - e. Annex C : Finance May 21

¹ Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf> Outcomes Framework and previous reports: <https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports>

6. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of officers continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.
7. 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 services are taking action working 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. Additionally, an Annex will be added to this paper quarterly to report on our progress against the Climate Action framework.
8. 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 agreed Equalities, Diversity and Inclusion Framework, Including Everyone. We will be reporting our progress towards our equalities commitment in an annex to be presented quarterly as part of the Business Management and Monitoring report.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

9. 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.
10. This year's Outcomes Framework includes 6 outcomes, 26 Indicators (1 Annual, 3 Quarterly and 22 Monthly) and 98 measures (1 Annual, 12 Quarterly, 85 reported Monthly).
11. 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.
12. Each month we use snapshot tables to indicate the main areas of change since the previous report. The report therefore shows that at end of May 2021 the 22 monthly indicators were rated as follows:

	May	May %	YTD	YTD %
Green	11	50%	12	55%
Amber	4	18%	4	18%
Red	7	32%	6	27%

13. The information below provides a snapshot of progress towards Corporate Plan outcomes during May 2021 (latest data and Year to Date position), including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.1 April 21 and Annex A.2 May 21.

We listen to our diverse residents to ensure that we can continuously improve our services

Performance highlights

- The FixMyStreet interface communicates with the public, defining the parameters of what we will and won't fix in line with our Highways Maintenance Policy. Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in April and May was 1,790. 54% are made up of:
 - 475 (27%) now repaired
 - 365 (20%) don't warrant immediate action but have been placed onto our longer-term planning programme (Dragon, Drainage, resurfacing programmes)
 - 127 (7%) waiting for Milestone to repair
 - The remaining 46% represents:
 - 454 (25%) did not meet our intervention criteria
 - 213 (12%) are still awaiting a decision from officers
 - 98 (5%) were duplicates of other reports
- The Customer Contact Centre (now Customer Experience Function) undertakes a customer satisfaction survey one week every month. May's satisfaction survey obtained feedback from 65 customers, from those 95.38% were happy with the service they received from Customer Services. 1.54% were Neutral, 3.08% was dissatisfied. Also, 96.92% of customers were happy with the experience they received from individual officers.

Areas for improvement

- During May, the Customer Experience Function received 12,931 inbound calls, down 80 (0.6%) against April, and made 6,446 outbound calls. The abandonment rate increased slightly to 13.36% against a target of 10%.

Contacts for Blue Badge and Concessionary Bus Passes fell slightly in May, but still up 164% from May 2020.

Calls to Adult Social Care (ASC) decreased in April compared to March – down 6%. Compared to April 2020, they are up 37%. This month on month change reflects the volatility of the demand and queries linked to ASC. We can anticipate further changes as the longer term impact of Covid is realized and also the impact of the

transformation of the overall ASC pathway ‘The Oxfordshire Way’.

Calls to Children Social Care decreased by 21% compared to March 2021. Staff were also assigned to assist with User Acceptance Testing (UAT) for the new telephony platform, 8x8, which Customer Services are due to launch in June 2021.

The below table illustrates the summary of performance for the indicators under the priority – **We listen to our diverse residents to ensure that we can continuously improve our services**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our services improve	1. Improvement Following Audit or Inspection	Green	No Change
	2. Listening to residents	Green	Amber
We deliver value for money	3. The Council is financially resilient	Red	No Change
	4. Effective financial management and governance	Green	No Change

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Performance highlights

- Nominations are open for Oxfordshire’s “Covid-19 heroes” awards. Since its launch in April the nominations have been steadily rising in May. The new High Sheriff for Oxfordshire, Imam Monawar Hussain, is inviting award nominations to honour those who have played an important role in the county’s local response to the pandemic.

Areas for improvement

- During May, 130 people were signposted to health services via formal conversations in libraries; against our 150 monthly targets, our performance has been below that target in part due to ongoing restriction of opening hours across all branches and reduced footfall due to Covid-19.
- In May 79.52% of emergency call attendance were made within 11 minutes and 88.77% were made in 14 minutes. Both short of the 80% and 90% targets respectively. The service continues to work hard to maintain response standards, as we are seeking a change in the historical figures due to a change in the way we report an incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by the Resource Management Team reviewing the appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places. Our average response time for the year to date is 8 minutes 27 seconds.

The below table illustrates the summary of performance for the indicators under the priority – **We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community.**

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	Red	Green
	6. Timeliness of emergency response	Amber	Red

We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment

Performance highlights

- In line with our priority of putting residents Wellbeing first, people in Oxfordshire are being encouraged to take a step back and try and connect with nature during Mental Health Awareness Week (10 to 16 May 2021). The theme this year is how people can rediscover the fundamental human need to connect with nature.
- In May 2,833 visits to Heritage services (Museum of Oxford) has exceeded expectations due to good weather and stronger than anticipated local support.
- Number of physical visits to Libraries has increased from 33,341 last month to 49,062 in May. This figure is nearly double the monthly target of 25,000. This can be contributed to the fact that lockdown measures have eased, and public confidence is returning.

Areas for improvement

- In May 2021 a further 350 LED lanterns were installed (against a monthly 400 target), raising the total number of assets now fitted with LED lanterns to 20,160. This means that 33.8% of the streetlights within the County are now fitted with efficient LED equipment.
The target for the end of March 2022 is for 55% of the streetlights to have been converted. This means the number required to be converted for the year is 13,327. In-year progress of 690 lanterns installed leaves 12,637 still to be carried out to meet the annual target. The remaining 12,637 lanterns are programmed in for delivery before March 22 at which point the 55% target will have been met.
- The indicator “Conditions of highways is reporting” Amber for May and year to date. The annual plan target for 2021 total surfacing programme has been calculated as 3% of the total network (excluding patching). As at 31st May, 1.78% of the total network has been resurfaced (cumulative rate) and is on track against the target of 3%. The rate for May (32.8%) is slightly below the monthly target (37.9%), as some of the schemes are expected to be finishing in early June.

The below table illustrates the summary of performance for the indicators under the priority – **We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment.**

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

Please note that indicator 13 Household waste re-used, recycled or composted is reported one month in arrears, as a consequence, there is no data for comparison from last report.

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

Performance highlights

- As part of our commitment to support all our children and young people to achieve educational outcomes, in May, Children, Education and Families Service had a week-long inspection of the youth justice service. This focused on the experience of black and mixed heritage boys. Inspectors were positive about the quality of casework, interventions and pre-sentence reports and fed back that management oversight was strong. There was positivity about the strong partnership arrangements. A report covering all the local authorities visited will be published in the autumn.
- During May Children, Education and Families services launched a new service. "Pause Oxfordshire", aiming to women who have experienced or are at risk of experience repeated pregnancies that result in children needing to be removed from their care. Women are offered intensive support delivered by skilled practitioners.
- School is one of the most important protective factors for children and young people. To help mitigate the impact of the pandemic on school attendance Children, Education and Families Service have focused significant effort and additional resources on supporting children to attend schools. This has had a significant impact on attendance and the momentum needs to be sustained going forward. Last

month the Department for Education published the first set of national absence statistics since the start of the pandemic. This covered the Autumn term 2020 and showed that overall and persistent absence rates in Oxfordshire were lower (better) than the national rates for all types of school - primary, secondary and special schools. This is the first time that absence rates in secondary schools have been lower (5.6%) than the national figures (5.7%).

- Children and their local communities are set to benefit from the expansion of the School Streets pilot scheme that kicked off in May 2021. Road closures and drop-off and pick-up times are being trialed during term time. School Streets aims to improve road safety to help boost cycling and walking and improve air quality. They are being delivered by Oxfordshire County Council together with participating schools, in partnership with walking and cycling charity Sustrans and backed by financial support from the government.

Areas for improvement

- Despite the positive inspection of the experiences of black and mixed heritage boys in the youth justice service, we are aware that black and mixed-race children are more likely to be referred into the children's social care system and the youth justice service. When we have looked at this, we have found that children from ethnic minority backgrounds are more likely to live in relative deprivation and this is driving their over-representation in children's services. As we look to support all children and young people to achieve improved health, wellbeing and educational outcomes; we must tackle economic inequalities for families from ethnic minorities.
- The number of contacts coming into the Multi Agency Safeguarding Hub (MASH) in May was 51% higher (2,294 number of contacts) than pre-Covid levels and social care assessments were 6% higher than target levels (1,516 number of contacts). The number of children we care for is slowly increasing and the number of children the subject of child protection plans increased last month. Looking across the last 6 months the number of children becoming cared for has started to rise and in the last 3 months those becoming the subject of a child protection plan has also begun to rise. Although it is very early it may be the first signs of the long-term effect of Covid and is adding to workload pressures.
- During May 57% of Education Health & Care Plans were completed within 20 weeks, not hitting the 59% monthly target. This drop in performance has been driven by an increase in demand. So far this calendar year (Jan to the end of May 21) requests for assessments are 12% higher than the same period in 2020 and 15% higher than Jan to the end of May 2019

The below table illustrates the summary of performance for the indicators under the priority - **We strive to give every child a good start in life and protect everyone from neglect.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Children are given a good start in life	15. We provide help early on so children are less likely to be in need	Red	No Change
	16. Number of looked after children	Amber	No Change
	17. Number of child protection plans	Green	No Change
	18. Timeliness completing Education, Health & Care Plans	Amber	Green

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

Performance highlights

- We are a low spending authority per head of population on adult social care – in part reflecting the relative health and wealth of our population. We support the same rate of adults with long term social care as demographically similar authorities with high quality services. The quality of service providers as monitored by Care Quality Commission is better than national – 94% are good or outstanding compared to 84% nationally. Each year we take part in a national satisfaction survey, in February 2021 89% of people were satisfied with services; 6% are neither satisfied nor dissatisfied and 5% are dissatisfied.
- As part of our focus on cooperative and community provision in social care, we support people to live independently in their homes for as long as possible. In May 87% of younger adults (18-64) are supported in their own homes rather than a care home; but more older people (65+) are supported in care homes. This is being addressed in part by stimulating the home care market and developing extra care housing.

Areas for improvement

- Despite being a low spending authority, the unit cost of support is higher than comparable systems, though we are working to manage costs robustly. Covid led to more requests for support last year, but most requests did not lead to people needing on-going council funded social care. Three key priorities for this year are
 - Transforming the response citizens receive at the council's front door.
 - Ensuring people receive services to support their independence – including support to informal carers.
 - When people need long term care they can live in their own home for as long as possible

The below table illustrates the summary of performance for the indicators under the priority - **We enable older and disabled people to live independently and care for those in greatest need**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Care services support independent living	20. Number of people with control over their care	Green	No Change
	21. People needing social care are supported to stay in their own home	Green	No Change

We support a thriving & inclusive local economy that recovers strongly from the COVID crisis

Performance highlights

- To improve landscape-scale nature recovery across the county, delivery of the number of highway trees surveyed 4-year inspection programme is in place. 44% of the planned annual programme for inspecting 72 parishes has been completed as at end May 2021.
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.
- Announced in May, bus passengers in Thame are set to benefit from an improved service due to Oxfordshire County Council working with local operator Redline Buses. Thanks to Increased investment in an inclusive, integrated, county-wide active and sustainable travel network the current service 120 route from Aylesbury to Haddenham in Buckinghamshire is being extended to Thame town centre. It will serve some residential areas of the town that have seen little or no bus coverage in recent years.

Areas for improvement

- In accordance with tackling the Climate Emergency, during May 61% of the Climate Action Programme priority actions were reported green, which sits below the 70% target. Work is continuing on the One Fleet project, which will play an important role in fleet rationalisation and electrification. Electric Vehicle Salary Sacrifice scheme being mobilised to reduce emissions associated with staff business travel and commuting. Issues in following projects are being actively managed by project managers:
 - May delivery target for Green Homes Grant retrofits missed due to delay of issue of funding by the Dept of Business Energy Industrial Strategy and sign off of procurement exemption
 - Active Travel Oxford schemes under review, due to challenges and increased costs.

The below table illustrates the summary of performance for the indicators under the priority - **We support a thriving & inclusive local economy that recovers strongly from the COVID crisis.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Everyone has access to good homes and jobs	22. Infrastructure delivery supports growth	Green	No Change
	23. Number of new homes	Red	No Change
Businesses are able to grow and develop	24. Support for a strong local economy	Red	No Change
People and communities Have excellent transport	25. Levels of disruption to journeys	Green	No Change

Risk Management

14. 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.
15. The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.
16. The 2021/22 Risk opportunities and management strategy has been reviewed and refreshed, reflecting on the risks associated with the corporate plan and priorities of the council. The scoring matrix has changed to a 5, further details included in Annex B.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	22/06/2021 - Potential impact, controls, control assessment, mitigating actions and comments
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	22/06/2021 - Potential impact, controls, control assessment, mitigating actions and comments
LR3	High needs block funding	15 Medium Risk	↔	22/06/2021 - Potential impact, controls, control assessment, mitigating actions and comments
LR4	Safeguarding of vulnerable adults	10 Medium Risk	↔	25/06/2021 - Mitigating actions updated.
LR5	Demand management - Adults	12 Medium Risk	↔	21/06/2021 – Risk reviewed, no changes.
LR6	Capital Infrastructure Programme Delivery	10 Medium Risk	↔	15/06/2021 - Comments updated.
LR7	Local resilience, community resilience, cohesion	8 Medium Risk	↔	25/04/2021- Risk fully reviewed, no changes.
LR8	Management of partnerships (non-commercial)	6 Low Risk	↔	24/06/2021 - Risk reviewed, no changes.
LR9	Supply chain management	8 Medium Risk	↔	11/06/2021 - Risk reviewed, no changes.
LR10	Corporate governance	2 Low Risk	↔	21/05/2021 - Risk reviewed, no changes.
LR11	Workforce management	9 Medium Risk	↔	24/06/2021 - Comments updated.
LR12	Organisational Change and Service Design	12 Medium Risk	↔	18/06/2021 - Comments updated.
LR13	Financial resilience	10 Medium Risk	↔	24/06/2021 - Mitigating actions and comments updated
LR14	Health and Safety	8 Medium Risk	↔	23/06/2021 - Comments updated
LR15	Business Continuity and recovery plans	8 Medium Risk	↔	24/06/2021 - Inherent probability, controls and mitigating actions updated.
LR16	Cyber security	12 Medium Risk	↔	24/06/2021 - Comments updated.
LR17	ICT Infrastructure	8 Medium Risk	↔	24/06/2021 - Comments updated.
LR18	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	9 Low Risk	↓	24/06/2021 - Risk name, description, potential impact, probability, controls, risk score and mitigating actions updated.
LR19	County Election May 2021	8 Medium Risk	↔	27/06/2021 – Risk closed
LR20	Construction, Resources and Skills Shortages	16 High Risk	New	New Risk 25/06/2021

17. The table above provides a summary of the Council's leadership risks at 27th June 2021. Risks are assessed for both their likelihood (on a scale of 1-5) 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 25 is the highest possible.
18. During April 2021 as part of the annual review, a full review of the leadership risk register was completed in view of the new financial year; structural changes were made to some of the existing leadership risks and the numbering has been reorganised to reflect previously deleted risks. One new risk has been added "LR3 High needs block funding".
19. There was one score change during May "LR18 Covid-19 - Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus" decreased its score to 9 Low Risk. One new risk added LR20 Construction Resources and Skills Shortages with a residual score of 16 (High Risk). Also, one risk has been deleted from the Leadership Risk Register LR19 County Elections May 21.

Financial Management

Summary of the Council's financial position

20. This report is the first financial monitoring information for the 2021/22 financial year and covers the period up to the end of May 2021. This report is on an exception basis, focusing on key risk areas identified from issues in 2020/21, known issues for 2021/22, and areas of emerging pressures.
21. The table below sets out the overall forecast position for 2021/22. At this early stage in the year, an underspend of £0.4m is reported. This reflects the ongoing impact of pressures and vacancies reported within the directorates at the 2020/21 year end position. Further detail is set out in the relevant directorate sections in Annex C. Where variations to be budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance	Variance
	£m	£m	£m	%
Children Services	139.0	139.0	0.0	0.0
Adult Services	197.7	197.7	0.0	0.0
Public Health	0.2	0.2	0.0	0.0
Environment & Place	61.1	62.1	1.0	1.6
Customers, Organisational Development & Resources	33.3	33.0	- 0.3	- 0.9
Commercial Development, Assets and Investments	50.3	49.2	- 1.1	- 2.2
Total Directorate Budgets	481.6	-293.6	- 0.4	- 0.1
Corporate Measures	- 481.6	-481.6	0.0	0.0
Total Forecast Position	0.0	- 0.4	- 0.4	

22. General Balances at 31 March 2021 were £34.6m and are forecast to be £35.0m by 31 March 2022, due to the current forecast directorate underspend of £0.4m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.
23. The 2021/22 budget includes planned directorate savings of £16.1m. At this early point of the financial year £12.1m or 75% are expected to be delivered by year end. £4.0m or 25% are rated amber. Updates will be included in future reports.
24. See Annex C for further details and commentary.

CLAIRE TAYLOR Corporate Director for Customers, Organisational Development and Resources	LORNA BAXTER Director of Finance
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Annex A.1- Performance April

We listen to our diverse residents to ensure that we can continuously improve our services and provide value for money

Status of Indicators	30/04/2021
OCC01 Improvement Following Audit or Inspection: Status	★
OCC02 Listening to residents: Status	●
OCC03 The Council is financially resilient: Status	▲
OCC04 Effective financial management and governance: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC01.01 % actions dealt with on time after external inspection by Ofsted, CQC, HM ICFRS	Stephen Chandler	Cllr J Hannaby	60%	60%	★	Of the 10 actions required, 6 have been closed. We expect to close 1 more in Q1, 2 in Q3 of 21/22 and the last in Q4 2022.
OCC02.01 Proportion of potholes reported on FixMyStreet that require OCC action	Bill Cotton	Cllr T Bearder	55%	50%	★	<p>This measure indicates how successful the FixMyStreet interface is at communicating to the public what we will and won't fix in line with our Highways Maintenance Policy.</p> <p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in April was 1,121. 55% are made up of:</p> <ul style="list-style-type: none"> • 303 (27%) now repaired • 236 (21%) don't warrant immediate action but have been placed onto our longer-term planning Programme (Dragon, Drainage, resurfacing programmes) • 77 (7%) waiting for Skanska to repair <p>The remaining 45% represents:</p> <ul style="list-style-type: none"> • 274 (24%) did not meet our intervention criteria • 119 (11%) are still awaiting a decision from officers • 75 (7%) were duplicates of other reports • 37 (3%) were the responsibility of other organisations <p>FixMyStreet systems have received several recent upgrades. This forms part of wider FMS / customer enquiry improvements. Service are also due to create a forum with other Councils using FixMyStreet to compare metrics and explore differences in approach.</p>

Annex A.1 Performance April

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC02.02 Increase the number of FixMyStreet Super-user volunteers from among members of the public	Bill Cotton	Cllr T Bearder	4	4	★	<p>Following on from a successful online Teams SuperUser (SU) training pilot in March, we are now moving forward with booking in monthly FixMyStreet (FMS) training sessions for the Towns/Parish volunteers that have been on our waiting list to be trained. This month another 4 SU's have been trained successfully. The Highway officer/Volunteer coordination team have also agreed some small changes/improvements to the training content.</p> <p>We are now booking up for May/June's training sessions. We are also looking to increase the scope of the defect options available to the FMS SU's to authorise. This development would start with a pilot to ascertain ease of use and value.</p>
OCC 02. 03 Increase resident satisfaction with service received via calling customer Service Centre	Mark Haynes	Cllr G Phillips	96%	85%	★	The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – April – 69 customers surveyed - 89.86% were happy with the service they received from Customer Services. 2.9% were Neutral.1.44% was very dissatisfied. 98.55% of customers were happy with the experience they received from individual officers.
OCC 02. 04 Increase the % of callers whose enquiry is resolved at first point of contact	Mark Haynes	Cllr G Phillips	42%	75%	▲	5,279 contacts recorded from all channels. 4,764 contacts (42%) were resolved at first point of contact.
OCC02.05 Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	Mark Haynes	Cllr G Phillips	11%	10%	▲	<p>During April, the Customer Service Centre received 12,851 inbound calls, down 2,624 (17%) against March, and made 6,856 outbound calls. The abandonment rate increased slightly to 10.6%. School Admissions remained high due to Primary Allocation day; however, calls were lower than Secondary Allocation Day in March. The team received 1,547 calls and answered 86.5% (1,339). Registration remains consistent with previous months, low 1,500 calls as a combined service. Contacts for Blue Badge and Concessionary Bus Passes increased during April due to the easing of lockdown. Blue Badge contact was up 8% compared to March 2021. Concessionary Fare s was up 26% compared to March 2021. Calls to Adult Social Care decreased in April compared to March –down 6%. Compared to April 2020, they are up 37%. Calls to Children Social Care decreased by 21% compared to March 2021.</p>
OCC 02. 07 Customer satisfaction with Registration Service	Mark Haynes	Cllr N Fawcett	97%	90%	★	<p>Positive comments received. Couple of examples below:</p> <p>I could NOT have asked for a better set of people on this special day. They were all amazing!</p> <p>Probably the most secure and well explained place I have been.</p>
OCC 03. 01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	0.0%	0.0%	★	
OCC03.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	94.00	95.00	●	

