



## ***Notice of a Meeting***

### **Performance Scrutiny Committee Thursday, 9 July 2020 at 10.00 am Virtual Meeting**

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

*If you wish to view proceedings please click on this [Live Stream Link](#)*

*However, that will not allow you to participate in the meeting.*

#### **Membership**

Chairman Councillor Liz Brighthouse OBE  
Deputy Chairman - Councillor Jenny Hannaby

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

**Notes:** *A pre-meeting briefing will take place online at 9.15am on the day of the meeting.  
Date of next meeting: 10 September 2020*

#### **What does this Committee review or scrutinise?**

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

#### **How can I have my say?**

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

**For more information about this Committee please contact:**

Chairman	-	Councillor Liz Brighthouse E.Mail: <a href="mailto:liz.brighthouse@oxfordshire.gov.uk">liz.brighthouse@oxfordshire.gov.uk</a>
Policy & Performance Officer	-	Lauren Rushen, Policy Officer Tel: 07990 367851 Email: <a href="mailto:lauren.rushen@oxfordshire.gov.uk">lauren.rushen@oxfordshire.gov.uk</a>
Committee Officer	-	<i>Colm Ó Caomhánaigh, Tel 07393 001096</i> <i><a href="mailto:colm.ocaomhanaigh@oxfordshire.gov.uk">colm.ocaomhanaigh@oxfordshire.gov.uk</a></i>



Yvonne Rees  
Chief Executive

June 2020

## About the County Council

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

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

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

## About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

## What does this Committee do?

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

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

**A hearing loop is available at County Hall.**

# AGENDA

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

To approve the minutes of the meeting held on 12 March 2020 (**PSC3**) and to receive information arising from them.

4. **Petitions and Public Address**

*This meeting will be held virtually in order to conform with current guidelines regarding social distancing. Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate these new arrangements we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. **9 am on Friday 3 July 2020**. Requests to speak should be sent to [colm.o'caomhanaigh@oxfordshire.gov.uk](mailto:colm.o'caomhanaigh@oxfordshire.gov.uk) together with a written statement of your presentation to ensure that if the technology fails then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting.*

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

*Written submissions should be no longer than 1 A4 sheet.*

5. **COVID-19: Operation Shield - Customer Service Centre Update (Pages 9 - 12)**

10:10

Report by Director Customer and Culture for OCC and CDC.

This report is about the Council's response to protecting shielded/vulnerable people during the COVID19 response and in particular the setting up of the shielded phone line in the Customer Service Centre and how this has worked in practice.

**The Committee is RECOMMENDED to note the work undertaken to support clinically extremely vulnerable residents (CEV) as identified by the NHS.**

6. **Scrutiny Annual Report 2019-2020 (Pages 13 - 32)**

10:40

Report by Director of Customer and Organisational Development

The Scrutiny Annual Report highlights the key work undertaken by the Council's scrutiny committees to address current and emerging issues including the delivery of improved services for the residents of Oxfordshire.

The report 2019-2020 is presented here for approval by the Performance Scrutiny Committee and submission to full Council. Additional comments from the Committee

will be summarised by the Chairman of the Performance Scrutiny Committee at full Council on 14th July.

**The Committee is RECOMMENDED to approve the Scrutiny Annual report prior to its submission to Council.**

## **7. Business Monitoring and Management Report (Pages 33 - 96)**

11:10

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

The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities in the period 1 February to 31 March 2020. It presents and provides commentary on the provisional revenue outturn position for 2019/20 prior to the formal closure of the accounts. It also provides information on the financial impact of COVID-19 for April to June 2020.

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

## **8. Homecare Budgets and Future Commissioning Arrangements (Pages 97 - 102)**

11:40

Report by Corporate Director of Adult and Housing Services (**PSC8**)

Homecare is a key service which helps people to live well at home, and forms part of the Council's care and support offer for people with an assessed eligible need. It is also purchased privately by people who fund their own care.

Spend on homecare forms a significant part of the Adult Social Care budget, this is a potentially growing area due to ageing demography in the County and associated increasing acuity of need.

Oxfordshire is recognised as a high payer for homecare relative to neighbouring and regional comparators, this position is described further in this paper including our thinking regarding contributory factors.

Significant work is underway to address this position and to deliver a sustainable commercial model for homecare contracting in the future. This forms part of the Adult Social Care vision for a strength-based approach in working with communities and provider partners.

**The Committee is recommended to note and discuss the report.**

## **9. Education Health and Care Plans (Pages 103 - 106)**

12:10

Report by the Head of SEND (**PSC9**)

An initial report has been requested by Cllr Brighthouse and Cllr Waine to inform future reports to Education & Performance Scrutiny committees. The questions posed in the report were provided by both committee chairs.