Annex A.1 Performance April

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC 03.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£34,600,000	£28,800,000	★	
OCC 03.05 Net increase in in-house foster placements (excl kinship)	Kevin Gordon	Cllr L Brighthouse	0. 00	1. 70	▲	One new foster carer and one person leaving in the month
OCC 04.01 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	1. 0	0. 9	★	
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	0.0 %	0.0 %	★	
OCC 04.03 Use of non- DSG revenue grant funding	Lorna Baxter	Cllr C Miller	100%	95. 0 0%	★	
OCC04.05 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	96.59%	95. 0 0%	★	Performance relates to invoices paid via the IBC purchase order system; feeder systems are not currently included. From May Social Care invoices paid via social care finance system will be included.
OCC 04 . 06 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	92.87%	92. 0 0%	●	
OCC04.07 Debt requiring impairment Corporate Debtors	Lorna Baxter	Cllr C Miller	£300,000	£300,000	★	There has been a slight reduction this month. This figure can fluctuate quite widely and is dependent on whether there are any high value disputes. There are no new high value disputes this period.
OCC04.08 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£3,000,000	£2, 700, 000	●	
OCC 04 . 09 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£599,519,000	£428,000,000	●	The "actual" figure for the month is a forecast position for the entire financial year as at the reporting month end.
OCC04.10 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.58%	0. 58 %	★	
OCC 04 . 11 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3. 75 %	★	
OCC 04 . 13 Invoice collection rate -ASC contribution debtors	Lorna Baxter	Cllr C Miller	91.69 %	92.00 %	●	

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Status of Indicators	30/04/2021
OCC05 Number of people helped to live safe and healthy lives : Status	★
OCC06 Timeliness of emergency response : Status	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC05.01 Number of vulnerable children and adults helped to live more secure and independent lives	Rob MacDougall	Cllr N Fawcett	55	513	▲	The COVID-19 restrictions are impacting significantly in this area. With only a two-week term in April and online attendance, figures are lower than usual for Fire Cadets. As per the roadmap we have in place we plan to return to meeting outside from 17 May with COVID secure procedures in place, we hope this will increase attendance.
OCC 05 . 03 50% increase in all cycle journeys within Oxford for all purposes by 2031	Bill Cotton	Cllr P Sudbury	NA	NA		<p>Data collation is planned for May/June 2021 once lockdown restrictions have been eased. Service will be reviewing against the pre-2020 data. This in turn will help to validate Active Lives and Annual Travel Surveys for which we have historic figures and can project / report against.</p> <p>The 2021 figures are due to be released later in the year (timing tbc) which would give us a 2019/21 average, on which the 2021-22 target is based. The issue is likely to remain the reliability and volatility of data as a result of COVID, so much will depend on what the 2021 figure looks like in relation to the 2015/17 baseline and this years' target.</p> <p>2015/17 baseline for LCWIP: 306,000 trips 2031 LCWIP target: 460,000 trips 2021 /22 target: 350 , 000</p> <ul style="list-style-type: none"> • Updates included in the service level dashboards and in the Unity system for Corporate Performance Team's reference. • Updates to be excluded from the April '21 corporate Business Management & Monitoring Report for CEDR and Cabinet at this stage. This is due to 2021 figures being released later in the year.

Annex A.1 Performance April

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC05.04 % of people cycling for travel at least 3 times a week from Active Travel Survey	Bill Cotton	Cllr P Sudbury	-	NA	-	<p>Similar to the commentary for measure ref 5.03, we have a 2015/17 baseline figure for Oxfordshire. The survey should be repeated this year, which would give us a new baseline figure. The main question is how ambitious we think our target to should be.</p> <p>2015 /17 Baseline: 510, 000 trips 2031 target: based on doubling – 1,020,000 Or 50% increase (765, 000 2021/22 target: 646,000 (doubling), 578,000 (50% increase)</p> <ul style="list-style-type: none"> • Updates included in the service level dashboards and in the Unity system for Corporate Performance Team's reference. • Updates to be excluded from the April '21 corporate Business Management & Monitoring Report for CEDR and Cabinet at this stage. This is due to 2021 figures being released later in the year.
OCC05.05 Number of people sign posted to health services via informal conversations in libraries	Ansaf Azhar	Cllr N Fawcett	95	50	★	Number reported is better than expected due to increase of Libraries opening during the latter stages of Lockdown
OCC06.01 More people alive due to 365 Alive prevention, protection and emergency response activity	Rob MacDougall	Cllr N Fawcett	65	89	▲	We have reviewed our scope and target in this area for 2021- 22, focusing on our partnership work with South Central Ambulance to save people from medical emergencies. This comprises effecting entry for medical cases and co- responding, both on behalf of SCAS. There was one road fatality in April and our figures for rescuing people from fires and non-fire incidents are good.
OCC06.02 % of emergency call attendances made within 11 minutes	Rob MacDougall	Cllr N Fawcett	75.06%	80.00%	●	We continue to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places.
OCC06.03 % of emergency call attendances made within 14 minutes	Rob MacDougall	Cllr N Fawcett	88.33%	95.00%	●	We continue to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places.

We provide services that enhance quality of life and we take action to reduce the impact of the climate change & protect the local environment

Status of Indicators	30/04/2021
OCC08 Condition of highways: Status	★
OCC09 Participating in cultural service : Status	★
OCC10 Reduction in carbon equivalent emissions from OCC's	▲
OCC11 Reduced carbon impact of our transport network: Status	★
OCC12 Air quality: Status	★
OCC13 Household waste reused, recycled or composted: Status	-

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC08.01 Defects posing immediate risk of injury are repaired with 24 hours	Bill Cotton	ClIr T Bearder	96%	100%	●	Cumulative rate and covers all defects April 2020 to March 2021 . Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources. April data will be reported in the May report.
OCC08.02 Defects creating potential risk of injury repaired within 28 calendar days	Bill Cotton	ClIr T Bearder	99%	90%	★	Cumulative rate and covers all defects April 2020 to March 2021 . Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources. April data will be reported in the May report.
OCC08.03 Kilometers of highway resurfaced	Bill Cotton	ClIr T Bearder	47	42	★	The annual plan target for 2021 total surfacing programme has been calculated as 3% of the network (excluding patching). As at 30th April, 1.05% of the network has been resurfaced and is therefore on track.
OCC09.01 Number of visits to Heritage services (Museum of Oxford), local History &VCH inc outreach	Mark Haynes	ClIr N Fawcett	58. 00	40. 00	★	History Service visitor numbers were above target for the two weeks since it re-opened. Museum Service is not re-opening until 17th May.
OCC09.02 Number if active borrower (users who have borrowed at least on item during year)	Mark Haynes	ClIr N Fawcett	31, 319. 00	30, 000. 00	★	Active borrowers as with visits is better than expected due increase in number of libraries reopening earlier than expected.
OCC09.03 Digital engagement with Heritage Services social media reach, website hits & e-mail	Mark Haynes	ClIr N Fawcett	103, 939 . 00	105, 000 . 00	★	Shift of focus and resources to preparing to re-open services may have resulted in digital engagement figures being slightly less than targeted.
OCC09.04 Number of physical visits to Libraries	Mark Haynes	ClIr N Fawcett	33, 341. 00	10, 000. 00	★	Better than expected recovery from Covid and an increase in opening of Libraries.
OCC09.05 Number of library issues books, DVD, CD's, E-books & audio	Mark Haynes	ClIr N Fawcett	96, 892. 00	30, 000. 00	★	The opening of more libraries than anticipated has resulted in a most favorable figure
OCC09.06 Digital engagement with library services (social media reach, website hit, library app)	Mark Haynes	ClIr N Fawcett	178, 472 . 00	175, 000 . 00	★	A good understanding of digital engagement has been gained throughout lockdown and the figure as a result is on target
OCC09.07 Number of children & young people accessing the Music Service	Mark Haynes	ClIr N Fawcett	5, 140. 00	5, 122. 00	★	The access to music for this period was as a result of good communication with our customer base for digital lessons during the COVID19 pandemic and the relaxation of some Covid restrictions to allow limited face to face lessons to start.

Annex A.1 Performance April

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC10.02 No. of streetlights fitted with LED Lanterns by March 2022	Bill Cotton	Cllr T Bearder	340.00	390.00	●	<p>In April 2021 a further 340 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 19,810. This means that 33.2% of the streetlights within the County are now fitted with efficient LED equipment.</p> <p>The target for the end of March 2022 is for 55% of the streetlights to have been converted. This means the number required to be converted for the year is 13,327. In progress of 340 lanterns installed leaves 12,987 still to be carried out to meet the annual target. The remaining 12,987 lanterns are programmed in for delivery before March 22 at which point the 55% target will have been met.</p> <p>The overall programme (both energy and conversion numbers) is expected to be delivered on target despite being behind where we had planned to be when the project began. The programme to catch up this year is on-track with the number of LED conversions planned to significantly ramp up from September.</p>
OCC10.04 Reduce ops estate (excluding schools) CO2 emissions per net floor area (tonnes CO2 /m2)	Steve Jordan	Cllr P Sudbury	-	-	-	Work is in hand to set a benchmark for this KPI through establishing the precise definition of those buildings which are in scope set against energy records for 19/20 that discount abnormal factors arising during the covid pandemic.
OCC10.05 Total number of electric vehicles charging points by end of March 2022	Tim Spiers	Cllr P Sudbury	0	0	-	Updated numbers in May report
OCC11.01 % of highway maintenance construction, demolition & excavation waste diverted from landfill	Bill Cotton	Cllr T Bearder	96%	90%	★	<p>Rate is the average for April 2020 to March 2021.</p> <p>Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources. April data will be reported in the May report.</p>
OCC12.01 Minimise the number of traffic routes diverted into Air Quality Management areas	Bill Cotton	Cllr P Sudbury	0	9	★	No diversions have been sign posted through Air Quality Management Areas.
OCC13.01 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	-	NA	-	<p>The performance updates for the 2020/21 year end position have been reported in the March 2021 Business Management and Monitoring report as an appendix.</p> <p>Please note data for these measures is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system there are a high number of variables. April data will be reported in the May report.</p>
OCC13.02 % of household waste recycled	Bill Cotton	Cllr P Sudbury	-	NA	-	<p>The performance updates for the 2020/21 year end position have been reported in the March 2021 Business Management and Monitoring report as an appendix.</p> <p>Please note data for these measures is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. April data will be reported in the May report.</p>

Annex A.1 Performance April



Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC13.03 % of household waste composted	Bill Cotton	ClIr P Sudbury	-	NA	-	<p>The performance updates for the 2020/21 year end position have been reported in the March 2021 Business Management and Monitoring report as an appendix.</p> <p>Please note data for these measures is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. April data will be reported in the May report.</p>
OCC13.04 % of household waste reused	Bill Cotton	ClIr P Sudbury	-	NA	-	<p>The performance updates for the 2020/21 year end position have been reported in the March 2021 Business Management and Monitoring report as an appendix.</p> <p>Please note data for these measures is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. April data will be reported in the May report.</p>
OCC13.05 % of Household waste sent to landfill (forecasted end of year position)	Bill Cotton	ClIr P Sudbury	-	NA	-	<p>The performance updates for the 2020/21 year end position have been reported in the March 2021 Business Management and Monitoring report as an appendix.</p> <p>Please note data for these measures is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. April data will be reported in the May report.</p>
OCC13.06 % of Household waste recycled, composted, re-used at Household Waste Recycling Centers	Bill Cotton	ClIr P Sudbury	-	NA	-	<p>The performance updates for the 2020/21 year end position have been reported in the March 2021 Business Management and Monitoring report as an appendix.</p> <p>Please note data for these measures is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. April data will be reported in the May report.</p>
OCC13.07 Average weight of waste produced per household in Oxfordshire	Bill Cotton	ClIr P Sudbury	-	NA	-	<p>This is a new measure added to the 2021/22 OCC Outcomes Framework. Please note data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources. April data will be reported in the May report.</p>










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

Status of Indicators	30/04/2021
OCC15 We provide help early on so children are less likely to be in need:	▲
OCC16 The number of children looked after: Status	★
OCC17 Number of child protection plans: Status	★
OCC18 Timeliness of completing education, health and care plans: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC15.01 Number of contacts into the MASH	Kevin Gordon	Cllr L Brighouse	1,919.00	1,516.00	▲	Volume of contacts into the MASH 27% higher in April than pre Covid levels. This is managed by council funding of 7 additional staff to help manage workload
OCC15.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	164.00	167.00	●	Figure just (4) below target for the month, but the period included Easter holidays which historical reduce the number of assessments
OCC15.03 Number of early help assessments completed by health visitors	Ansaf Azhar	Cllr M Lygo	10.00	17.00	▲	This is the first month this has been monitored in this form. Work will take place to increase the numbers completed by health visitors
OCC15.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	463.00	605.00	★	
OCC16.01 Number of children we care for	Kevin Gordon	Cllr L Brighouse	789.00	772.00	▲	The number of cared for children is rising marginally as fewer children are leaving the cared for system as there have been delays in courts sitting during the pandemic
OCC17.01 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	466.00	500.00	★	Number of child protection plans is tracking above target for this period.
OCC18.01 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	60.00%	59.00%	★	The completion of education, health and care plans is tracking green for this period.
OCC19.01 Number of electively home educated children	Kevin Gordon	Cllr L Brighouse	930.00	n/a	-	Measure is to be monitored only. Though some people proactively choose to home educate their children there can be occasions when home education reflects people's view on services or where can mean vulnerable children are not seen by professional staff
OCC19.05 Mainstream total number of children with transport in month - inc Mileage& Season Tickets	Bill Cotton	Cllr T Bearder	7,336	n/a	-	The reported rate for April is back to normal levels with children returning to schools from March. Service are reviewing revised measures to support the reporting for this indicator, and21/22 targets are to be confirmed.
OCC19.06 Number of Special Education Needs children who (need(ed) transport in-month	Bill Cotton	Cllr T Bearder	1,117	n/a	-	Rates have remained consistent and stable for April and previous months indicating a return to some form of normality for demand of transport. Service are reviewing revised measures to support the reporting for this indicator, and21/22 targets are to be confirmed.

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

Status of Indicators	30/04/202 1
OCC20 Number of people with control over their care: Status	
OCC21 People needing social care are supported to stay in their own homes:	

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC20.01 % of people with safeguarding concerns who define the outcomes they want	Stephen Chandler	Cllr J Hannaby	96.00%	90.00%		Activity has exceeded target for this month with a result of 96% against target of 90%.
OCC20.02 % of people receiving adult social care with a personal budget	Stephen Chandler	Cllr J Hannaby	89.00%	92.00%		Figure has dropped in the month. There are variations between teams. This will be investigated in the next month.
OCC20.03 % of people 65 plus using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	23.00%	17.00%		Activity has exceeded target this month with a result of 17% against target of 23%.
OCC20.04 % of people under 65 using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	42.00%	39.00%		Activity has exceeded target for this period with a result of 42% against target of 39%.
OCC20.05 Reduce number of older people needing placement in a care home to > than 14 per week	Stephen Chandler	Cllr J Hannaby	15. 00	61. 00		Number of people with control over their care is well within target for this period.
OCC21.01 Increase the number of home care hours purchased per week to 25,300 hours by March 2022	Stephen Chandler	Cllr J Hannaby	25,326. 00	24,874. 00		Measure has achieved against target for this period.
OCC21.02 Reduce by 10% the number of people aged 18-64 entering permanent residential care	Stephen Chandler	Cllr J Hannaby	1.00 %	3.25 %		Measure is above target, achieving 1% against a target of 3.25%.
OCC 21 . 03 % 18 -64 age service users with LD support, living on own or with family	Stephen Chandler	Cllr J Hannaby	91.70%	76.00%		Measure has achieved target for this period with a rate of 91.20% against a target of 76%.
OCC21.04 % of older people in long term care supported to live in own home	Stephen Chandler	Cllr J Hannaby	59.50%	57.00%		Tracking to target for this period.

We support a thriving & inclusive local economy that recovers strongly from the Covid crisis

Status of Indicators	30/04/2021
OCC22 Infrastructure delivery supports growth: Status	★
OCC23 Number of new homes: Status	▲
OCC24 Support for a strong local economy: Status	▲
OCC25 Levels of disruption to journeys: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC22.01 Percentage of the Capital Programme delivered in line with budget	Bill Cotton	Cllr D Enright	23.00%	7.90%	★	<p>This measures the capital infrastructure major programme. 23% of the agreed programme for 21/22 has been spent or committed as at end of April 2021, and rate does not include any planned spend for the year.</p> <p>A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year.</p> <p>Target of 95% is cumulative to March 2022.</p>
OCC22.02 % of Climate Action Programme priority actions rated as green	Bill Cotton	Cllr P Sudbury	71.00%	70.00%	★	<p><i>Revised measure description: Percentage of Climate Action Programme priority actions rated as green</i></p> <p>71% of Climate Action Programme priority actions were rated as green in April.</p> <ul style="list-style-type: none"> Climate Action Programme governance fully in place, with Delivery Group now reporting on delivery of 34 priority actions for 2021/22. One Fleet integrated fleet management approach approved, which will play a central role in fleet electrification. First draft of Social Value Policy for procurement under review, which will encourage contractors to demonstrate emission reductions along the supply chain. Local Transport and Connectivity Plan zero carbon vision consultation completed. Hydrogen and Mobility tasks forces convened as part of Living Oxford; an innovation partnership supported by iHub. Contract signed for delivery of Green Homes Grant funded retrofit of 150 homes in fuel poverty.

Annex A.1 Performance April

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC23.01 We support the delivery of new affordable housing starts by March 2022	Bill Cotton	Cllr D Enright	694. 00	1, 322. 00	▲	<p>The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG).</p> <p>Discussions with (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.</p> <p>Please note the target of 1,322 new affordable housing starts is by end of March 2022. The status of the overall programme remains amber and early Year 4 delivery aligns with expected position.</p> <p>Service are reviewing the frequency and indicative breakdown of expected completion for reporting in Unity, so that the status reporting better reflects activity. Update to follow in next month's report.</p>
OCC24.01 No of businesses given support by trading standards intervention or via risks inspection	Rob MacDougall	Cllr N Fawcett	244. 00	278 . 00	●	There has been a reduced number of fire safety audits completed due to the lockdown restrictions; fire safety teams are now returning to normal ways of working so numbers will increase next month.
OCC24.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	1.00	2.50	▲	No additional new projects were started in April. However 5 new bids were submitted in April. around climate change and EV projects. The outcome of these bids will be updated in June.
OCC25.01 Percentage of utility works that have passed inspections	Bill Cotton	Cllr N Fawcett	79. 0 0%	90. 0 0%	▲	<p>From 881 sample A/B/C inspections conducted in April (including all follow up inspections) 697 passed. This equates to 79% pass rate.</p> <p>This is below the target of 90% and mainly due to one area with extensive failures by one company. The failures largely relate to the quality of the reinstatements. Action and this are being pursued through escalation with the company concerned and issuing of a fixed penalty notice.</p> <p>The issues with the one company are countrywide, and the Highway Authorities and Utilities Committee (HAUC) UK are working towards a National Improvement Notice for them.</p>
OCC25.02 % of increase in days works on highways saved via the Council's duration challenges	Bill Cotton	Cllr T Bearder	-	NA	-	<p>During April there were 12 saved days of works on the highway via the Council's duration challenges.</p> <p>Monthly rates need to be calculated as a percentage against baseline. 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 June 2021.</p>

Annex A.1 Performance April

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment
OCC25.03 Reduce the number of return repairs to the Council's own works	Steve Jordan	Cllr T Bearder	0.13 %	5.00 %	★	<p>The reported rate is for April. 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.</p> <p>During April there were 5 return repairs/visits to own works (NCDs). Total potholes fixed were 3,794.</p>
OCC 25.04 Delivery of the 2021 - 22 Programme - number of highway trees surveyed within 4-year cycle	Bill Cotton	Cllr P Sudbury	36.00 %	8.00 %	★	<p>4-year inspection programme is in place. 36% of the planned annual programme for inspecting 72 parishes has been completed as at end April 2021.</p> <p>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.</p>
OCC25.05 % of frequent bus services departing within scheduled intervals	Bill Cotton	Cllr T Bearder	-	NA	-	<p>The rate for this measure is not currently available due to methodology for the calculation needing to be confirmed.</p> <p>The service team are in the process of working with the bus companies to agree the methodology, confirm data availability and ensure alignment with the PIP (Punctuality Improvement Partnership) agreement. A meeting is scheduled end of May with the bus companies to review the reporting options and update to follow in June.</p>

Annex A.2 - Performance May

We listen to our diverse residents to ensure that we can continuously improve our services and provide value for money

Status of Indicators	31/05/2021
OCC01 Improvement Following Audit or Inspection: Status	★
OCC02 Listening to residents: Status	★
OCC03 The Council is financially resilient: Status	▲
OCC04 Effective financial management and governance: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC01.01 % actions dealt with on time after external inspection by Ofsted, CQC, HMICFRS	Stephen Chandler	Cllr J Hannaby	60%	60%	★	Of the 10 actions agreed, 6 have been completed, we expect to close 1 more in Q1, 2 in Q3 and the last in Q4 2022.	60%	60%
OCC02.01 Proportion of potholes reported on FixMyStreet that require OCC action	Bill Cotton	Cllr T Bearder	52%	50%	★	<p>This measure indicates how successful the FixMyStreet interface is at communicating to the public what we will and won't fix in line with our Highways Maintenance Policy.</p> <p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in May was 669. 52% are made up of:</p> <ul style="list-style-type: none"> • 172 (26%) now repaired • 129 (19%) don't warrant immediate action but have been placed onto our longer term planning programme (Dragon, Drainage, resurfacing programmes) • 50 (7%) waiting for Milestone to repair <p>The remaining 48% represents:</p> <ul style="list-style-type: none"> • 180 (27%) did not meet our intervention criteria • 94 (14%) are still awaiting a decision from officers • 23 (3%) were duplicates of other reports • 21 (3%) were the responsibility of other organisations <p>FixMyStreet systems have received several recent upgrades. This forms part of wider FMS / customer enquiry improvements. Service are also due to create a forum with other Councils using FixMyStreet to compare metrics and explore differences in approach.</p>	54%	50%

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC02.02 Increase the number of FixMyStreet Super-user volunteers from among members of the public	Bill Cotton	Cllr T Bearder	4	4	★	<p>The online training continues to progress well, with slight improvements following each session. 4 Super-User's have been trained in May. Service are still working through the waiting list, and aiming to promote the scheme again from July.</p> <p>Service are also working toward the introduction of Saw Cut repairs as an option for the SU's. This will provide a more cost-effective method of repairs for certain defects within the CAT2 criteria. Before any addition is made to the SU options list, advise and training will be provided to the SU's. In early stages we will monitor the use of this option and ensure it is correctly applied.</p>	8	8
OCC02.03 Increase resident satisfaction with service received via calling customer Service Centre	Mark Haynes	Cllr G Phillips	95%	85%	★	<p>The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – May – 65 customers surveyed 95.38% were happy with the service they received from Customer Services. 1.54% where Neutral. 3.08% was very dissatisfied. 96.92% of customers where happy with the experience they received from individual officers. The Year to Date result for this measure is an average.</p>	95%	85%
OCC02.04 Increase the % of callers whose enquiry is resolved at first point of contact	Mark Haynes	Cllr G Phillips	89%	75%	★	<p>6,094 contacts recorded from all channels. 5,430 contacts (89%) were resolved at first point of contact. The Year to Date result for this measure is an average.</p>	90%	75%
OCC02.05 Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	Mark Haynes	Cllr G Phillips	13%	10%	▲	<p>During May, the Customer Service Centre received 12,931 inbound calls, down 80 (0.6%) against April, and made 6,446 outbound calls. The abandonment rate increased to 13.36%</p> <p>Registration remains consistent with previous months, and is just slightly higher than May 2020. Contact for School Admissions, Highway Enquiries and General Enquiries remained consistent with recent months.</p> <p>Contacts for Blue Badge and Concessionary Bus Passes fell slightly in May, but still up 164% from May 2020. Blue Badge contact remained the same, as April 2021. Concessionary Fares decreased slightly by 7.66% compared to April 2021.</p> <p>Libraries also reopened which increases our workload for customers attending to have their documents verified.</p> <p>Calls to Adult Social Care decreased in April compared to March – down 6%. Compared to April 2020, they are up 37%. Calls to Children Social Care decreased by 21% compared to March 2021.</p> <p>Staff were also assigned to assist with User Acceptance Testing (UAT) for the new telephony platform, 8x8, which Customer Services are due to launch in June 2021.</p> <p>The Year to Date result for this measure is an average.</p>	12%	10%

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC02.07 Customer satisfaction with Registration Service	Mark Haynes	Cllr N Fawcett	93%	90%	★	Included, some comments from both ceremony and death registration surveys: Everyone was incredibly helpful, professional and made us feel very comfortable and supported. Having such great staff really made the event extra special; Everyone that helped also commented everything that needed to be done next, a link was sent to order a death certificates; Very efficient, integrated and streamlined service between all agencies. The Year to Date result for this measure is an average.	95%	90%
OCC03.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	-0.10%	0%	▲	The overall forecast financial position for for 2021/22 as an underspend of £0.4m. This reflects over and under spends reported by the directorates as part of the final 2020/21 position. As set out in annex C the overspend in Environment & Place relates to Growth & Economy and the underspend relates to Property and Facilities Management. Both positions are subject to management action and are likely to change by the end of the year.	-0.10%	0%
OCC03.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	75.31%	95.00%	▲	The 2021/22 budget includes planned directorate savings of £16.1m. At this early point of the financial year £12.1m or 75.31% are expected to be delivered by year end. £4.0m or 24.69% are rated amber. Updates will be included in future reports.	84.66%	95.00%
OCC03.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£35,000,000	£28,800,000	★	General Balances at 31 March 2021 were £34.6m this is £3.7m that the £30.9m reported when the budget was set in February 2021 this is due to an increase in the directorate underspend in 2020/21. There are no planned contributions to or from general balances for 2021/22. General balances at 31 March 2021 are forecast to be £35.0m this is an increase of £0.4m which relates to the directorate underspend.	£35,000,000	£28,800,000
OCC03.05 Net increase in in-house foster placements (excl kinship)	Kevin Gordon	Cllr L Brighthouse	1.00	1.70	▲	Three new foster carers recruited this year, but 2 have had to leave in the year.	1.00	1.70
OCC04.01 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	£-0.4m	£0.9m	★	There is a forecast directorate underspend of -£0.4m. This primarily relates to an overspend on Growth & Economy offset by underspends by Property, Investment and Facilities Management and Customer Services. The current position is subject to management action and are likely to change by the end of the year.	£-0.2m	£0.9m
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	0%	0%	★	There is no variance forecast for DSG funded services excluding the High Needs Block.	0%	0%
OCC04.03 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	100.00%	95.00%	★	All non-DSG grants are expected to be spent during 2021/22.	100.00%	95.00%
OCC04.05 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	95.13%	95.00%	★	Measure relates to supplier invoices paid within 30 days of receipt and is on target for the second month. It was intended that this period would include those invoices paid via the IBC self-service purchase order system as well as invoices processed through the social care finance system; this data will now be available in June.	95.86%	95.00%

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC04.06 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	94.55%	95.00%	●	<p>This measure identified the percentage of invoices that have been paid by the period 90-120 days; this is when all standard recovery effort should have been completed and the invoice referred to Senior Recovery officer if not.</p> <p>The average collection rate increased by 1.7% to 94.6% this month, just below the collection rate target of 95%. However, if we look at high value invoices we see the collection rate for invoices over £10,000 was 100% this period.</p> <p>Collection of high value invoices are prioritised to minimise potential losses for the council and reduce impact of the debtor impairment balance having to be topped up at year end.</p>	93.71%	95.00%
OCC04.07 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£282,265	£300,000	★	<p>Debt requiring impairment (DRI) is the value of invoices that have the potential to become unrecoverable and therefore we need to record the potential for the loss in the accounts at year end. If there is a significant increase in the value of invoices at risk then we are required to top up the impairment balance and introduce a pressure into the budget towards year end. Consequently, this figure is tracked through the year to assess if we will finish above or below the current balance.</p> <p>DRI reduced marginally for the second month and remains £0.3m below target. 20% of the bad debt relates to six debtor accounts. The highest debt attributed to one debtor is 5% of bad debt and relates to a dispute with a developer; legal services are managing the case and negotiations are underway. The remaining five all are in the process of being resolved.</p>	£282,265	£300,000
OCC04.08 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£3,060,000	£2,700,000	●	<p>The £2.5m is a stretch target to be achieved by March next year. Analysis of previous years' shows that the level of bad debt tends to rise at the start of the financial year, following a push of effort at year end, and will fall away in later half of the year.</p> <p>Debt requiring impairment, debt that has potential to be unrecoverable, increased this month to £3.06m, £0.5m above the current Adult contributions impairment balance; this is a yearlong target to be worked towards. At the end of the last financial year £0.13m was able to be withdrawn from the impairment balance.</p> <p>The Adults Income team are managing a backlog of case work linked to the Covid 19 pause (April – September 20-21). There are a four high value cases with a value of approximately £0.280m, these require the support of legal services and outside counsel and it is expected these will not be quickly resolved. Furthermore, there continues to be delays with state systems i.e. Court of Protection, Probate Office, house sales and HMCTS. Probate cases account for 21% of the impaired debt and cases pending COP orders 6.5%.</p>	£3,060,000	£2,700,000
OCC04.09 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	£524,022,000	£428,000,000	●	<p>The "actual" figure for the month is the forecast position for the entire financial year as the reporting month end. The forecast is higher than budget due to increased levels of capital and grants received compared to the original forecast.</p>	£523,270,500	£428,000,000

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC04.10 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.50%	0.58%	▲	<p>The forecast interest rate receivable was partly based on the assumption that short term money market rates would be higher for the first 6 months of the year. The higher than forecast average cash balance also means that we are required to place funds with a larger number of counterparties, which has resulted in a lowering of the return.</p> <p>We are expecting the return to increase as new investment products are invested in during the year.</p>	0.54%	0.58%
OCC04.11 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★	External funds returns are forecast to be in line with budget.	3.75%	3.75%
OCC04.13 Invoice Collection Rate – ASC contribution debtors	Lorna Baxter	Cllr C Miller	89.66%	92.00%	●	Invoice collection rates have dropped slightly this month, this is in part due to the fact that there were 150 more invoices raised in period 11 of 20-21. There is also a slight reduction in invoices being paid by direct debit in P11, this is likely to be linked winter deaths and final invoices pending probate.	90.68%	92.00%

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Status of Indicators	31/05/2021
OCC05 Number of people helped to live safe and healthy lives: Status	▲
OCC06 Timeliness of emergency response: Status	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC05.01 Number of vulnerable children and adults helped to live more secure and independent lives	Rob MacDougall	Cllr N Fawcett	260	513	▲	We are continuing to carry out most safe and well visits mainly by phone. Following the ease of COVID-19 restrictions in the middle of May we've been able to start visiting vulnerable people's homes and expect an increase in figures in the coming months. We are conducting fortnightly checks of gypsy and traveler sites in respect of any fire related hazards.	242	513
OCC05.03 50% increase in all cycle journeys within Oxford for all purposes by 2031	Bill Cotton	Cllr P Sudbury	NA	NA	-	<p>Data collection and current travel patterns are still being worked through, as lockdown restrictions are being eased. Service will be reviewing against the pre-2020 data. This in turn will help to validate Active Lives and Annual Travel Surveys for which we have historic figures and can project / report against. The 2021 figures are due to be released later in the year (timing tbc) which would give us a 2019/21 average, on which the 2021-22 target is based. The issue is likely to remain the reliability and volatility of data as a result of COVID, so much will depend on what the 2021 figure looks like in relation to the 2015/17 baseline and this years' target.</p> <p>2015/17 baseline for LCWIP: 306,000 trips 2031 LCWIP target: 460,000 trips 2021/22 target: 350,000</p> <ul style="list-style-type: none"> • Updates included in the service level dashboards and in the Unity system for Corporate Performance Team's reference. • Updates to continue being excluded from the monthly corporate Business Management & Monitoring Report for CEDR and Cabinet at this stage. This is due to 2021 figures being released later in the year. 	NA	NA

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC05.04 % of people cycling for travel at least 3 times a week from Active Travel Survey	Bill Cotton	Cllr P Sudbury	NA	NA	-	<p>Similar to the commentary for above measure, we have a 2015/17 baseline figure for Oxfordshire. Data collection and current travel patterns are still being worked through. The survey should be repeated this year, which would give us a new baseline figure. The main question is how ambitious we think our target to should be.</p> <p>2015/17 Baseline: 510,000 trips 2031 target: based on doubling – 1,020,000 Or 50% increase (765,000) 2021/22 target: 646,000 (doubling), 578,000 (50% increase)</p> <ul style="list-style-type: none"> • Updates included in the service level dashboards and in the Unity system for Corporate Performance Team's reference. • Updates to continue being excluded from the monthly corporate Business Management & Monitoring Report for CEDR and Cabinet at this stage. This is due to 2021 figures being released later in the year. 	NA	NA
OCC05.05 Number of people sign posted to health services via informal conversations in libraries	Ansaf Azhar	Cllr N Fawcett	130	150	▲	Target below par due to ongoing restriction of opening hours across all branches and reduced footfall due to Covid 19	225	200
OCC06.01 More people alive due to 365 Alive prevention, protection and emergency response activity	Rob MacDougall	Cllr N Fawcett	86	90	★	There has been a slight increase in figures compared to last month mainly as a result of more rescues from non-fire incidents (the proportion of people rescued is consistent at 20%, there was a higher number of non-fire incidents this month). There were no fire fatalities and one road fatality this month.	151	179
OCC06.02 % of emergency call attendances made within 11 minutes	Rob MacDougall	Cllr N Fawcett	79.52%	80.00%	●	<p>We continue to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year.</p> <p>Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places.</p> <p>Our average response time for the year to date is 8 minutes 27 seconds. The Year to Date result for this measure is an average.</p>	77.29%	80.00%
OCC06.03 % of emergency call attendances made within 14 minutes	Rob MacDougall	Cllr N Fawcett	88.77%	95.00%	●	<p>We continue to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year.</p> <p>Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places.</p> <p>Our average response time for the year to date is 8 minutes 27 seconds. The Year to Date figure result for this measure is an average.</p>	88.55%	95.00%

We provide services that enhance quality of life and we take action to reduce the impact of the climate change & protect the local environment

Status of Indicators	31/ 05/ 2021
OCC08 Condition of highways: Status	●
OCC09 Participation in cultural service: Status	★
OCC10 Reduction in carbon equivalent emissions from OCC's	▲
OCC11 Reduction carbon impact of our transport network: Status	★
OCC12 Air quality: Status	★
OCC13 Household waste re-used, recycled or composted: Status	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC08.01 Defects posing immediate risk of injury are repaired within 24 hours	Bill Cotton	Cllr T Bearder	100%	100%	★	Rate covers all defects in April 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.) The Year to Date result for this measure is an average.	100%	100%
OCC08.02 Defects creating potential risk of injury repaired within 28 calendar days	Bill Cotton	Cllr T Bearder	100%	90%	★	Rate covers all defects in April 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	100%	90%
OCC08.03 Kilometers of highway resurfaced	Bill Cotton	Cllr T Bearder	32.8 Km	37.9 Km	●	<p>The annual plan target for 2021 total surfacing programme has been calculated as 3% of the network (excluding patching).</p> <p>As at 31st May, 1.78% of the network has been resurfaced (cumulative rate) and is on track against the target of 3%.</p> <p>Rate for May is slightly below monthly target, as some of the schemes are now expected to be finishing in early June.</p>	79.6 Km	79.8 Km
OCC09.01 Number of visits to Heritage services (Museum of Oxford), local History & VCH inc outreach	Mark Haynes	Cllr N Fawcett	2,833.00	2,080.00	★	Visitor numbers to the Oxfordshire Museum exceeded expectations due to good weather and stronger than anticipated local support.	2,891.00	2,120.00
OCC09.02 Number of active borrower (users who have borrowed at least on item during year)	Mark Haynes	Cllr N Fawcett	34,310.00	30,000.00	★	Target exceeded as borrower numbers increasing as Covid19 lockdown restrictions are eased and public confidence returns.	64,133.50	60,000.00
OCC09.03 Digital engagement with Heritage Services - social media reach, website hits & e-mail	Mark Haynes	Cllr N Fawcett	100,419.00	90,500.00	★	<p>Marked increase in Museums service engagements with OCC public website pages, possibly the result of including information about re-opening in OCC newsletter.</p> <p>Examples of comments from remote customers received in May: 'It's impossible to calculate the impact of the VCH (Victoria County History), just this year I've used it in academic research and local history projects. It's an invaluable foundation... keep up the good work.' 'I also wanted to say a personal thank you to [named member of staff] for both a timely and considered reply to my question. It has been a very good experience and an excellent reflection on the service given by the History Centre'.</p>	204,358.00	195,500.00

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC09.04 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	49,062.00	25,000.00	★	Visitor numbers are increasing as lockdown measures are eased and public confidence returns.	82,403.00	35,000.00
OCC09.05 Number of library issues books, DVD, CD's, E-books & audio	Mark Haynes	Cllr N Fawcett	232,048.00	50,000.00	★	May 2021 has seen a better than expected return of borrowing at 85% of pre-COVID-19 borrowing.	328,940.00	80,000.00
OCC09.06 Digital engagement with library services (social media reach, website hit, library app)	Mark Haynes	Cllr N Fawcett	173,647.00	175,000.00	●	This figure has dipped slightly below the target, but remains broadly on track. One explanation for the drop in digital engagement would be the increase in physical visits and issues from libraries.	352,119.00	350,000.00
OCC09.07 Number of children & young people accessing the Music Service	Mark Haynes	Cllr N Fawcett	5,175.00	5,245.00	★	The KPI target was an exacting one based on students returning from waiting lists following the easing of COVID 19 restrictions. Not as successful as anticipated, however new marketing campaign instigated to try and boost numbers.	10,315.00	7,367.00
OCC10.02 No. of streetlights fitted with LED Lanterns by March 2022	Bill Cotton	Cllr T Bearder	350.00	400.00	●	<p>In May 2021 a further 350 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 20,160. This means that 33.8% of the streetlights within the County are now fitted with efficient LED equipment.</p> <p>The target for the end of March 2022 is for 55% of the streetlights to have been converted. This means the number required to be converted for the year is 13,327. In-year progress of 690 lanterns installed leaves 12,637 still to be carried out to meet the annual target. The remaining 12,637 lanterns are programmed in for delivery before March 22 at which point the 55% target will have been met.</p> <p>The overall programme is amber due to a delay in the start to the programme but the in year element is on track.</p>	690	790.00
OCC10.05 Total number of electric vehicle charging points by end of March 2022	Tim Spiers	Cllr P Sudbury	12	140	▲	<p>Pilot car park (Cattle Market Bicester) is now open - 6 charging units with 12 charging sockets.</p> <p>SSE Enterprise have left the project. The remaining project partners are working to restructure the project to deliver the remaining car parks. This necessitates:</p> <ul style="list-style-type: none"> - Tendering for new infrastructure companies to replace the work that was to be undertaken by SSE - Applying for ORCS funding to fund 75% of infrastructure costs. - Working with district councils to restructure contracts. - Obtaining buy in from project funder (Innovate UK) for scope change. 	12	140
OCC11.01 % of highway maintenance construction, demolition & excavation waste diverted from landfill	Bill Cotton	Cllr T Bearder	99%	90%	★	Rate is for April 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99%	90%
OCC12.01 Minimise the number of traffic routes diverted into Air Quality Management areas	Bill Cotton	Cllr P Sudbury	0	9	★	No diversions have been sign posted through Air Quality Management Areas.	0	9

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC13.01 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	58.88%	62.00%	▲	<p>Reported rates for April are the forecast end of year performance and is the combined effort of OCC and the City and District Councils. Forecasts early in the financial year have a high level of uncertainty until more data becomes available. Achieving the overall recycling target for this year will be challenging and will require coordinated working by all partners across the Oxfordshire Resources and Waste Partnership.</p> <p>Waste tonnages across the board remained above pre- Covid levels in April continuing from last year's exceptional high volume during the Covid pandemic.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. May data will be reported in the June report.)</p>	58.88%	62.00%
OCC13.02 % of household waste recycled	Bill Cotton	Cllr P Sudbury	30.34%	31.00%	●	As per above commentary for measure reference OCC13.01.	30.34%	31.00%
OCC13.03 % of household waste composted	Bill Cotton	Cllr P Sudbury	28.09%	30.50%	▲	As per above commentary for measure reference OCC13.01.	28.09%	30.50%
OCC13.04 % of household waste re-used	Bill Cotton	Cllr P Sudbury	0.45%	0.50%	●	As per above commentary for measure reference OCC13.01.	0.45%	0.50%
OCC13.05 % of Household waste sent to landfill (forecasted end of year position)	Bill Cotton	Cllr P Sudbury	4.85%	3.00%	▲	<p>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 last year. It since slowly recovered to 3.01% for last year.</p> <p>The forecast for this year is currently uncertain until more data is available. While showing an increase this remains a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. May data will be reported in the June report.)</p>	4.85%	2.50%

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC13.06 % of Household waste recycled, composted, re-used at Household Waste Recycling Centres	Bill Cotton	Cllr P Sudbury	61.71%	62.00%	●	<p>Reported rate for April is the forecast end of year performance. Forecasts early in the financial year have a high level of uncertainty until more data becomes available.</p> <p>All HWRCs are now operating at full capacity following the easing of Covid restrictions and social distancing is being maintained by site staff.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables. May data will be reported in the June report.)</p>	61.71%	62.00%
OCC13.07 Average weight of waste produced per household in Oxfordshire	Bill Cotton	Cllr P Sudbury	1,127.00	980.00	▲	<p>Reported rate for April is the forecast end of year performance as actual weight fluctuates on a monthly / seasonal basis. Last year the average weight of waste produced per household increased for the first time since 2016/17 due to Covid restrictions and more people working at home during the pandemic.</p> <p>It is expected that households will continue to produce more waste than pre-Covid this year, but quantities could reduce as restrictions ease. This is difficult to predict, and the forecast is currently highly uncertain.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources. May data will be reported in the June report.)</p>	1,127.00	980.00

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

Status Of Indicators	31/05/2021
OCC15 We provide help early on so children are less likely to be in need:	▲
OCC16 The number of children looked after: Status	●
OCC17 Number of child protection plans: Status	★
OCC18 Timeliness of completing education, health and care plans: Status	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC15.01 Number of contacts into the MASH	Kevin Gordon	Cllr L Brighouse	2,294.00	1,516.00	▲	The number of concerns to the MASH in May (2294) was 51% higher than pre Covid levels. This means that so far this year (April and May) activity is 39% higher than pre Covid levels. This is being managed by the council funding of 7 additional staff to help manage demand	4,213.00	3,032.00
OCC15.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	243.00	167.00	★	Improvement in May. Performance now tracking above target. The Year to Date result for this measure is an average.	203.50	167.00
OCC15.03 Number of early help assessments completed by health visitors	Ansaf Azhar	Cllr M Lygo	8.00	17.00	▲	The number of EHAs completed by health visitors is below target and is an area of focus for this year.	18.00	34.00
OCC15.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	644.00	605.00	▲	Figure for the month was above i.e. worse than target. The high level of demand in the MASH driven by the impacts of Covid and the lockdown means there remains a risk of excessive demand in children's social care	1,107.00	1210.00
OCC16.01 Number of children we care for	Kevin Gordon	Cllr L Brighouse	786.00	770.00	▲	The number of children we cared for remains above target. The number of children becoming cared for is increasing and delays in the court system mean fewer children are leaving the care system. The Year to Date result for this measure is an average.	787.50	770.00
OCC17.01 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	489.00	500.00	★	The number of children the subject of a child protection plan rose in the month, but remains below (i.e. better than) target. This is positive for the children and families involved, as more children are stepped down to child in need plans but is yet to impact on worker caseloads. The Year to Date result for this measure is an average.	478	500.00
OCC18.01 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	57.00%	59.00%	●	Performance has dropped in the month and stands at 57% for the last 12 months. This is driven by an increase in demand. So far this calendar year (Jan to the end of May) requests for assessments are 12% higher than the same period in 2020 and 15% higher than Jan to the end of May 2019. The Year to Date result for this measure is an average.	58.50%	59.00%

Annex A.2 Performance May

OCC19.01 Number of electively home educated children	Kevin Gordon	Cllr L Brighouse	933.00	NA	-	Measure is to be monitored only. Though some people proactively choose to educate their children there can be occasions when home education reflects people's view on services or where it can mean vulnerable children are not seen by professional staff	931.50	NA
OCC19.05 Mainstream total number of children with transport in month - inc Mileage & Season Tickets	Bill Cotton	Cllr T Bearder	7,134	NA	-	The reduction in students compared to April (7,336) is accounted for by approximately 200 spare seat journeys ending due to Year 11/13 no longer travelling and also some non-payment of spare seats. Service are developing revised measures to support the reporting for this indicator and 21/22 targets to be confirmed.	7,235	NA
OCC19.06 Number of Special Education Needs children who (need(ed) transport in month	Bill Cotton	Cllr T Bearder	1,103	NA	-	Numbers of passengers have remained consistent and stable after the return to school in March 2021. Service are developing revised measures to support the reporting for this indicator and 21/22 targets to be confirmed.	1,110	NA

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

Status Of Indicators	31/05/2021
OCC20 Number of people with control over their care : Status	★
OCC21 People needing social care are supported to stay in their own homes:	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC20.01 % of people with safeguarding concerns who define the outcomes they want	Stephen Chandler	Cllr J Hannaby	89.0%	90.0%	●	Figure for the month has dropped just below target but remains above target for the year. The Year to Date result for this measure is an average.	92.5%	90.0%
OCC20.02 % of people receiving adult social care with a personal budget	Stephen Chandler	Cllr J Hannaby	91.00%	92.00%	●	Improvement in the month and expected to be on target by year end. The Year to Date result for this measure is an average.	90.00%	92.00%
OCC20.03 % of people 65 plus using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	23.00%	17.00%	★	Performance remains above target	23.00%	17.00%
OCC20.04 % of people under 65 using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	42.00%	39.00%	★	Performance remains above target	42.00%	39.00%
OCC20.05 Reduce number of older people needing placement in a care home to > than 14 per week	Stephen Chandler	Cllr J Hannaby	28.00	61.00	★	Performance continues better than target as we are purchasing more home care and allowing people to stay in their own home for longer. The Year to Date result for this measure is an average.	21.50	61.00
OCC21.01 Increase the number of home care hours purchased per week to 25,300 hours by March 2022	Stephen Chandler	Cllr J Hannaby	26,278.00	24,915.00	★	We continue to purchase more home care. This is allowing more people to be supported at home and reducing the number of people who need a residential placement.	25,802.00	24,894.50
OCC21.02 Reduce by 10% the number of people aged 18-64 entering permanent residential care	Stephen Chandler	Cllr J Hannaby	1.00%	3.25%	★	The increase in home care is allowing more people to stay in their own homes for longer.	1.00%	3.25%
OCC21.03 % 18-64 age service users with LD support, living on own or with family	Stephen Chandler	Cllr J Hannaby	87.40%	76.00%	★	Oxfordshire has a high use of direct payments and high numbers of people in supported living which means fewer people need residential care. The Year to Date result for this measure is an average.	89.55%	76.00%
OCC21.04 % of older people in long term care supported to live in own home	Stephen Chandler	Cllr J Hannaby	59.90%	57.00%	★	Increase in home care and reducing care home admissions means more of the people we support are supported at home. The Year to Date result for this measure is an average.	59.70%	57.00%

We support a thriving & inclusive local economy that recovers strongly from the COVID crisis

Status Of Indicators	31/05/2021
OCC22 Infrastructure delivery supports growth : Status	★
OCC23 Number of new homes: Status	▲
OCC24 Support for a strong local economy: Status	▲
OCC25 Levels of disruption to journeys: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC22.01 Percentage of the Capital Programme delivered in line with budget	Bill Cotton	Cllr D Enright	9.00%	7.90%	★	<p>This measures the capital infrastructure major programme. 32% of the agreed programme for 21/22 has been spent or committed as at end of May 2021, and rate does not include any planned spend for the year.</p> <p>A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year.</p>	32.00%	15.80%
OCC22.02 % of Climate Action Programme priority actions rated as green	Bill Cotton	Cllr P Sudbury	61.00%	70.00%	●	<p>Contracts and project management have been put in place to delivery Public Sector Decarbonisation Scheme-funded measures, which are estimated to reduce 205 tonnes of CO2e emissions from OCC corporate buildings and up to 1,000 tonnes at Cherwell District Council.</p> <p>Work progressing on the One Fleet project, which will play an important role in fleet rationalisation and electrification. Electric Vehicle Salary Sacrifice scheme being mobilised to reduce emissions associated with staff business travel and commuting.</p> <p>Issues in following projects are being actively managed by project managers:</p> <ul style="list-style-type: none"> - May delivery target for Green Homes Grant retrofits missed due to delay of issue of funding by BEIS and sign off of procurement exemption. - Active Travel Oxford schemes under review, due to challenges and increased costs. <p>There has been no progress on development of roadmap for decarbonisation of OCC estate due to lack of specialist resource in Property and uncertainty about strategy for estate. Property service has committed to put in place a specialist post by end of quarter 2 to develop the investment pipeline.</p>	66.00%	70.00%

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC23.01 We support the delivery of new affordable housing starts by March 2022	Bill Cotton	Cllr D Enright	694.00	1,322.00	▲	<p>The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG).</p> <p>Discussions with (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.</p> <p>Please note the target of 1,322 new affordable housing starts is by end of March 2022. The status of the overall programme remains amber and early Year 4 delivery aligns with expected position.</p> <p>Service are reviewing the frequency and indicative breakdown of expected completion for reporting in Unity, so that the status reporting better reflects activity.</p>	694.00	1,322.00
OCC24.01 No of businesses given support by trading standards intervention or via risks inspection	Rob MacDougall	Cllr N Fawcett	255.00	276.00	●	<p>Fire Protection teams recommenced auditing in person from 12 April and we are close to business as usual, with the exception of additional PPE and COVID security procedures which have been put in place. Audit numbers have increased this month being our first full month of auditing activity. The Trading Standards team have done some work in May around Food Standards: menu of a local takeaway trader was found not to correctly declare the allergens present in the foods. After advice and support from officers, the business has now changed the menu and ensured that their systems are appropriate to deal with queries about the ingredients in their dishes.</p>	499.00	555.00
OCC24.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	2.00	2.50	▲	<p>2 new successful funded projects started in May 21. One related to Robotics in social care and the second is frontier project, FRONTIER aims to provide the network and integrated traffic management strategies of the future, taking into account new types and modes of transport and automated vehicles (including their logical and physical requirements), the minimization of pollution and capacity bottlenecks (including congestion and traffic jams), the reduction of accidents, and the need to reduce the cost of mobility for all users (both citizens, public authorities and businesses).</p> <p>Worth noting that iHub are also managing 50 plus ongoing projects as well as submitting new bids and leading successful new projects. The target should probably reference support new innovation bids and new projects</p>	3.00	5.00

Annex A.2 Performance May

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target
OCC25.01 Percentage of utility works that have passed inspections	Bill Cotton	Cllr N Fawcett	85.90%	90.00%	●	<p>From 711 sample A/B/C inspections conducted in May (including all follow up inspections) 611 passed. This equates to 85.9% pass rate.</p> <p>This is below the target of 90% and mainly due to one area with extensive failures by one company. The failures largely relate to the quality of the reinstatements. Action and this is being pursued through escalation with the company concerned and issuing of a fixed penalty notices.</p> <p>The issues with the one company are countrywide, and the Highway Authorities and Utilities Committee (HAUC) UK are working towards a National Improvement Notice for them. The Year to Date result for this measure is an average.</p>	82.45%	90.00%
OCC25.02 % of increase in days works on highways saved via the Council's duration challenges	Bill Cotton	Cllr T Bearder	NA	NA	-	<p>Service is continuing to work with the IT supplier to identify and log the relevant data. Discussions are ongoing with the system supplier, and timescales for DfT data are to be confirmed.</p> <p>A revised measure is being developed to support the reporting for this indicator.</p>	NA	NA
OCC25.03 Reduce the number of return repairs to the Council's own works	Bill Cotton	Cllr T Bearder	0.24%	5.00%	★	<p>The reported rate is for May. 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. During May there were 7 return repairs/visits to own works (NCDs). Total potholes fixed were 2,910.</p> <p>The Year to Date result for this measure is an average.</p>	0.19%	5.00%
OCC25.04 Delivery of the 2021-22 Programme - number of highway trees surveyed within 4-year cycle	Bill Cotton	Cllr P Sudbury	8.00%	8.00%	★	<p>4-year inspection programme is in place. 44% of the planned annual programme for inspecting 72 parishes has been completed as at end of May.</p> <p>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.</p>	44.00%	16.00%
OCC25.05 % of frequent bus services departing within scheduled intervals	Bill Cotton	Cllr T Bearder	98.35%	90.00%	★	<p>Performance in May is on track against target, and the reported rate is in accordance with the PIP (Punctuality Improvement Partnership) agreement.</p>	98.35%	90.00%

Annex B.1 – Leadership Risk Register April (as at 20/05/2021)

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic				LR1 - LR2 - LR3 - LR19	
	4 - Major		LR7- LR15- LR16-	LR11- LR12-		
	3 - Moderate				LR5- LR17 - LR18-	
	2 - Minor	LR10-		LR8 -	LR9 - LR14-	LR4 - LR6- LR13-
	1 - Insignificant					

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

Annex B.1 Leadership Risk Register April

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR1	Demand management - Children- : managing the impact of increased demand on council services	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	4	5	20	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals. All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff. Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. IMPOWER in October 2019 identified OCC as 5th most productive council for older people. Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	Fully effective Partially effective Not effective								Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. 7 x Temp additional social workers have been deployed in the MASH and agency SWs retained and newly recruited in Family Solutions to assist in managing high caseloads, including a backlog of assessments. September to January has seen 35% increase in contacts to MASH and volatile demand for assessments, including weeks with very high numbers. This is linked to high levels of domestic abuse and police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. The planned SEN Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	Early Help networks offering 'pre-front door' swift access to family support have continued to deliver multi-agency support: now have reached over 200 families. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. All outstanding assessments have been completed and agency staff released from this task. Refreshed performance framework has been brought in from beginning Feb to sharpen managers' focus on completing agreed actions within target timeframes. First 12 weeks of FSP have been reviewed by the FSP Board and results indicate good mobilisation of the new service, including swifter access to help for parents. Child Protection numbers down <500 - lowest since 2012/13 due to focused effort on improving outcomes more quickly, stepping children down to CIN. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE.	18/05/2021
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	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.	4	5	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 subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children. Detailed updated guidance for social workers implemented to ensure all children receive home visits subject to individual risk assessments. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.									Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.	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 a all children on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers.	18/05/2021

Annex B.1 Leadership Risk Register April

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR3	High needs block funding: Deficit in national funding and increasing local demand	The national High Needs Dedicated Schools Block funding allocation for Oxfordshire is some £11million less than the cost of provision locally, reflecting both the increase in demand identified in the specialist placement risk, but also a shortfall in the government's grant.	4	5	20			Kevin Gordon	Hayley Good & Sarah Fogden						More information to follow, being agreed by DLT. Full details on Annex B May 21	18/05/2021	
LR4	Safeguarding of vulnerable adults: Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	<ul style="list-style-type: none"> Vulnerable people not protected from abuse or neglect. Serious injury or death of a vulnerable adult Significant reputational damage for the council 	3	5	15	<p>Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire</p> <p>The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</p> <p>Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</p> <p>Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)</p> <p>Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</p> <p>Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission.</p> <p>Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</p> <p>Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.</p> <p>Cross partnership training plan in place.</p>		Stephen Chandler	Melanie Pearce	2	5	10		<p>Although the number of concerns reported to the council is increasing following a small decrease during April 2020 the methodology and approach through the consultation service is meeting demand. The services continues to provide support and has resulted in 1530 calls to the service.</p> <p>However we received 5,116 concerns and 1,296 enquiries last year and is closely monitored to ensure capacity within the team is adequate to meet demand. The timings of responding to and dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire remains higher than elsewhere as evidence by the CQC ratings though clearly due to lock down there has been a reduction in the number of on site inspections carried out nationally by CQC. Multi agency meetings have continued to take place to ensure appropriate sharing of information and other intelligence; regular audits of case work in place and a programme of quality visits has been agreed.</p> <p>No additional actions are felt to be required but we will respond to any issues raised in the on-going monitoring. The current state of safeguarding activities and quality monitoring is reviewed monthly by the Directorate Management Team (DLT).</p>	18/05/2021		
LR5	Demand management -Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	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.	4	4	16	<p>a. The service has an agreed model for predicting demographic pressure and this is funded by the Council, a robust system is in place to monitor demand, the councils response to demand and any ongoing pressures.</p> <p>b. Investment in services to reduce demand (e.g. reablement) and to support emerging models of support (Community Led).</p> <p>c. A pooled budget arrangement is in place with health which allows whole system investment and prioritisation. d. Referrals into the service via First point of contact and then onwards into locality teams continues to show and increase compared to the same time last year. The increase in referrals have been managed effectively and have ensured more people are supported outside of long term care.</p> <p>e. Medium and long term impact from Covid is still not fully known though we are starting to see increased activity in all our key areas (Hospital activity, Community activity and Safeguarding activity).</p>		Stephen Chandler	Suzanne Westhead	3	4	12		<p>Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by IMPOWER rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment.</p> <p>Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs.</p> <p>ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector</p>	18/05/2021		

Annex B.1 Leadership Risk Register April

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated		
			Probability	Impact	Rating						Probability	Impact	Rating						
2021/22																			
LR6	Capital Infrastructure Programme Delivery	<p>HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities.</p> <p>Reduced delivery of affordable housing and related impact on the community</p> <p>Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development.</p> <p>Additional strain on the highways network that could restrict the county's ability to improve productivity.</p> <p>Lack of a strategic framework for future growth in the county.</p> <p>Constraint on economic development .</p>	3	5	15	<p>A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function.</p> <p>Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.</p>	Fully effective Partially effective Not effective						2	5	10	-	<p>The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes.</p> <p>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.</p> <p>The impact remains high, however the probability is improving reducing the probability score and therefore the risk rating.</p>	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving.	17/05/2021
LR7	Local and community resilience : ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	<p>Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff.</p> <p>Potential reduction in public trust if the council is not seen to be acting appropriately.</p>	3	4	12	<p>Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions.</p> <p>Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.</p>							2	4	8	-	<p>Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications.</p> <p>Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.</p> <p>Government Road Map to Recovery being reviewed by all relevant groups.</p>		20/04/2021
LR8	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	<p>Deterioration of key relationships could reduce the Council's ability to:</p> <ul style="list-style-type: none"> meet desired outcomes for residents, achieve efficient delivery take opportunities to improve services. <p>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 & 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>	2	4	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 structures in place to deliver on-going response to CV-19 and plan for recovery.</p> <p>Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning.</p>							2	3	6	-	<p>Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals.</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> <p>Support Democratic Services with new Member induction packs and support new Portfolio Holder through advising and briefing of relevant relationships to establish as priority.</p>		20/04/2021

Annex B.1 Leadership Risk Register April

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR9	Supply chain management: ensuring effective delivery through the supply chain	Delays to meeting service requirements or service provision.	2	4	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	Fully effective Partially effective Not effective		Steve Jordan	Melissa Sage	2	4	8	-	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	01/04/2021
LR10	Corporate governance: creating and embedding an effective and robust management and governance system that provides accountability and transparency.	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.	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. Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes		Anita Bradley	Glenn Watson	1	2	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 Policies updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC. Proposals for a Constitution Review for Oxon CC agreed by Audit & Governance Committee and Full Council in March agreeing a fuller review to be owned by the new incoming Council after the May 2021 elections. Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term. Project to ensure member development/induction in place post-election and that decision-making meetings can legally be held physically if not permissible virtually after 7 May	Project boards in place to ensure elections and continued delivery of decision-making meetings.'	20/04/2021	
LR11	Workforce management: long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	4	3	12	On-going monitoring of issues and HR data. Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements .			Claire Taylor	Karen Edwards	3	3	9	-	Development and adoption of sector relevant workforce plans . Development of new People and Organisational Development strategy. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships. Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.		20/04/2021

Annex B.1 Leadership Risk Register April

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2021/22																			
LR12	Organisational Change and Service Design: ensuring there are effective plans and governance in place to deliver required organisational change.	<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>	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 & 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 & 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 is 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>	Fully effective Partially effective Not effective						3	4	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. The IT Services are being closely joined which will support alignment</p>		20/04/2021	
LR13	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	<p>Significant overspend at year end leading to:</p> <ul style="list-style-type: none"> extensive use of general balances, taking them below their risk assessed level extensive use of earmarked reserves resulting in no funding available for earmarked purpose further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) <p>Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.</p>	3	5	15	<p>Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</p> <p>Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non- achievement of savings are being tracked and inform data returns to MHCLG.</p> <p>Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting.</p> <p>Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks.</p>								2	5	10	<p>The financial impact of COVID- 19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report.</p> <p>As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September.</p> <p>The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer- term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced in December 2020.</p> <p>The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. The deficit on High Needs DSG funding is now on the leadership risk. CEF are developing plans for managing the in year deficit for 21/22 and a strategy going forward.</p>	<p>The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer-term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed .</p>	20/04/2021
LR14	Property and assets: maintenance cost	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	4	4	16	<p>Property, Investment and Facilities Management function redesign to get the right professionals running the service</p> <p>Develop Property Strategy which would determine where to prioritise efforts/spend on assets.</p> <p>Install right systems to enable us to keep on top of managing information about our assets</p>								2	3	6	<p>Control activities are prioritising compliance (i.e. 'nice to have's' can wait)</p> <p>Taking more long term views on use/potential use of certain assets.</p> <p>New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.</p> <p>Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity.</p> <p>The FM team redesign needs to be a priority and completed as soon as possible.</p>	<p>All of mitigation actions referred to are now in place and activities ongoing.</p> <p>The right team/expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward</p> <p>H&S team within PIFM overseeing this and KPIs developed as means of checking performance</p> <p>Additional budget allocated to the team to carry out further works</p> <p>Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected.</p>	20/04/2021

Annex B.1 Leadership Risk Register April

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2021/22																	
LR15	Health and safety: ensuring effective arrangements are in place to meet our duties	<p>Unsafe services leading to injury or loss.</p> <p>Breach of legislation and potential for enforcement action.</p> <p>Financial impact (compensation or improvement actions)</p>	3	4	12	<p>H&S policies and procedures have been reviewed and adopted.</p> <p>Risk Assessments completed including COVID-19.</p> <p>Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.</p> <p>Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information.</p> <p>H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.</p> <p>Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance.</p> <p>We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance.</p> <p>H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19;</p> <p>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.</p> <p>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>	Fully effective Partially effective Not effective			Steven Jordan	Paul Lundy	2	4	8	<p>COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook with reducing cases controls are expected to remain in place for longer term e.g. IPC procedures including PPE.</p> <p>Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. - As part of delivering the future and agile working a review is underway to ensure the health and safety is adequality considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health.</p> <p>Policies and procedures are regularly reviewed to ensure safe operating framework.</p>	<p>Demand for H&S support is increasing as services restore/increase activity whilst still operating within COVID-Secure environments.</p> <p>The review of Corporate H&S Policies Part 3 Arrangements (Service Level) is on track to be completed April 21.</p> <p>Lone worker mobile app project on track to commence roll-out in May 21.</p> <p>HSE Spot checks for COVID compliance of council services ongoing - no concerns raised and all compliant.</p>	20/04/2021
LR16	Business continuity and recovery plans: Resilience to a additional significant disruption during the Covid-19 Response	<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>	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 across Oxfordshire system</p>			Steve Jordan	Rob Mac Dougall	2	4	8	<p>Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, lifting of restrictions and Oxfordshire System communications Agile working policy is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed and business impact assessments are being completed for 21/22.</p>		20/04/2021	
LR17	Cyber security: assurance that effective controls are in place to prevent security issues.	<p>A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recur) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked.</p> <p>There may be less serious lower level theft of data or a publicity type attack.</p>	4	4	16	<p>A robust plan is in place and under continuous improvement.</p> <p>OCC and CDC are 'Cyber Security Essentials Plus' accredited.</p> <p>OCC are currently undertaking 'Cyber Essentials Plus' accreditation.</p> <p>OCC and CDC are PSN accredited.</p> <p>OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.</p> <p>Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.</p>			Claire Taylor	Alastair Read	3	4	12	<p>The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards.</p> <p>As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed, to undertake: •Responsibility for managing security threats and preven on methods •Working with Informa on Management to ensure implica ons of GDPR on data security are understood and built in •Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats •Documen ng processes and policy to define roles, responsibilities and procedures •Maximising tech to reduce cyber risks •Ensuring all new and exis ng suppliers meet cyber security requirements</p> <p>Launched a 'Cyber Security Awareness' project to evaluate and improve Cyber awareness across the Council, including new eLearning material and security exercises.</p> <p>Implemented 'Microsoft Cloud App Security' which protects our use of cloud services, providing advanced threat detection against ransomware, inside threats and data leaks.</p> <p>Trialling an email banner to highlight external emails – providing protection against phishing attacks, spoofed emails and scams.</p>	<p>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.</p> <p>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.</p> <p>Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness.</p>	23/04/2021	

Annex B.1 Leadership Risk Register April

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR18	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	3	4	12	<p>All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational.</p> <p>The new backup service is operational. The cloud Disaster Recovery solution is configured and running.</p> <p>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.</p> <p>IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.</p> <p>IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit.</p>	Fully effective Partially effective Not effective		Claire Taylor	Alastair Read	2	4	8	-	<p>Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under COVID-19</p> <p>Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness</p> <p>Replacement datacentre, disaster recovery and backup solution are fully operational.</p> <p>Datacentre network equipment has been updated and the amount of core space used rationalised.</p> <p>Measures remain in place together with the resilience testing to maintain core IT services.</p> <p>Staff resources are assigned to the most in demand IT requirements.</p> <p>An expanded duty team will support delivery of critical services out of hours</p> <p>New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.</p> <p>Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection.</p> <p>All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.</p> <p>A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December.</p> <p>Installation of more cost effective DR is underway. Completion by Feb 2021.</p> <p>Due to COVID work this has been delayed. We also fixed some networking issues that had caused outages over the last 3 Sundays, making the infrastructure even more resilient.</p>		24/04/2021
LR19	Covid-19. Community and Customers: providing service and support to those impacted by the coronavirus pandemic	<ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof. 	4	5	20	<ul style="list-style-type: none"> Business Continuity Plans have been reviewed, tested and are maintained and updated Remote working in place Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice Sanitizers in washrooms/corporate buildings Weekly sickness monitoring implemented Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitizers available in washrooms and shared spaces. Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary. Improved understanding of the risk factors across the workforce identified through COVID-19 data. <ul style="list-style-type: none"> Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver. 		Claire Taylor	Karen Edwards	4	5	20	-	<p>The nature of the risk is such that national public health guidelines will determine the councils' response. IT has built a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.</p>		24/04/2021	
LR20	County Elections May 2021 – delivery of safe and legally sound elections on 6 May 2021	Complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.	4	4	16	<p>Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects.</p> <p>Election Special Interest Group (SIG) with County and District election specialists *(and County Deputy Returning Officer staff) each month as key part of planning the detail.</p> <p>Electoral Commission attendance of SIGs.</p>		Yvonne Rees	Steve Jorden	2	4	8	-	<p>Plan and risk register in place and regularly reviewed.</p> <p>Weekly project board meetings chaired by the Returning Officer. Election Special Interest Groups monthly to aid detailed planning All polling stations risk assessed for Covid compliance</p>	<p>The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being risk assessed and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness. Detailed plans in place to deal with verification and count to ensure staff and candidates/agents are safe.</p>	24/04/2021	

Annex B.2 – Leadership Risk Register May (as at 27/06/2021)

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic		LR4- LR6- LR13	LR2- LR3	LR1	
	4 - Major		LR7- LR9 - LR14 - LR15 - LR17	LR5- LR12 - LR16	LR20	
	3 - Moderate		LR8-LR18	LR11-		
	2 - Minor	LR10-				
	1 - Insignificant					

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

Annex B.2 Leadership Risk Register May

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR1	Demand management - Children- : managing the impact of increased demand on council services	<p>Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet.</p> <p>Potential for statutory requirements not being met.</p> <p>Poor timeliness and prioritisation of services leading to poor engagement from partners and the community.</p> <p>Reduced confidence in the Council's ability to deliver services</p> <p>Financial – significant overspend in annual budgets</p>	4	5	20	<p>Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services.</p> <p>Efficient assessment of need and risk – strong 'front door' arrangements including effective MASH.</p> <p>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.</p> <p>All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff.</p>	<p>Partial</p> <p>Fully</p> <p>Partial</p> <p>Partial</p>	Cllr L. Brighthouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	<p>Continue to provide area early help networks and LCSS support to universal professionals to ensure good access to early help for families</p> <p>1. Continued funding of additional workers 2. Continued working with partners to reduce unnecessary demand</p> <p>Continue with monthly Child Protection panels to scrutinise and accelerate progress to good outcomes</p> <p>All budgets are monitored monthly, but additional demand driven by covid means some budgets are insufficient. Negotiation with CEDR on use of additional Covid funding to cover these budgets</p> <p>Work with resourcing arm of HR to recruit and retain qualified social workers</p>	<p>The service has been adversely affected by Covid. Forecasting future demand is unpredictable. A medium term assessment of demand will be undertaken as part of budget and business planning over the year.</p> <p>Key demand measures such as caseloads and activity into the MASH and FS+ are reviewed at DLT monthly and reported through to CEDR by the Business Monitoring report.</p>	22/06/2021 - Potential impact, controls, control assessment, mitigating actions and comments updated.
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	<p>Potentially devastating impact to a child, family and community.</p> <p>Reduced trust in the Council and partners.</p> <p>Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.</p>	4	5	20	<p>Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage.</p> <p>Monitored weekly through CEF Performance Dashboard and Performance Management Framework.</p> <p>Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments.</p> <p>Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH.</p> <p>Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.</p> <p>Quality assurance framework in children's social care for reach, effectiveness and impact.</p> <p>Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted.</p> <p>School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools.</p> <p>Numbers of electively home educated children are monitored.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Cllr L. Brighthouse	Kevin Gordon	Lara Patel & Hayley Good	3	5	15	↔	<p>No further actions required</p> <p>No further actions</p> <p>Excess demand still seen in the MASH which is mitigated by additional workers as agreed by CEDR</p> <p>No further actions</p> <p>Review of capacity to meet QA and continuous improvement requirements underway</p> <p>No further actions</p>	<p>As above demand in the service is high due to Covid and children have been safeguarded due to the additional investment in front line staff</p> <p>Demand at the front door can be unpredictable and we need to be able to be flexible to respond.</p>	22/06/2021 - Potential impact, controls, control assessment, mitigating actions and comments updated.

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LRS	Demand management -Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	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.	4	4	16	a.The service has an agreed model for predicting demographic pressure and this is funded by the Council, a robust system is in place to monitor demand, the councils response to demand and any ongoing pressures. b. Investment in services to reduce demand (e.g. reablement) and to support emerging models of support (Community Led). c. A pooled budget arrangement is in place with health which allows whole system investment and prioritisation. d. Referrals into the service via First point of contact and then onwards into locality teams continues to show and increase compared to the same time last year. The increase in referrals have been managed effectively and have ensured more people are supported outside of long term care. e. Medium and long term impact from Covid is still not fully known though we are starting to see increased activity in all our key areas (Hospital activity, Community activity and Safeguarding activity).	Fully effective Partially effective Not effective	Cllr J. Hannaby	Stephen Chandler	Suzanne Westhead	3	4	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		21/06/2021 - No changes
LR6	Capital Infrastructure Programme Delivery	HIF1 potentially could cost OCC £6m per month after the end date of Nov '24. HIF2 could cost OCC £2m per month after Feb '25. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. Reduced delivery of affordable housing and related impact on the community Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a sever impact on the network or the Council objecting to new development. Additional strain on the highways network that could restrict the county's ability to improve productivity. Lack of a strategic framework for future growth in the county. Constraint on economic development .	3	5	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.		Cllr D. Enright	Bill Cotton	Owen Jenkins	2	5	10	↔	A Service Improvement Plan has been enacted that links to the Communities directorate redesign and will ensure the long term resources and skills are put in place and all processes are modernised and 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 that were put in place have taken effect and significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving, hence the risk reduced to amber.	15/06/2021 - Comments updated

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LR7	Local and community resilience : ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Potential reduction in public trust if the council is not seen to be acting appropriately.	3	4	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.	Fully effective Partially effective Not effective								Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. Government Road Map to Recovery being reviewed by all relevant groups.		25/04/2021
LR8	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Deterioration of key relationships could reduce the Council's ability to: <ul style="list-style-type: none"> meet desired outcomes for residents, achieve efficient delivery take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention).	2	4	8	Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts. Formal/informal meetings with main bodies and sector representatives. Participation and engagement in local partnerships, forums and project / policy development work. The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme. Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements. Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. Systems structures in place to deliver on-going response to CV-19 and plan for recovery. Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning.	Fully effective Partially effective Not effective							Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals. New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022. Community development strategy and approach to be produced and implemented jointly with VCS and partners. Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk. Support Democratic Services with new Member induction packs and support new Portfolio Holder through advising and briefing of relevant relationships to establish as priority.		24/06/2021 - No changes	

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2021/22																	
LR9	Supply chain management: ensuring effective delivery through the supply chain	Delays to meeting service requirements or service provision.	2	4	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	Fully effective Partially effective Not effective	Cllr C. Miller	Steve Jordan	Melissa Sage	2	4	8	↔	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	11/06/2021 - No changes
LR10	Corporate governance: creating and embedding an effective and robust management and governance system that provides accountability and transparency.	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.	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. Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes	Fully effective Partially effective Not effective	Cllr G. Phillips	Anita Bradley	Glenn Watson	1	2	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. CEDR has agreed a quarterly reporting process for CEDR/ELT and Corp Gov Assurance Group Proposals for a Constitution Review for Oxon CC agreed by Audit & Governance Committee and Full Council in March agreeing a fuller review to be owned by the new incoming Council after the May 2021 elections. Elections successfully delivered and Induction Programme for members being implemented, featuring Constitution, Code of Conduct and other good governance principles eg data protection Meetings have returned successfully to physical form (Annual Council), in compliance with COVID safe rules	Elections completed and now moving into Induction rollout'	21/05/2021

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2021/22																	
LR11	Workforce management: long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Failure to manage the workforce and develop strategic HR plans may result in the following: <ul style="list-style-type: none"> •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery 	4	3	12	On-going monitoring of issues and HR data. Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements .	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Karen Edwards	3	3	9	↔	Development and adoption of sector relevant workforce plans . Development of new People and Organisational Development strategy. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships. Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.	As the response to Covid evolves and we move towards a new 'norm' such as greater agile working, both workforce and management development will require a re-focus to enable this transition for the long term.	24/06/2021 - Comments updated
LR12	Organisational Change and Service Design: ensuring there are effective plans and governance in place to deliver required organisational change.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	4	4	16	All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans. Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity. Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management.	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Tim Spiers	3	4	12	↔	Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required. Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects. Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process. CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. Align work with CDC programmes wherever possible to achieve increased benefits. The IT Services are being closely joined which will support alignment	Initial consultation work on IT reorganisation complete, key posts now filled with staff supporting both CDC and OCC giving more alignment.	18/06/2021 - Comments updated

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2021/22																	
LR13	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	<p>Significant overspend at year end leading to:</p> <ul style="list-style-type: none"> extensive use of general balances, taking them below their risk assessed level extensive use of earmarked reserves resulting in no funding available for earmarked purpose further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) <p>Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.</p>	3	5	15	<p>Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</p> <p>Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process. Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting.</p> <p>Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Clr C. Miller	Lorna Baxter	Ian Dyson	2	5	10	↔	<p>The financial impact of COVID-19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report.</p> <p>The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain.</p>		24/06/2021 - Mitigating actions and comments updated
LR14	Health and safety: ensuring effective arrangements are in place to meet our duties	<p>Unsafe services leading to injury or loss.</p> <p>Breach of legislation and potential for enforcement action.</p> <p>Financial impact (compensation or improvement actions)</p>	3	4	12	<p>H&S policies and procedures have been reviewed and adopted.</p> <p>Risk Assessments completed including COVID-19.</p> <p>Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.</p> <p>Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information.</p> <p>H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.</p> <p>Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance.</p> <p>We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance.</p> <p>H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19;</p> <p>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.</p> <p>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>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Clr N. Fawcett	Steven Jorden	Paul Lundy	2	4	8	↔	<p>COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook with reducing cases controls are expected to remain in place for longer term e.g. IPC procedures including PPE.</p> <p>Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include:</p> <ul style="list-style-type: none"> Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. As part of delivering the future and agile working a review is underway to ensure the health and safety is adequacy considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health. <p>Policies and procedures are regularly reviewed to ensure safe operating framework.</p>	<p>Demand for H&S support is increasing as services restore/increase activity whilst still operating within COVID-Secure environments. Expecting increase of activity for stage 4 or easing of covid restrictions on 19 July 2021. Some workplace restriction may ease i.e. wearing of PPE, face coverings and social distancing etc. Some workplace precautions may remain i.e. infection prevention control (IPC) measures when providing personal care for vulnerable groups. Those staff identified as at higher risk e.g. clinically vulnerable, pregnant etc will be able to return to frontline work inline with BAU/COVID-Secure controls. Staff wanting to work in offices will not be required to be individually risk assessed but buildings will still be covered through locality risk assessments, reflecting current guidance.</p> <p>Lone worker mobile app project on track to commence roll-out underway June 2021 onwards.</p> <p>Monitoring by H&S Team re-commencing July 2021.</p>	23/06/2021 - Comments updated

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LR15	Business continuity and recovery plans: Resilience to a additional significant disruption during the Covid-19 Response	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	3	4	12	Business continuity plans remain under review to reflect the on-going COVID situation .The business continuity improvement programme has led to significant and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	Fully effective Partially effective Not effective	Clr N. Fawcett	Steve Jorden	Rob MacDougall	2	4	8	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, lifting of restrictions and Oxfordshire System communications Agile working guidance has been issued to staff an managers Business Continuity Plans have been reviewed and business impact assessments are being completed for 21/22.		24/06/2021 - Inherent probability, controls and mitigating actions updated.
LR16	Cyber security: assurance that effective controls are in place to prevent security issues.	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recur) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are currently undertaking 'Cyber Essentials Plus' accreditation. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	Fully effective Partially effective Not effective	Clr G. Phillips	Claire Taylor	Alastair Read	3	4	12	↔	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed, to undertake: •Responsibility for managing security threats and preven on methods •Working with Informa on Management to ensure implica ons of GDPR on data security are understood and built in •Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats •Documen ng processes and policy to define roles, responsibil es and procedures •Maximising tech to reduce cyber risks •Ensuring all new and exis ng suppliers meet cyber security requirements Launched a 'Cyber Security Awareness' project to evaluate and improve Cyber awareness across the Council, including new eLearning material and security exercises. Implemented 'Microsoft Cloud App Security' which protects our use of cloud services, providing advanced threat detection against ransomware, inside threats and data leaks. Trialling an email banner to highlight external emails – providing protection against phishing attacks, spoofed emails and scams.	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness. We are now engaging our annual PSN review. With the changes we have put in place this process has become easier to execute with less requirement on people resources. Our ongoing patching and asset management has helped the process. There is more work to be done but we have made great steps forward.	24/06/2021 - Comments updated
LR17	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	3	4	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.	Fully effective Partially effective Not effective	Clr G. Phillips	Claire Taylor	Alastair Read	2	4	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 Feb 2021. Due to COVID work this has been delayed. We also fixed some networking issues that had caused outages over the last 3 Sundays, making the infrastructure even more resilient.	We now have a migrated datacentre, the DR solution is in place and less complex than previous. We have tested all parts of the solution. We now have to run a full DR test to confirm our testing.	24/06/2021 - Comments updated

Annex B.2 Leadership Risk Register May

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR18	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus pandemic as required by local circumstances and national requirements alongside maintaining BAU provision	<ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. - Increased level of service demand due to the effects of the pandemic Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof. 	3	5	20	<p>System-wide pandemic governance is in place</p> <p>The Council has prepared, revised and is delivering a Local Outbreak Management Plan to minimise the spread and impact of COVID-19</p> <p>Under 'System Gold' arrangements, we work with partners across the system to address the immediate concerns of the pandemic (eg to deliver contain plans, vaccinations and communications of key messages) as well as to plan to the recovery from wider pandemic impact in system-wide recovery planning</p> <p>Business Continuity Plans have been reviewed, tested and are maintained and updated</p> <p>Remote working is in place alongside new capacity for remote and 'hybrid' public meetings</p> <p>Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</p> <p>Regular updates from Director of Public Health, shared internally and externally.</p> <p>Within the organisations, weekly sickness monitoring in place</p> <p>Agile working guidance for the post-Roadmap period has been issued</p> <p>A RAG rating reporting system is in place to provide updates at directorate/service level on a fortnightly basis for areas forecasting significant staff and service pressures due to COVID-19 impact. This data is monitored at OCC/CDC Silver and escalated to CEDR (Gold) as required).</p>	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Robin Rogers	3	3	9	↓	The Council's Recovery Strategy (Re-start, Re-Cover and Re-New) has been revisited and a report was submitted to Cabinet in June 2021 to reassess recovery planning alongside the controls and capacity that need to remain in place through the transitional horizon.	24/06/2021 - Risk name, description, potential impact, probability, controls, risk score and mitigating actions updated.	
LR20	Construction Resources and Skills shortages - Availability of construction materials and skills could lead to high inflation for construction projects and a potential lack of appropriate skills and resources to complete programmes on time/budget.	<p>Impact on Property, Major Infrastructure and Maintenance programmes.</p> <p>Projects get stalled.</p> <p>Increased costs mean fewer projects can be completed within funding envelopes.</p> <p>Skills shortages lead to increased costs.</p> <p>Skills shortages lead to projects slowing down or being undeliverable.</p> <p>Contractors unable to commit to quoted prices due to market conditions.</p>	4	4	16	<p>Grow your own – bringing in more junior staff and training them up.</p> <p>Utilisation of contracted and temporary staff where necessary.</p> <p>Increased supply chain base to increase the chances of success.</p> <p>Closer working with supply chain partners to influence an Oxfordshire first strategy.</p> <p>Communicating longer term programmes to gain market confidence.</p>	Partial	Cllr T. Bearder	Bill Cotton	TBC	4	4	16	New	Further work with supply chains to secure resources for Oxfordshire. Communication with government departments to increase flexibility and funding.	There maybe a need to rebalance programmes if risk is realised, and prioritise those projects that give the best outcomes, delaying or halting those that are less favourable.	25/06/2021- New Risk added

Summary of Financial Position at May 2021

Introduction

1. This annex sets out the first financial monitoring information for the 2021/22 financial year and covers the period to the end of May 2021. This report is on an exception basis, focusing on key risk areas identified from issues in 2020/21, known issues for 2021/22, and areas of emerging pressures.
2. The report also provides an update on Government Grants received since the budget was approved in February 2021.

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

Annex:

Annex C – 1 (a) to (f)	Detailed directorate positions
Annex C – 2 (a)	Virement Summary
Annex C – 2 (b) to (c)	Virements for Approval and to Note
Annex C – 3	Government Grants Summary

Context

3. The table below sets out the budgets by directorate agreed by Council in February 2021 updated for any ringfenced grant notifications and virements that have approved to date.

Directorate	Gross Expenditure £m	Government Grant Income £m	Other Income £m	Net Expenditure £m
Children Services	408.4	-247.9	-21.5	139.0
Adult Services	219.6	-10.4	-11.5	197.7
Public Health	31.7	-31.2	-0.3	0.2
Environment & Place	112.4	-1.0	-50.3	61.1
Customers, Organisational Development & Resources	50.0	-1.7	-15.0	33.3
Commercial Development, Assets and Investments	62.6	-1.4	-10.9	50.3
Total Directorate Budgets	884.7	-293.6	-109.5	481.6

4. The budget agreed by Council in February 2021 included £5.5m to fund forecast pressures within services 2021/22. There was further investment of £4.0m in Council priorities, particularly where areas were highlighted as needing strengthening as part of the Corporate Plan review which included: -
 - Considering the youth offer for Oxfordshire, especially in the context of recovery from COVID-19 and its impact on children and young people.
 - More clearly reflecting the ambitions of the climate change action plan within the corporate plan, particularly in the context of the opportunities for a green recovery.

Annex C
Business Management Report May 2021

- Enhancing our focus on reducing health inequalities, healthy place shaping and working to reduce inequality and support those most vulnerable in our society.
 - A commitment to supporting the post COVID-19 recovery in line with the themes in the Restart, Recover, Renew report approved by Cabinet in June 2020.
5. As set out the report elsewhere on the agenda, A Fair Deal for Oxfordshire Shaping our immediate and longer term priorities, a new strategic plan (to replace the current corporate plan) will be developed to reflect the policy objectives and priorities of the Fair Deal Alliance which will be agreed by Council in February 2022. Where the delivery of policy objectives will require funding during 2021/22, this will be brought forward as part of the monthly Business Management Report to Cabinet

6. The table below sets out the total reinvestment in services of £9.5m in 2021/22:

	2021/22 £m
Pressures	
Children's Services	1.4
Adult Services	2.0
Customers, Organisational Development & Resources	1.5
Commercial Development, Assets & Investment	0.6
Total Pressures	5.5
Investments	
Children's Services	1.8
Adult Services	1.3
Public Health	0.2
Environment & Place	0.4
Customers, Organisational Development & Resources	0.3
Total Investments	4.0
Total Pressures and Investments	9.5

7. The budget also includes savings totaling £16.0m that the directorates are required to deliver in 2021/22:

Directorate	2021/22 £m
Children's Services	-3.9
Adult Services	-4.6
Public Health	-0.6
Environment & Place	-3.2
Customers, Organisational Development & Resources	-1.3
Commercial Development, Assets & Investment	-2.4
Total	-16.0

8. £14.2m of un- ringfenced Covid-19 funding has been carried forward from 2020/21. In addition, £14.6m relating to ringfenced specific grants including £9.9m of Contain Management Outbreak Funding which will be spent in line with terms and conditions. Additional general government grant funding of £12.9m for 2021/22 was announced as part of the Local Government Finance Settlement in January 2021 as well as £4.9m for Council Tax Support. The anticipated costs and lost income arising from COVID-19 across the organisation is currently being reviewed and will be included in the monitoring reports throughout 2021/22 including requests for transfers of funding from the COVID-19 reserve as required.

Overall Financial Position

9. The table below sets out the forecast position for 2021/22. At this early stage in the year, an underspend of £0.4m is reported. This reflects the ongoing impact of pressures and vacancies reported within the directorates at the 2020/21 year end position. Further detail is set out in the relevant directorate sections below. Where variations to be budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance	Variance
	£m	£m	£m	%
Children Services	139.0	139.0	0.0	0.0
Adult Services	197.7	197.7	0.0	0.0
Public Health	0.2	0.2	0.0	0.0
Environment & Place	61.1	62.1	1.0	1.6
Customers, Organisational Development & Resources	33.3	33.0	-0.3	-0.9
Commercial Development, Assets and Investments	50.3	49.2	-1.1	-2.2
Total Directorate Budgets	481.6	-293.6	-0.4	-0.1
Corporate Measures	-481.6	-481.6	0.0	0.0
Total Forecast Position	0.0	-0.4	-0.4	

Directorate Financial Positions

Children's Services

10. For 2021/22 the Children's Services budget is £139.0m. This includes a £7.2m increase linked to demographic growth plus various other investments and savings to be actioned in 2021/22.

Service Area	2021/22 Original Budget	Description	2021/22
	£m		£m
Education & Learning	32.6	Pressures and Investments	2.4
Children's Social Care	33.9	Savings	-3.9
Children's Social Care Countywide	66.8	Demography	4.8
Schools*	0.2		
Children's Services Central Costs	5.5		
Total Children's Services Budget	139.0	Total Net Budget Changes	3.3

*Maintained Schools are funded by Dedicated Schools Grant

11. At this stage no variances to the budget agreed in February 2021 are reported within Children's Services, but there are a number of risks which need to be monitored during the year.

Education

12. Within Education the biggest risks relate to Home to School Transport and within the Special Educational Needs service.

13. There was a significant underspend in 2020/21 for Home to School Transport, but this is unlikely to be fully repeated in the current year as this was in part linked to the effects COVID-19 has had on demand for this service due to parental choice and home learning for many children during part of the year. It isn't expected that the home learning element of the underspend will be repeated in 2021/22, however the benefits realised through alternative or more efficient transport solutions should materialise and result in ongoing cost reductions. This could potentially be offset by demographic growth, which won't be clear until the autumn term.

14. Within the Special Education Needs service there are considerable pressures on the SEN casework team and the Educational Psychologists due to the continuation of the high Education, Health and Care Plan (EHCP) requests. This additional workload is likely to result in a budget pressure, options for managing this demand are being considered and the financial pressure will be reported in future months.

COVID-19 Impact

15. Committed and agreed spend on COVID-19 to date in this forecast to be £0.8m, however there are a number of emerging pressures which may increase this forecast over the coming months, or it may be required to keep resources in place for longer than currently agreed. £0.4m of the pressure here relates to an ongoing commitment to support early year sufficiency by supporting providers at risk of closure, and £0.2m relates to meeting pressures within paediatric therapy services where waiting lists have increased as a result of COVID-19. The balance relates to attendance, elective home education, SEN casework and admissions. A

virement of £0.3m is requested this month in relation to the attendance, Children Missing Education, Elective Home Education and Paediatric Therapies.

Social Care

16. Within Children's Social the two current key risks are in relation to spend on agency social workers and placements for children we care for.
17. Recruitment and retention is an issue in the vast majority of local authorities for front line children's social workers and remains an increasing challenge in Oxfordshire. Regionally there is evidence that COVID-19 has exacerbated the situation, due to increased home working staff are being attracted to areas with lower living costs and higher pay scales leaving a severe shortage in the South East of both permanent and agency staff. Increased demand across these services across the country is also increasing demand for temporary staff to meet this demand, making recruiting experienced social workers more difficult. Neighbouring authorities, with less successful Ofsted judgements, have rapidly increased daily rates for agency staff. The regional Memorandum of Cooperation (MoC) on agency rates is under review as it has ceased to function. The Directorate is working regionally and corporately to find a strategy to minimise spend on agency social workers covering permanent posts, by setting a new MoC, growing our own and recruiting and retaining social workers to substantive posts. This will not be a quick fix as it depends on newly qualified staff coming off courses, achieving their first assessed and supported year in employment and staying with Oxfordshire County Council. The spend within this area during 2021/22 will be monitored as the year progresses and permanent staff replace agency workers via planned milestones.
18. Placement spend for children we care for is strongly linked to demand and complexity of need and will therefore be driven by the number and needs of children we care for across the year. Residential home placements regularly cost in excess of £0.2m per annum and therefore a small change in demand can have a significant effect on the budget. At present based on current placements and assumed demand in year there is no variance to report, however there are significant uncertainties about how the demand seen in other parts of the service will affect the number of children we care for over the medium-term.

COVID-19 Impact

19. The effect of COVID-19 on spend within Children's Social Care will continue to be monitored. There is likely to be a longer-term impact on children and families due to the social and economic impacts. This is seen both in terms of increased demand and one-off costs, but also complexity of cases that front-line teams are experiencing, which is reflected in authorities across the country.
20. The most significant increase in demand to date has been seen within social care contacts which have been significantly higher over the last 12 months with this expected to continue over the course of much of this financial year. There is also significant pressure within family solutions plus teams due to an increase in assessments, delays in court timescales, and increased complexity. At this stage there isn't any certainty on how long or how significant this increased demand will be, but it may also lead to an increase in children we care for over the medium

term.

21. At present the forecast spend on COVID-19 for Children's Social Care is forecast to be at least £1.5m, although there are a number of emerging pressures and it may be necessary to retain additional resources and spend for a longer period than currently forecast. Significant pressures include £0.3m for additional resources in the MASH and £0.8m for additional resources in Family Solutions Plus teams to increase capacity. A virement of £1.1m is requested this month in relation to providing six months of additional resource to MASH, Family Solutions Plus and Youth Justice and Exploitation services.

Dedicated Schools Grant (DSG)

High Needs DSG

22. As part of the budget agreed in February 2021 it was forecast that the High Needs DSG which funds education for children and young people with Special Education Needs and Disabilities (SEND) would be in deficit by £11.7m in 2021/22. At present the forecast remains in line with the agreed budget, although actions to reduce the deficit in year and over the medium term need to be considered and agreed.

Adult Services

23. For 2021/22 the Adult Social Care and Commissioning budget is £197.7m, a 1.9% increase on the previous year's original budget. This includes a £5.6m increase in budget linked to demographic growth plus various other investments and savings to be actioned in 2021/22.

Service Area	2021/22 Original Budget	Description	2021/22
	£m		£m
Better Care Fund Pooled Budget	81.6	Pressures and Investments	3.0
Adults with Care and Supporting Needs Pooled Budget	97.5	Savings	-4.6
Non- Pool Services	14.1	Demography	5.6
Commissioning	4.5		
Total ASC & Commissioning Budget	197.7	Total Net Budget Changes	4.0

24. Reflecting the position at the end of 2020/21, £10.4m is held in the council's earmarked reserves, £7.9m of which is held to meet future cost pressures within Adult Social Care, including £2.2m for anticipated pressures relating to mental health needs. The amount transferred to reserves also includes an additional £2.5m that was released from the Council's contribution to the Better Care Fund Pool as a result of an additional contribution from the Oxfordshire Clinical Commissioning Groups (OCCG) over the last two financial years. The expectation is that this will be used to meet financial risk linked to the on-going cost of hospital discharges and other system wide health pressures.

25. At this early stage of the year a breakeven position is assumed against the council contributions to the pools.
26. The existing pool structure which is underpinned by a Section 75 agreement between the council and OCCG is continuing for the first half of 2021/22. However, it is anticipated that changes flowing from the implementation of the Joint Commissioning Executive (JCE) and joint working will be agreed as the year progresses.

Better Care Fund

27. The Better Care Fund 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.
28. The initial budget contributions to the pooled budget in 2021/22 are expected to be agreed by the Joint Commissioning Executive (JCE) in July 2021. OCCG's contribution to the pool is now proposed to be £99.3m a 1.1% increase on last year. The arrangements to manage the impact where there are variations compared to the budgets in the pool also need to be agreed by the JCE but the expectation is that each partner will manage their own variations for at least the first half of the year.
29. The council will continue to receive £10.4m improved Better Care Fund (iBCF) grant in 2021/22 which will support the Adult and Social Care budget as agreed as part of service and resource planning process. The expected use is set out in the table below.

Use of iBCF Grant to Fund Expenditure in 2021/22	£m
Winter Pressures expenditure	1.2
Workforce Initiatives	0.1
Innovation Projects	0.3
Live well at home	0.3
Develop Community Capacity & Connections	0.3
Hospital Team	1.2
Short Stay beds	0.3
Demographic Growth - growth in care packages	2.3
Provider Fee increases	4.4
Total	10.4

30. Subject to agreement by the JCE (but assumed within the agreed budget) the council's share of the Better Care Fund held within the pool is £26.3m and has increased by 5.3% in 2021/22 in line with the national increase to the Better Care Fund.
31. A breakeven position is being reported within the Pool on the assumption that activity levels, which have been impacted by the COVID-19 pandemic will increase

as the year progresses. Updates on whether that is the case, and other impacts of the pandemic will be provided through future updates.

32. The Hospital Discharge Scheme continues to provide funding for up to 6 weeks for anyone who needs to be assessed on discharge from hospital or to avoid admission to hospital up until 30th June 2021. From 1st July the scheme will fund up to 4 weeks of care for people discharged from hospital. This will continue until 30th September 2021. Information on whether the scheme will continue in the second half of the year is awaited.
33. We are currently seeing a 11% reduction in the overall number of care home placements compared to February 2020, the forecast assumes the level of activity will pick up during the year, this will continue to be monitored and reported on in subsequent months. The average cost of a care home placement is currently £845 per week; to scale the impact if 20 new placements were made at the beginning of June 2021 this would cost an estimated £0.7m for the remainder of the year.
34. A major commissioning exercise has been undertaken, restructuring the way the council delivers support to people, enabling them to Live Well at Home. Through this the council will introduce a more structured pricing model for home support and reablement, and a two-tiered delivery service involving both strategic and zonal partners. The original intention was to deliver this new model at the beginning of the financial year; however, implementation is now planned from 1st October 2021. The financial impact can be managed within existing budgets, but this will be continued to be monitored throughout the year.

Adults with Care and Support Needs Pool

35. The Adults with Care and Support Needs 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.
36. The budget contributions to the pooled budget in 2021/22 are expected to be agreed by the JCE for this Pool in July 2021. The OCCG contribution to the pool is now proposed to be £18.3m a 3.9% increase on last year. The arrangements to manage variations to the pool need to be agreed by the JCE but the expectation is that for the first half of the year the arrangements for 2020/21 will continue with the council managing the majority of the variation.
37. The budget includes £1.5m linked to previous expectations for growth over and above the demographic growth that was also included in the Medium-Term Financial Strategy. Early indications show that this added increase may not be required. However, this service is demand led and service users often have high cost care packages, so this position could change very quickly within the year and will be closely monitored on a monthly basis.
38. Overall a breakeven position is forecast this reflects an overspend of £0.2m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast, with the council responsible for all of it under the current risk share arrangements. This is offset by a £0.2m forecast underspend for Learning

Disabilities. The forecast assumes the level of growth allocated as part of the budget setting process will be utilised, this will continue to be monitored throughout the year.

Non-Pool Services

39. £1.1m budgeted funding for care provider inflation will be moved into the relevant pooled budgets in line with the uplifts agreed in April 2021.
40. £1.1m has been set aside to meet anticipated ongoing short-term pressures.
41. Also included is Included in the forecast is £0.3m of expenditure relating to costs arising from the COVID-19 pandemic, this relates to additional staffing costs to support review activity.
42. The Business Administration functions of the directorate are being reviewed to enable a consistency of approach across the council in order to consolidate, simplify and standardise administrative and business support functions across the organisation. It is anticipated that the new structure will go live in July 2021 and will be funded from existing budget available after delivering the existing transformation saving linked to this service.

Commissioning

43. The structure for the new Health, Education & Social Care team went live in February 2021. Several posts are still in the process of being recruited to, so agency staff are providing interim cover to allow service delivery to be maintained. It is anticipated that the cost of using agency staff will be offset by staff vacancies currently existing within the structure, an update on this position will be provided on a monthly basis.

Bad Debt Write off Request

44. Cabinet is recommended to write off an Adult Social Care contribution debt totaling £26,137.82. In this case the estate was partly insolvent. A total of £12,000 was received following conclusion of the estate by the solicitors. The debt had accrued over several years; a court awarded instalment was in place prior to death.

COVID-19 Ringfenced Grants

45. A further tranche of Infection Prevention and Control (£2.4m) and Rapid Testing grant funding (£1.7m) announced in March 2021 has been provided to support adult social care providers with infection control and costs associated with rapid testing needs to be used to support eligible spend from 1 April 2021 to 30 June 2021. The £4.1m funding was received by the council in April 2021, 70% of the Infection Prevention & Control element has to be passed to care homes and domiciliary care providers in line with the grant conditions. The remaining 30% is available to be used to support infection control costs on a discretionary basis and is being used to provide additional funding for domiciliary care and external daytime support providers, as well as people using direct payments and residential providers on the Oxfordshire homelessness pathway. On 27 June 2021 the Department of Health and Social Care announced further funding for the period

from 1 July 2021 to 30 September 2021. Oxfordshire's allocations are £1.8m Infection Control Grant and £1.3m Rapid Testing Grant.

46. As at 31 May 2021, £1.7m of the mandatory element of the Infection Prevention and Control grant has been passed on to providers, £1.1m to care homes and £0.6m to domiciliary care providers with £0.5m of the discretionary element being used as previously agreed. £0.9m of the mandatory element of the Rapid Test grant funding has been passed to care homes, with £0.6m of the discretionary element also having been distributed to care homes and domiciliary care providers in accordance with the guidance.
47. 62% of the Rapid Testing element needs to be passed to care home providers undertaking lateral flow testing with the remainder available to support other providers undertaking the testing in settings where there are multiple residents.
48. The council will receive funding from DHSC to facilitate timely discharges into the community to reduce the number of people with learning disabilities who are inpatients, which was used to help fund housing modification within the service – the level of funding for 2021/22 is awaited.

Public Health

49. The council has received notification that the ringfenced Public Health Grant will be £31.7m in 2021/22, this includes a 0.7% increase on last year's grant plus a £0.2m increase in relation to pre-exposure prophylaxis (PrEP) for HIV, awarded to Oxfordshire to support us to deliver routine commissioning.
50. The grant is ring-fenced for the use on a range of prescribed and non-prescribed functions. Expenditure should, in addition to meeting one of the eligible public health functions, have due regard to the need to improve public health outcomes, reduce health inequalities and improve the take-up and outcomes from its drug & alcohol misuse services.
51. Prescribed functions are: STI testing & treatment, Contraception, NHS Health Check programme, health protection, advice to NHS commissioners, National Child Measurement Programme and Public Health services for 0-5s.
52. The main services funded by the grant include Public Health Services for 0-19s (Health Visiting and School Health Nurses) (£11m), Smoking and Tobacco control (£0.6m), NHS Health checks (£0.6m), Obesity (£0.8m), Sexual Health (£6.4m) and Drugs and Alcohol (£7.7m).
53. The terms and conditions of the Public Health grant state that any unspent grant will be carried forward through the Public Health reserve and used to fund eligible spend in future years.
54. There are no anticipated increases in costs arising from the COVID-19 pandemic or loss of income due to the COVID-19 pandemic but there is a possibility of a continuation of one-off savings due to reductions in service provision in line with national directives. Team members will be called upon for expert advice & Information, but costs of backfill will be covered from the Test and Trace Service

Support Grant.

55. The council is currently holding £3.5m in the Public Health reserve. This is available to support one – off eligible spend in 2021/22 or future years. It is anticipated that first call on this will be to “catch-up” services, such as NHS health checks which were significantly impacted due to COVID-19.
56. Following a change in the responsibility for council funded Domestic Violence budgets, £0.5m will now be reported as part of Public Health rather than within Adult Social Care. In addition to this the council has been awarded a £1.1m ringfenced grant to help fund the provision of support within safe accommodation for victims of domestic abuse in 2021/22 in accordance with the new Domestic Abuse Act. To meet the requirements of the Act, a needs assessment is being undertaken, which will lead to a review of the DA strategy and will direct how the funds are spent. In the meantime, a rapid review has identified initial areas of spend.
57. In 2020/21 the council received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. The actual spend during 2020/21 was £1.3m, leaving £1.6m to support eligible spend in 2021/22.
58. £0.3m of the £0.8m Rough Sleeping Drug and Alcohol Treatment Grant was not required to be spent during 2020/21. This will be used to continue to support homelessness and rough sleeping initiatives in line with the grant agreement in 2021/22.
59. In 2020/21 the council was awarded £0.13m from Sport England for a Wayfinding project to encourage children to walk to school. A Wayfinding Officer is working with schools to deliver the project.
60. The Community Testing Programme (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council has worked in collaboration with the district councils and testing in Oxfordshire began in early February 2021. Grant funding to cover the staffing and site costs incurred at each of the four community testing sites in Oxfordshire is being claimed monthly from the Department of Health & Social Care.
61. The council has been awarded £0.2m from Public Health England in relation to Adult Weight Management to be spent in 2021/22. This will be used to support additional weight management programmes addressing dietary intake, physical activity, and behaviour change for adults who are overweight or living with obesity.
62. The council has received notification of a £0.4m award in relation to the Drug Treatment, Crime and Harm Reduction Grant. This will be used to enhance support for criminal justice clients including additional harm reduction interventions such as needle exchange and Naloxone, additional residential treatment capacity, dedicated workers for the CJ pathway, and a further community based “Refresh Café” recovery project.

Environment & Place

63. For 2021/22 the Environment & Place budget has been agreed at £61.1m.

Service Area	2021/22 Original Budget	Description	2021/22
	£m		£m
Planning & Place	3.4	Pressures and Investments	0.2
Community Operations	57.6	Savings	-3.2
Growth & Economy	0.1		
Total Environment & Place Budget	61.1	Total Net Budget Changes	-3.0

64. This Directorate is made up of three individual service areas: Planning & Place, Community Operations and Growth & Economy. Each area is responsible for a specific function to ensure an effective delivery of Council's corporate objectives through an effective and efficient use of council's resources.

65. At this stage a £1.0m overspend is reported. This relates to additional resourcing requirements and activity within Growth and Economy team which was reported in the final report of 2020/21 and is ongoing into 2021/22. Work is being undertaken to realign service budgets to address this alongside the directorate wide review of budgets that is currently underway. It is anticipated that this will help the service to manage the overspend.

66. Environment & Place has a significant redesign programme in place that is anticipated to be delivered and implemented partly in this financial year, with complete implementation in the next year (2022/23). The timing of the redesign programme has been impacted by the pandemic and changes in the senior management structure. There is a risk that the savings budgeted for 2021/22 may not fully materialise in this financial year and other mitigations may need to be sought to balance this year's budget.

67. The Planning & Place area leads in planning and development of strategic infrastructure that supports Oxfordshire's ambitions for thriving economy.

68. Community operations is responsible for a wide range of services relating to operations and maintenance of the County Council's environment and place activities including highway maintenance, network management to ensure roadworks and coordination, asset record keeping and managing and operating school and community transport.

69. Highway maintenance revenue funding is for reactive maintenance and incident response. It also covers the winter maintenance aspect of the service including the gritting and preventive treatments needed to keep the network free from snow and ice. Previous seasons and trends are used to assess the level of funding and

manage the budget, but as the weather is something that is beyond control, the cost is something that can fluctuate dependent upon the severity of the season. A greater level of capital funding for improvements in drainage and road resurfacing is planned which should reduce the level of reactive maintenance required. The services are also working with Milestone to introduce a range of improvements about how we assess and repair defects to help reduce costs and increase efficiency throughout the 2021/22.

70. The management of the network has an assumed level of income based on previous years which is used to support the service being provided. This includes, income from parking charges, vehicle fines, and roadwork permit charges. The impact of COVID on these income streams is still having an impact, mainly in relation to parking charges.
71. The main transport expenditure pressure is in relation to home to school transport which can come under significant pressure if there are greater than normal requirements for this service and is managed through revising routes and transport solutions. COVID-19 has had an impact on the operation and income generation of Comet bus service which brings in additional funding through utilisation of special needs school transport mini-buses.
72. The County Council has a statutory duty to dispose of household waste. This waste is collected at the kerbside by the district and city councils who retain control and responsibility for the disposal of the mixed recycling – paper, card, glass etc. The residual, food and green waste collected at the kerbside is delivered into facilities provided, managed and funded by the County Council. Additionally, the County Council provides the Household Waste Recycling Centre service.
73. The annual budget is £27.0m which funds the management of around 300,000 tonnes of household waste. During 2020/21 the amount of household waste produced by residents increased by 9% as a result of the pandemic and more residents being at home more of the time. This is the largest increase in one year on record and equated to an additional cost of £2.1m for the Council compared to the previous year. As the COVID-19 restrictions continue to lift through this year it is anticipated that waste levels will return towards previous levels. However, it is expected that there will have been some permanent behaviour changes which means that full return to previous waste levels is unlikely. The mitigation for this increase is to continue to work with the City and District councils and with residents to ensure as much waste as possible is reused, recycled or composted as these represent a significant saving on the cost of disposal as well as being environmentally the better options.

Customers, Organisational Development & Resources

74. For 2021/22 the Customers, Organisational Development and Resources budget is £33.3m.

Service Area	2021/22 Original Budget £m	Description	2021/22 £m
Corporate Services	2.4	Pressures and Investments	0.9
Human Resources & Organisational Development	3.2	Savings	-1.3
Communications, Strategy & Insight	2.8		
ICT & Digital	10.3		
Culture & Customer Experience	8.6		
Finance	6.0		
Total Customers, Organisational Development & Resources Budget	33.3	Total Net Budget Changes	-0.4

75. The focus of the Customers, Organisational Development & Resources (CODR) Directorate is on working with members to set the direction of the Council and support the organisation through a period of significant change. This directorate is made up of six individual key service areas: Corporate Services, Human Resources & Organisational development, Communications Strategy & Insight, ICT & Digital, Culture & Customer Experience and Finance.

76. There are no key risks or issues in the CODR directorate for 2021/22. There is an anticipation that Income from fees and charges in library service and the music service may be impacted by COVID-19 restrictions until end of June 2021, but it is expected the majority of this will be met from the sales, fees and charges income guarantee scheme which has been extended to 30 June 2021, covering the first quarter of the financial year.

77. The Customer Service Centre (CSC) is the single point of contact into the Council for many residents and businesses. The aim is to provide a quality service focused on access, resolution and professionalism. The CSC has a clear remit to deliver more services through the telephony and digital channels and will support other directorates to help achieve their financial challenges. At this stage a £0.3m underspend is reported, this primarily relates to team vacancies. A new Continuous Improvement team is currently being set up to work across OCC and CDC with the aim of finding efficiencies and improving customer experience across both organisations. The services anticipate a breakeven position towards the year end once the team is fully operational.

78. The IT Service developed a new Strategy and Business Case for improvement in December 2019. The programme of work has been delayed by the pandemic, but

despite this progress has been made in a number of areas such as implementing a joint IT Service with Cherwell District Council which will go live on 1 June. This will enable the Service to achieve more economies of scale and underpin the wider partnerships that are being formed between the Councils. Refreshing the data centre infrastructure removed a number of operating risks and also provided a much improved consistent, resilient service. Moving forward into 2021/22 a savings target of £0.5m has been set to support the wider corporate objective.

79. There is a likely to be a small loss of income from some of the services being affected by the COVID-19 pandemic. This will be recovered from the government's Sales, Fees and Charges compensation scheme where applicable or will be funded by the Council's COVID-19 reserve.

Commercial Development, Assets & Investment

80. For 2021/22 the Commercial Development, Assets & Investments budget is £50.3m.

Service Area	2021/22 Original Budget	Description	2021/22
	£m		£m
Property and Facilities Management	18.4	Pressures and Investments	1.8
Law & Governance	7.0	Savings	-2.4
Fire & Rescue and Community Safety	24.7		
CDAI Management Costs	0.2		
Total Commercial Development, Assets & Investment Budget	50.3	Total Net Budget Changes	-0.6

81. This directorate is made up of three main service areas, Legal Services, Property Investment & Facilities Management and Fire & Rescue.

82. At this stage a £1.1m underspend is forecast. This relates to Property, Investment & Facilities Management and is the ongoing impact of the delay to the joint working model as set out in the 2020/21 year end report.

83. The main risks for the next couple of years within the Property, Investment & Facilities Management are the large savings targets (£2.0m 2021/22 & £1.6m 2022/23) relating to the new joint working model currently being implemented for joining the two property teams of the County Council and Cherwell District Council, and any delayed implementation will impact on realising the savings as only part year effect. In addition to that, any one-off restructure type costs will be a pressure (although not yet quantified) and also the need to invest in some of our properties as part of the wider rationalisation plan within our Property Strategy.

84. The Law and Governance service provides comprehensive legal advice and representation service to all Directorates of the Council and to the Council as a whole. This service area includes Democratic Services and Information Services.

Democratic Services lead and support the corporate governance of the Council whilst also administering the democratic decision-making process. Information Services ensure that the Council is compliant with a complex and wide-ranging statutory data governance regime.

85. Law and Governance at the outset of 2021/22 will be focusing upon meeting income generating targets and adding value across the diverse range of services offered to the Council. The first two quarters will require a review of how the service operates in order to capitalise upon efficiencies. The management team is aware of increasing external pressures such as barrister spend which has appreciated in line with increases in complexity and workload. The service is working closely across both Cherwell District Council and the County Council to deliver these improvements.
86. The Fire and Rescue Service is delivered in line with the Fire and Rescue Services Act and National framework document, to meet the requirements of the Oxfordshire County Council Fire Authority's Community Risk Management Plan (CRMP). The service delivers through a combined approach of Protection, Prevention and Response to deliver the 365Alive targets. This year we have supported the Ambulance Service during exceptional demand and continue to deliver against Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Grenfell Action plans leading to a variance in planned spending.
87. The service activities have adjusted to the change in working due to the pandemic, with operational response assisting others in delivering front line services. Savings in areas of typical expenditure have been reduced and will continue to do so whilst the majority of the organisation continues to work remotely. Planned expenditure for this year may continue to be postponed due to the availability of services, contractors and provisions.
88. Emergency Planning service ensures that the requirements of Civil Contingency Act and other supplementary legislation are met. Supporting the Organisational Resilience and Business Continuity across the County Council and providing business continuity advice to local business.
89. Gypsy & Traveller services (GTS) deal with unauthorised encampments and manages the six county council owned permanent sites. It is anticipated that through impact of the pandemic there will be further reduction in rental collection throughout the year.
90. The impact of the pandemic and the protection from eviction for tenants has seen a reduction in the rental income for GTS. This is hoped to be somewhat recovered during this financial year but a loss of income for some tenants has seen financial hardship on some of the sites.

Corporate Measures

General Balances

91. It is considered prudent to maintain a level of balances commensurate with risk,

and a risk assessment is undertaken annually by the Section 151 officer (Director of Finance), as part of the budget setting process. The Chartered Institute of Public Finance and Accountancy (CIPFA) publishes an annual Financial Resilience Index. This provides information on the level of general balances for all authorities. Excluding extremes, the average percentage of net revenue budget held for general balances by County Councils in 2018/19 was 5.1%.

92. The risk assessment for 2021/22 has determined that balances should be held at £28.8m. This is equivalent to 6.0% of the net revenue budget for 2021/22 and equates to around three weeks net expenditure.
93. There is an increase in the assessed risk from 2020/21 primarily due to the changing risk environment that has emerged as a result of the COVID-19 pandemic. Details of the risk assessment are set out in the General Balances and Earmarked Reserves Policy Statement which was agreed as part of the 2021/22 Budget by Council in February 2021.
94. General Balances at 31 March 2021 were £34.6m and are forecast to be £35.0m by 31 March 2022, due to the current forecast directorate underspend of £0.4m.

Reserves

95. Earmarked Reserves totaled £158.8m on 31 March 2021. The table sets out the balance on each reserve. These include £47.1m of Capital reserves which will be used to support the Council's ten year Capital Programme, £17.3m of maintained school balances, £14.2m COVID-19 reserve and Budget Prioritisation Reserve of £14.6m of which £10.3m will be used to support Adult Social Care and Mental Health pressures in future years.

	Balance at 31 March 2021 £m
Schools' Reserves	17.3
Vehicle and Equipment Reserve	2.1
Grants and Contributions Reserve	22.9
Government Initiatives	2.1
Trading Accounts	0.5
Council Elections	0.8
Partnership Reserves	3.0
On Street Car Parking	3.1
Transformation Reserve	1.1
Demographic Risk Reserve	6.0
Youth Provision Reserve	0.7
Budget Prioritisation Reserve	14.6
Insurance Reserve	12.5
Business Rates Reserve	1.0
Capital Reserves	47.1
Investment Pump Priming Reserve	2.0
Council Tax Collection Fund Reserve	6.0
Redundancy Reserve	1.8
Covid-19 Reserve	14.2
Total Earmarked Reserves	158.7

Use of Covid-19 Reserve

96. It is recommended Cabinet agreed to transfer £1.4m to Children's Services for the pressures in Education as set out in paragraph 15 and Children's Social Care as set out in paragraphs 19-21.

Grants

97. As set out in Annex C-3 government grants totaling £409.5m will be received by the Council during 2021/22. This has increased by £12.2m from the budget set in February 2021. The change relates an additional tranche of Contain Outbreak Management Fund Surge Funding Grant of £3.1m, tranche 3 of the infection control grant £4.1m, additional funding for Community testing £1.0m, Domestic Abuse Funding of £1.1m, £1.6m COVID-19 Local Support Grant (previously Winter Support Scheme), an increase of the Public Health Grant allocation by £0.4m and Drug Treatment, Crime and Harm Reduction Grant (£0.4m).
98. The council has received £0.1m of Support for Care Leavers at Risk of Rough Sleeping Grant. This grant is un-ringfenced, but it is recommended this additional funding is allocated to Children's Services to be used to support Care Leavers as the intention of the grant.

Medium Term Financial Strategy Savings

99. The 2021/22 budget includes planned directorate savings of £16.1m. At this early point of the financial year £12.1m or 75% are expected to be delivered by year end. £4.0m or 25% are rated amber. Updates will be included in future reports.

Strategic Measures

100. The budgeted interest receivable for in-house Treasury Management during is £1.9m, based on an average interest rate of 0.58%. Whilst interest rates remain very low, it is unlikely that interest rate will be achieved, however as cash balances are higher than originally expected, the forecast outturn remains in line with budget.
101. Externally managed funds in Strategic Pooled funds are forecast to return £3.8m, in line with budget. Financial markets are expected to remain volatile in the near future, and there remains a risk that there could be fluctuations to the capital value of the funds, however the statutory override for movement in value of such funds mean that any fluctuations will be reversed out of the general fund.
102. The corporate contingency budget is held to cover;
- the risk that demographic pressures are higher than forecast;
 - any unfunded new burdens or unfunded elements of government grant;
 - any potential green book pay award plus other outstanding inflationary elements; and
 - the risk that proposed savings are not achieved in full, based on the performance targets set out in the Financial Strategy.
103. The corporate contingency budget for 2021/22 is £5.6m. The government had announced a national pay freeze as part of the Spending Review in the Autumn 2020 pending negotiations with the individual pay awarding bodies. On 14 May 2021 an offer of 1.5% for the Green Book pay award was made by the National Employer's for Local Government. A similar offer has been made in respect of Firefighters. The offers have yet to be agreed by the Unions but would be a call on the corporate contingency budget of approximately £2.5m. The status of negotiations with other pay awarding bodies are not know at this time.

Debt

Corporate Debtors

104. Customer debt attributed to COVID-19 has decreased from £0.03m to £6,000 and now relates to just one debtor.
105. The average collection rate increased by 1.7% to 94.6%, just below the collection rate target of 95%. However, the collection rate for invoices over £10,000 was 100% this period.
106. Debt requiring impairment (DRI) reduced marginally for the second month and remains £0.3m target. 20% of the bad debt relates to six debtor accounts. The highest debt linked to one debtor is 5% of bad debt and legal services are managing negotiations to support the service. The remaining five all are in the process of being resolved.

Adult Social Care Debtors

107. The invoice collection rate remains at 90% of invoices paid within 90-120 days, just below the 92% target.

108. Debt requiring impairment (DRI) which is debt that has potential to be unrecoverable increased this month to £3.06m, £0.5m above the current impairment balance; however, this is a yearlong target to be worked towards. At the end of the last financial year £0.13m was able to be withdrawn from the impairment balance.
109. As reported previously the Adults Income team are managing a backlog of case work linked to the COVID-19 pause (April – September 20-21). There are a four high value cases with a value of approximately £0.280m, these require the support of legal services and outside counsel; it is expected these will not be quickly resolved.
110. There continues to be delays with state systems i.e. Court of Protection (COP), Probate Office, house sales and HMCTS. Probate cases account for 21% of the impaired debt and cases pending COP orders 6.5%.
111. Internal operational challenges continue due to the impact of remote working; additional case work linked to higher deaths and case backlog from held action at start of the year. The team are focused on stabilising processes and case work during the year.

Business Management & Monitoring Report
Position to the end of May 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Projected Year End Traffic Light Red > 1% Green on track
	£000	£000	£000	£000	
Children's Services	138,960	138,960	0	0.00%	G
Adults Services	193,193	193,193	0	0.00%	G
Public Health	230	230	0	0.00%	G
Environment and Place	61,051	62,051	1,000	1.64%	R
Customers, Organisational Development and Resources	33,248	32,929	-319	-0.96%	G
Commerical Development, Assets and Investments	50,288	49,177	-1,111	-2.21%	R
Directorate Total Net	476,970	476,540	-430	-0.09%	G

Business Management & Monitoring Report
Position to the end of May 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Projected Year End Traffic Light Red > 1% Green on track
	£000	£000	£000	£000	
Contributions to (+)/from (-)reserves	31,657	31,657	0		
Contribution to (+)/from(-) balances	0	430	430		
Public Health Saving Recharge	-425	-425	0		
Contingency	5,606	5,606	0		
COVID-19 Budget	0	0	0		
Insurance	1,280	1,280	0		
Capital Financing	23,705	23,705	0		
Interest on Balances	-10,845	-10,845	0		
Strategic Measures Budget	50,978	51,408	430	0.00%	
Unringfenced Government Grants	-38,752	-38,752	0		
Council Tax Surpluses	-6,273	-6,273	0		
Business Rates Top-Up	-62,454	-62,454	0		
Business Rates From District Councils	-17,089	-17,089	0		
Council Tax Requirement	403,380	403,380	0	-0.09%	

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CEF1	Education & Learning						
CEF1-1	Management & Central Costs	1,223	1,223	0	0.0%	G	
CEF1-2	SEND	4,042	4,042	0	0.0%	G	There are considerable pressures currently within the SEN Casework and Educational Psychologist teams. The additional workload is likely to result in an additional budget pressure, but at this time options to meet this demand are being considered.
CEF1-3	Learning & School Improvement	1,587	1,587	0	0.0%	G	
CEF1-4	Access to Learning	25,596	25,596	0	0.0%	G	In 2020/21 there was a significant underspend on Home to School Transport due to a savings through alternative or more efficient transport solutions and through periods of the year where fewer children needed to be transported to school due to COVID-19. Some of these benefits are expected to continue this year, however until demand for transport is known from the autumn term onwards it isn't possible to forecast this area accurately.
CEF1-5	Learner Engagement Service	222	222	0	0.0%	G	
Total Education & Learning		32,670	32,670	0	0.0%	G	

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CEF1	<u>Education & Learning</u>						
CEF1-1	Management & Central Costs	1,223	1,223	0	0.0%	G	
CEF2	<u>Children's Social Care</u>						
CEF2-1	Management & Central Costs	5,941	5,941	0	0.0%	G	
CEF2-2	Social Care	27,815	27,815	0	0.0%	G	There is significant demand and recruitment and retention issues within this service, which are exacerbated by the impacts of COVID-19. Potential solutions are being considered but there is a significant risk of a pressure in this area arising over the coming months.
Total Children's Social Care		33,756	33,756	0	0.0%	G	
CEF3	<u>Children's Social Care Countywide Services</u>						
CEF3-1	Corporate Parenting	52,985	52,985	0	0.0%	G	Demand for placements and unit cost remains a risk for this service, however at this time these are forecast to be within the current budget. As the year progresses it will become clearer whether there is an impact of COVID-19 on this service over the short to medium-term
CEF3-2	Safeguarding	4,164	4,164	0	0.0%	G	
CEF3-3	Services for Disabled Children	8,974	8,974	0	0.0%	G	
CEF3-4	Youth Offending Service	762	762	0	0.0%	G	
Total Children's Social Care Countywide Services		66,885	66,885	0	0.0%	G	

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

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
	£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CEF1	Education & Learning					
CEF1-1	Management & Central Costs	1,223	1,223	0	0.0%	G
CEF4	Schools					
CEF4-1	Delegated Budgets	0	0	0		G
CEF4-2	Nursery Education Funding (EY)	0	0	0		G
CEF4-3	Non-Delegated School Costs	216	216	0	0.0%	G
CEF4-4	School Support Non-Negotiable Recharges	0	0	0		G
CEF4-5	Capitalised Repairs & Maintenance	0	0	0		G
	Total Schools	216	216	0	0.0%	G
CEF5	Children's Services Central Costs					
CEF5-1	Management & Administration	1,044	1,044	0	0.0%	G
CEF5-2	Premature Retirement Compensation	3,434	3,434	0	0.0%	G
CEF5-3	Commissioning Recharge	955	955	0	0.0%	G
	Total Children's Services Central Costs	5,433	5,433	0	0.0%	G
	Total Children's Services	138,960	138,960	0	0.0%	G

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

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
	£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CEF1 Education & Learning						
CEF1-1 Management & Central Costs	1,223	1,223	0	0.0%	G	
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
Schools DSG	123,115	123,115	0	0.0%		
High Needs DSG	65,530	77,230	11,700	17.9%	R	This variance remains in line with the budget agreed in February 2021 which included a forecast variance of £11.7m.
Early Years DSG	39,277	39,277	0	0.0%		
Central DSG	4,616	4,616	0	0.0%		
Total DSG Funded Expenditure	232,538	244,238	11,700	5.0%	R	

Business Management and Monitoring Report: Adult Services
Position to the end of May 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend-overspend+	%	£000	£000	Red > 1% Green on track	
SCS1	<u>Adult Social Care</u>								
SCS1-1A	Better Care Fund Pool Contribution	81,933	81,933	0	0.0%		0	G	At this early stage of the year a breakeven position is being reported noting the on-going risks and uncertainties around activity levels and the on-going impact of the Hospital Discharge Scheme and the COVID - 19 pandemic.
SCS1-1B	Adults with Care and Support Needs Pool Contribution	97,228	97,228	0	0.0%		0	G	At this early stage of the year a breakeven position is being reported, the demand led forecast includes an element of growth which will continue to be monitored and reported on throughout the year.
SCS1-2 to 9	Other Adult Social Care Services								
SCS1-2	Adult Protection & Mental Capacity	3,666	3,666	0	0.0%		0	G	
SCS1-3	Provider & Support Services	3,500	3,500	0	0.0%		0	G	
SCS1-4	Domestic Violence & Abuse Support Service	479	479	0	0.0%		0	G	
SCS1-5	Housing Related Support	1,033	1,033	0	0.0%		0	G	
SCS1-6	Other Funding	-8,232	-8,232	0	0.0%		0	G	
SCS1-8	Adult Social Care Recharges	4	4	0	0.0%		0	G	
SCS1-9	Adult Social Care Staffing & Infrastructure	13,582	13,582	0	0.0%		0	G	
	Total Other ASC Services	14,032	14,032	0	0.0%	0	0	G	
	Total Adult Social Care	193,193	193,193	0	0.0%	0	0	G	

Business Management and Monitoring Report: Adult Services
Position to the end of May 2021
Revenue Budget Monitoring

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light	Commentary
	£000	£000	underspend-overspend+	%	£000	£000	Red > 1% Green on track	
SCS2								
Commissioning	4,574	4,574	0	0.0%	0	0	G	The new Health, Education & Social Care team went live in Feb 2021, to allow service delivery to be maintained interim staff have been employed, at this stage it's anticipated that they will be funded by the high number of vacant posts currently existing within the new structure.
Total Adult Services	197,767	197,767	0	0.0%	0	0	G	

Business Management & Monitoring Report : Public Health
Position to the end of May 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
PH 1 & 2 Public Health Functions							
PH1-1	Sexual Health	6,210	6,440	230	3.7%	R	
PH1-2	NHS Health Check Programme	645	645	0	0.0%	G	
PH1-3	Health Protection	8	8	0	0.0%	G	
PH1-4	National Child Measurement Programme	154	154	0	0.0%	G	
PH1-5	Public Health Advice	100	113	13	13.0%	R	
PH1-6	0 - 5 year olds	8,833	8,848	15	0.2%	G	
PH2-1	Obesity	797	802	5	0.6%	G	
PH2-2	Physical Activity	67	120	53	79.1%	R	
PH2-3	Public Health General	2,064	2,178	114	5.5%	R	Early reports are highlighting an underspend on staffing linked to vacant posts, this will be reviewed and reported on in future months
PH2-4	Smoking and Tobacco Control	573	625	52	9.1%	R	
PH2-5	Children's 5-19 Public Health Programmes	2,265	2,302	37	1.6%	R	
PH2-6	Other Public Health Services	1,244	1,309	65	5.2%	R	
PH2-7	Drugs and Alcohol	7,733	7,733	0	0.0%	G	
Total Public Health Functions		30,693	31,277	584	1.9%	R	
PH3	Public Health Recharges	633	633	0	0.0%	G	

Business Management & Monitoring Report : Public Health
Position to the end of May 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
PH4	Grant Income	-31,096	-31,680	-584	1.9%	R	
	Transfer to Public Health Reserve	0	0	0	0.0%	G	Any underspend within Public Health will be transferred to the Public Health reserve.
	Total Public Health	230	230	0	0.0%	G	

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
PG2	Planning & Place	3,412	3,412	0	0.0%	G	<p>Planning and place services are forecasting a breakeven position.</p> <p>The service has increased income and savings targets for this year linked to the new mobility model. This will be launched in July and will allow for savings. However, it is still anticipated to have a breakeven position at the yearend.</p>

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	£000	%	
PG3	Growth & Economy	93	1,093	1,000	1075.3%	R	<p>The service is currently forecasting a £1.0m overspend due to unfunded teams and activities. Work is being undertaken by the service to set up and align service cost centre which will enable the service to understand quantum of any issues.</p> <p>Currently teams and budgets are not aligned meaning that the total value of cost pressures to the services is not yet known. However, a directorate wide review of budgets is currently underway which would enable the service to reduce an anticipated overspend at the yearend.</p>

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
COM1	Communities Management	-1,162	-1,162	0	0.0%	G	
COM2	Community Operations	58,708	58,708	0	0.0%	G	Services are forecasting a breakeven position at the yearend. There is a forecast loss of income to of £4.0m due to the COVID-19 pandemic. This mainly relates to parking and permit income. 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
	Total Environment & Place	61,051	62,051	1,000	1.6%	R	

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
		£000	£000	£000	%		
COD1	Corporate Services	2,360	2,360	0	0.0%	G	
COD2	Human Resources & Organisational Development	3,223	3,223	0	0.0%	G	
COD3	Communications, Strategy & Insight	2,768	2,749	-19	-0.7%	G	<p>There is a slight overall underspend in Communications, Strategy & Insight due to staff vacancies and the temporary secondment of a staff member to the post of Programme Director COVID Response.</p> <p>A small loss of income is forecast due to the COVID-19 pandemic – this is from the lack of provision of data assessment services. The loss in income will be offset by savings from staff vacancies, with any remaining pressure funded by Covid-19 Reserve</p>

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
COD4	ICT & Digital	10,333	10,333	0	0.0%	G	<p>ICT & Digital services are currently forecasting a breakeven position fully achieving the services savings target of £0.5m. The management team is always working to identify further savings and efficiencies both within the IT Service and the wider organisation.</p> <p>The planned savings targets are currently being managed and achieved within the service, but there are variables outside of the service's control such as new starters and the increased cost in IT equipment due to the pandemic and Brexit that may become a pressure throughout the year.</p>

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
COD5	Culture & Customer Experience	8,611	8,311	-300	-3.5%	R	<p>This service area is forecasting a £0.3m underspend position. This primarily relates to team vacancies in Customer Service Centre (CSC). A new Continuous Improvement team is currently being set up to work across OCC and CDC with the aim of finding efficiencies and improving customer experience across both organisations. The services anticipate a breakeven position towards the year end once the team is fully operational.</p> <p>Culture & Customer experience services continue to monitor loss of income on services such as Blue Badge and Concessionary Fares this financial year. There may be a pressure arising from loss of income, due to residents taking fewer journeys or delaying their applications due to the ongoing pandemic. Moreover, there is an ongoing need for the Social and Health Care team to do overtime due to increased demand during COVID-19.</p>
COD6	Finance	5,953	5,953	0	0.0%	G	
	Total Customers, Organisational Development & Resources	33,248	32,929	-319	-1.0%	G	

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of May 2021
Revenue Budget Monitoring

		Net Budget (latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CDAI1	Property & Community Facilities Management	18,420	17,309	-1,111	-6.0%	R	<p>The forecast underspend in the service area is £1.1m. The main forecast underspends within the service include; (£0.3m) underspend due to delayed restructure, funds held as anticipated transformation costs relating to a joint working service delivery model with CDC. Estates (£0.5m) underspend due to savings from (landlord & tenant) successful rent negotiations as well as other savings from reduced utilities offset by vacant buildings costs. Although current underspend position is reported it is anticipated that this underspend is likely will be required to offset the pressure arising due to in year lease termination costs. Soft services have reported a (£0.2m) underspend due to reduced requirement of office supplies and various vacant posts within the area. However, the service is anticipating to move to a breakeven position toward the yearend.</p> <p>The service is continuing to work within the limits of the ongoing pandemic with underspends arising in various areas. However, it is anticipated that services will be returning to as near 'normal' operations.</p> <p>The restructure within the service area is now underway. However, delays to the restructure within the services resulted in a significant underspend.</p>

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of May 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CDAI2	Law & Governance	6,993	6,993	0	0.0%	G	<p>Law and governance are forecasting a £0.1m overspend. This primarily relates to an overspend in Procurement services as a result of agency staff and recruitment fees required during the transition period after the restructure.</p> <p>Although legal services are currently forecasting a small overspend there is an underlying budget pressure due to increases in Counsel (Barrister) spend. This primarily relates to Childcare care cases and the increased reliance upon locum provision due to recruiting difficulties.</p> <p>Legal services are currently working to recruit to outstanding posts and reviewing childcare spend on counsel to assess how these pressures can be mitigated throughout the year.</p>
EE4	Fire & Rescue and Community Safety	24,745	24,745	0	0.0%	G	<p>The service is forecasting a breakeven position.</p> <p>Increased pressures arising from the ongoing pandemic are offset by savings being made by the service due to COVID-19.</p>

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of May 2021
Revenue Budget Monitoring

		Net Budget (latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Projected Year End Traffic Light	Commentary
		£000	£000	underspend- overspend+	%	Red > 1% Green on track	
CDAI4	CDAI Management Costs	130	130	0	0.0%	G	
	Total Commercial Development, Assets & Investment	50,288	49,177	-1,111	-2.2%	R	

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

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-86	100,836
	Gross Income	-61,899	118	-68,166
		30,509	32	32,670
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-198	35,948
	Gross Income	-3,260	65	-2,192
		33,068	-133	33,756
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	105	72,392
	Gross Income	-4,245	-2	-5,507
		61,218	103	66,885
CEF4	Schools			
	Gross Expenditure	190,476	-854	193,162
	Gross Income	-190,260	854	-192,946
		216	0	216
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-1	5,952
	Gross Income	-519	0	-519
		5,663	-1	5,433
	Expenditure Total	390,857	-1,034	408,290
	Income Total	-260,183	1,035	-269,330
	Total Children's Services Net Budget	130,674	1	138,960
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)				
	Schools DSG	123,115	0	123,115
	High Needs DSG	65,530	0	65,530
	Early Years DSG	39,277	0	39,277
	Central DSG	4,616	0	4,616
	Total Gross	232,538	0	232,538

Business Management & Monitoring Report: Adult Services
Position to the end of May 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	440	81,933
	Gross Income.	0	0	0
		79,720	440	81,933
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	-466	97,228
	Gross Income.	-2	0	0
		95,356	-466	97,228
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	4,656	38,808
	Gross Income	-19,582	-4,848	-24,776
		13,332	-192	14,032
	Total Adult Social Care	188,408	-218	193,193
SCS2	Commissioning			
	Gross Expenditure	6,700	224	6,112
	Gross Income	-1,061	2	-1,538
	Total Commissioning	5,639	226	4,574
	Expenditure Total	214,692	4,854	224,081
	Income Total	-20,645	-4,846	-26,314
	Total Adult Services Net Budget	194,047	8	197,767

**Business Management & Monitoring Report: Public Health
Position to the end of May 2021
Revenue Budget Monitoring**

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	0	30,921
	Gross Income	-228	0	-228
		29,089	0	30,693
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	0	144
	Gross Income	-29,722	0	-31,240
		-29,722	0	-31,096
	Expenditure Total	29,950	0	31,698
	Income Total	-29,950	0	-31,468
	Total Public Health Net Budget	0	0	230

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

		BUDGET 2021/22		
		Original Budget £000	Movement to Date £000	Latest Estimate £000
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	11,412	-166	9,932
	Gross Income	-6,198	166	-6,520
		5,214	0	3,412
PG3	Growth & Economy			
	Gross Expenditure	625	0	630
	Gross Income	-537	0	-537
		88	0	93
COM1	Communities Management			
	Gross Expenditure	0	0	-1
	Gross Income	0	0	0
		0	0	-1
COM2	Community Operations			
	Gross Expenditure	100,345	-65	102,915
	Gross Income	-41,386	75	-44,207
		58,959	10	58,708
	Expenditure Total	112,382	-231	112,315
	Income Total	-48,121	241	-51,264
	Total Environment and Place Net Budget	64,261	10	61,051

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

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	1,751	-1	2,952
	Gross Income	0	1	-592
		1,751	0	2,360
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	0	4,395
	Gross Income	-1,179	0	-1,172
		2,442	0	3,223
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	0	3,859
	Gross Income	-1,108	-1	-1,091
		3,019	-1	2,768
CODR4	ICT & Digital			
	Gross Expenditure	11,531	0	13,851
	Gross Income	-317	-1	-3,518
		11,214	-1	10,333
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	5	16,501
	Gross Income	-8,408	-5	-7,890
		8,162	0	8,611
CODR6	Finance			
	Gross Expenditure	9,820	-340	8,109
	Gross Income	-2,485	335	-2,156
		7,335	-5	5,953
	Expenditure Total	47,420	-336	49,667
	Income Total	-13,497	329	-16,419
	Total Customers & Organisational Development and Resources Net Budget	33,923	-7	33,248

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of May 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-231	26,325
	Gross Income	-11,058	232	-7,905
	Total Property, Investment & Facilities Management	19,474	1	18,420
CDAI2	Law & Governance			
	Gross Expenditure	6,637	1	8,512
	Gross Income	-797	-1	-1,519
	Total Law & Governance	5,840	0	6,993
CDAI3	Community Safety			
	Gross Expenditure	27,865	345	27,943
	Gross Income	-3,120	-346	-3,198
	Total Community Safety	24,745	-1	24,745
CDAI4	Management Costs			
	Gross Expenditure	0	0	130
	Gross Income	0	0	0
	Total Management Costs	0	0	130
	Expenditure Total	65,034	115	62,910
	Income Total	-14,975	-115	-12,622
	Total Commercial Development, Assets & Investment Net Budget	50,059	0	50,288

**Business Management Report
Position to the end of May 2021**

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Jul	May	Wellbeing for Education Recover Grant	CEF1-1	Management & Central Costs	T	97	0
				VSMMGT	Strategic Measures	T	0	-97
CD	Jul	May	Transfer of Funding from the Covid-19 Reserve to fund Children's Social Care, SEND and Education costs relating to the pandemic	CEF2-2	Social Care	T	1,066	
				CEF3-4	Youth Justice & Exploitation Service	T	42	
				CEF1-5	Learner Engagement	T	110	
				CEF1-2	SEND Service	T	208	
				VSMMGT	Strategic Measures	T	-1,426	
Grand Total							97	-97

**Business Management Report
Position to the end of May 2021**

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000	
CS	Jul	Apr	Remove C Rowntree Expenditure/Income budgets	CEF2-1	Management & Central Costs	P	-65	65	
			DSG adjustment: Correction reVirement ID 2021000834	CEF1-2	SEND Service	P	411	-411	
			Amend EDT recharge budget amount	CEF3-2	Safeguarding	P	3	-3	
	Jul	May	Transfer budget from YPSA - Young Persons supported Accommodation re 2 x FTE EET workers to the service delivering the work to match spend.	CEF1-3	Learning & School Improvement	P	30	0	
				CEF2-2	Social Care	P	30	0	
				CEF3-1	Corporate Parenting	P	-60	0	
				Allocate Clinical Budget to Team	CEF2-2	Social Care	P	-70	0
				CEF3-1	Corporate Parenting	P	70	0	
CEF1-2: Recharge re HI recoupment mandated to C & I	CEF1-2	SEND Service	P	30	-30				
CDAI	Jul	Apr	Reallocate budgets to align with expenditure	CDAI1	Property & Community Facilities Management	P	-230	230	
			Community Safety Budget Tidy 21/22	EE4	Fire & Rescue & Community Safety	P	10	-10	
	Jul	May	Y23003 Budget tidy	EE4	Fire & Rescue & Community Safety	P	336	-336	
EP	Jul	Apr	NC9750 Wychwood Project is no longer in use as OCC does not host the Project. No income or expenditure to be made.	EE1	Planning & Place	T	-81	81	
			Staffing Re-orgnaisation	EE2	Community Operations	P	-65	65	
	Jul	May	Resolve unacheiveable income target within cost centre	EE1	Planning & Place	P	-85	85	

**Business Management Report
Position to the end of May 2021**

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
AS	Jul	Apr	Reduction in ACSN demography to fund finance function savings	ACSNPOOL	Adults with Care and Support Needs Pool	P	-326	326
				SCS1-1B	Adults with Care and Support Needs Pool Contribution	P	-326	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	326	0
	Jul	May	Return of HFA budget to BCF	ACSNPOOL	Adults with Care and Support Needs Pool	P	-280	280
				BCFPOOL	Better Care Fund Pool	P	280	-280
				SCS1-1A	Better Care Fund Pool Contribution	P	280	0
				SCS1-1B	Adults with Care and Support Needs Pool Contribution	P	-280	0
Grand Total							-63	63

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	123,115			123,115
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,616			4,616
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	39,277			39,277
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	65,530			65,530
	Subtotal DSG Grants		232,538	0	0	232,538
	School Grants					
R	Pupil Premium	DfE	6,871			6,871
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224			224
R	PE and Sport Grant	DfE	2,265			2,265
R	Universal Infant Free School Meals	DfE	3,973			3,973
R	Teacher's Pay Grant	DfE	0			0
R	Teacher's Pension Grant	DfE	0			0
R	Coronavirus (COVID-19) Workforce Fund	DfE	0			0
R	Coronavirus (COVID-19) Catch Up Premium	DfE	0			0
R	Coronavirus (COVID-19) National Testing Programme	DfE	0			0
R	Coronavirus (COVID-19) Free School Meals Additional Costs	DfE	0			0
	Subtotal School Grants		13,333	0	0	13,333

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Esimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Other Children's Services Grants					
R	Youth Justice Board	YJB	548			548
R	Asylum (USAC and Post 18)	HO	1,844			1,844
R	Role of the Virtual School Head	DfE	0			0
R	Extended Personal Adviser Duty Grant	DfE	103			103
R	Staying Put Implementation Grant	DfE	271			271
R	Remand Framework	YJB	77			77
R	Holiday Activities and Food Programme	DfE	0			0
	Subtotal Other Children's Services Grants		2,843	0	0	2,843
	TOTAL CHILDREN'S SERVICES		248,714	0	0	248,714
	Adult Services					
R	Improved Better Care Fund	DHSC	10,391			10,391
R	Infection Control Grant 3	DHSC			4,123	4,123
R	Community Discharge Fund	DHSC	0			0
R		DHSC				0
	TOTAL ADULT SERVICES		10,391	0	4,123	14,514
	Public Health					
R	Public Health Grant	DHSC	31,240		429	31,669
R	Adult Weight Management	DHSC			180	180

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Estimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	Drug Treatment, Crime and Harm Reduction Grant	DHSC			400	400
R	Community Testing	DHSC			1,045	1,045
R	Domestic Abuse	MHCLG			1,141	1,141
	TOTAL PUBLIC HEALTH		31,240	0	3,195	34,435
	Environment & Place					
R	Bus Service Operators Grant	DfT	795			795
R	Natural England	DEFRA	227			227
	TOTAL ENVIRONMENT & PLACE		1,022	0	0	1,022
	Customers, Organisational Development & Resources					
R	Music Service	AC	837			837
R	MaaS:CAV	Innovate UK	313			313
R	OmniCAV	Innovate UK	1			1
R	Park & Charge	Innovate UK	206			206
R	Virgin Park & Charge	Innovate UK	7			7
R	Data Driven Safety Tool	Innovate UK	91			91
R	Quantum Gravimeter	Innovate UK	69			69
R	Resilient CAV	Innovate UK	25			25
R	Heart Park Project	DFT	90			90
R	GTC DfT Congestion Tool	DFT	59			59
R	CAVL4R	DFT	11			11
	TOTAL CUSTOMERS, ORGANISATIONAL DEVELOPMENT & RESOURCES		1,709	0	0	1,709

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Estimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361			1,361
R	Fire Service Covid-19 Contingency Grant	MHCLG			47	47
R	Fire Fighter's New Dimensons Grant	MHCLG	40			40
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		1,401	0	47	1,448
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45		-45	0
U	Extended Rights to Free Travel	DfE	278			278
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	685			685
U	Troubled Families Attachment Fees - Phase 2	MHCLG	0			0
U	Troubled Families Payment by Result	MHCLG	0			0
U	New Homes Bonus	MHCLG	3,589			3,589
U	Local Reform & Community Voices Grant	DfE	515			515
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	548			548
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG	11,896			11,896
U	New Social Care Grant	MHCLG	572			572
U	Local Council Tax Support Grant	MHCLG	4,925			4,925
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE				0

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
U	Wellbeing for Education Return Grant	DfE				0
R	Contain Outbreak Management Fund	DHSC			3,070	3,070
R	Support for Clinically Extremely Vulnerable	DHSC				0
R	Sales, Fees and Charges Compensation	MCLG				0
R	Practical Support for those Self-Isolating	DHSC			124	124
R	Covid Local Support Scheme (formerly Winter Support Grant)	MHCLG			1,608	1,608
U	Support for Care Leavers at Risk of Rough Sleeping Grant	DfE			95	95
U	Section 31 Grant for Business Rate Compensation	MHCLG	21,908			21,908
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		101,205	0	4,852	106,057
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	0	0	1,605
	TOTAL STRATEGIC MEASURES		102,810	0	4,852	107,662
	Total All Grants		397,287	0	12,217	409,504