**The committee is RECOMMENDED to note the information and advise on what further work will be required to inform future scrutiny meetings.**

**10. Committee work programme (Pages 107 - 110)**

12:30

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

## Declarations of Interest

### The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

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

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### PERFORMANCE SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 12 March 2020 commencing at 10.00 am and finishing at 12.45 pm

**Present:**

**Voting Members:** Councillor Liz Brighthouse OBE – in the Chair

Councillor Jenny Hannaby (Deputy Chairman)

Councillor Nick Carter

Councillor Mike Fox-Davies

Councillor Tony Ilott

Councillor Liz Leffman

Councillor Charles Mathew

Councillor Glynis Phillips

Councillor Judy Roberts

Councillor Michael Waine

Councillor Jeannette Matelot

**Officers:**

Whole of meeting Colm Ó Caomhánaigh, Committee Officer

Part of meeting

**Agenda Item**

5

**Officer Attending**

Stephen Chandler, Corporate Director for Adult Services; Vince Clark, Service Improvement Lead; Jayne Howarth, Head of SEND; Stephen Fairhurst Jones, Senior Policy Officer

5, 6

Nick Graham, Director of Law and Governance; Robin Rogers, Strategy Manager

7

Rob MacDougall, Chief Fire Officer; Don Crook, Organisational Risk & Assurance Officer

8

Andrew Colling, Head of Quality and Contracts

*The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.*

### 13/20 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

There were no apologies for absence from Members of the Committee.

**14/20 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA**  
(Agenda No. 2)

There were no declarations of interest.

**15/20 MINUTES**  
(Agenda No. 3)

The minutes of the meeting held on 4 February 2020 were approved and signed with the addition of apologies from Councillor Charles Mathew.

**16/20 BUSINESS MANAGEMENT AND MONITORING REPORT - JANUARY**  
(Agenda No. 5)

Robin Rogers introduced the report. The Chairman asked that the recommendation for this report, and future reports, be amended to include reference to the Committee's role in bringing issues to the attention of the Cabinet.

**Delayed Transfers of Care**

Stephen Chandler described three main reasons for the lack of improvement in the situation. He believed there was an over-reliance on bed-based support. Oxfordshire has more people in hospital and care home beds than would be expected given the demographics. The Council is working with clinical staff and social workers to ensure that the risks of hospital care as against home care are properly assessed, taking into account the negative impact that can result from long stays in hospital.

The second issue is that the HART reablement system has lower outcomes than are seen nationally. A very high number of people are sent there for reablement and in some cases it may be inappropriate, for example those who really need end-of-life care.

The HART contract ends in September and work has started on recommissioning including visits to other parts of the country to study systems with good outcomes. In the meantime, the Council is challenging the procedures surrounding discharges.

The availability of home care is the third issue. Although the rate of pay is good, the workforce is simply not there with almost 100% employment in Oxfordshire. The Council is switching to a strengths-based approach to ask people what they think they need themselves. The hope is to avoid people receiving more support than they actually need.

The figures will not improve quickly. Some improvement should be seen in six months or so but the new contract will not have a big impact until this time next year.

Stephen Chandler responded to Members' questions as follows:

## PSC3

- Not every care home will be capable of providing end-of-life care but the Council is willing to discuss this.
- Even though the current system is not improving, the Council will continue to work with the trusts as it cannot afford to lose the skills and expertise that they have.
- While there may be problems in the counting of cases and assigning responsibility, that does not change the overall picture. The goal is to have people in the right place with the right care. The Council will challenge every discharge plan to ensure that anyone who can go home with the right level of support can do so.
- Improvements that should be seen in the next six months would be: getting people home quicker, fewer going through HART and more support from Age Concern to help people at home.
- The new contract will insist on transparency in regard to the pay rates paid by providers.
- The draft contract will be brought to the Committee for Members' input.

Councillor Glynis Phillips urged that the new money coming into the NHS be invested in increasing clinical staff in the community to support the shift away from hospital beds to better care at home.

### **Covid-19**

Stephen Chandler gave an update on the situation. It is not known when the number of cases will spike but it is likely to be in the next two to four weeks. Discussions are taking place with providers to ensure staffing and equipment are available. Government and Public Health England advice is being followed. Guidance has been provided to care workers. No payments will be stopped – any adjustments necessary will be made afterwards.

### **Children's Services**

Vince Clark gave apologies from Lucy Butler, Corporate Director for Children's Services, and provided an update on issues in that directorate.

Family Safeguarding Plus is on target to go live towards the end of June. This is a major service change and the impact will be seen within 8 to 12 months.

The increase in the numbers of Looked After Children has levelled off but the complexity of needs remains high. Foster home placements are used where possible. In-house residential placements are being used to capacity with additional private capacity being used. Crisis beds are not registered children's homes but are only used as a last resort.

Vince Clark responded to issues raised by Members as follows:

- While some private providers may give better value, all services are regulated and monitored by Ofsted. The Council prefers to place with providers rated 'good' or 'better'. However, a provider could be downgraded in which case the Council works with them to make improvements.

### PSC3

- Unregistered placements are monitored by senior managers on a daily basis. Unregistered placements require 'pop up' provision (e.g. a hotel) that require 2:1 staffing arrangements around the clock. Unregistered placements occur when the young person's behaviour mitigates against an appropriate placement being found (for example they present a significant risk to other young people placed with them).
- Fostering provision has declined since 2014 but payments have recently been enhanced and we anticipate an increase in applications to become a foster carer.
- Some children and young people are unable to be placed in a substitute family placement (e.g. fostering) and therefore have to be placed in a residential placement or other suitable provision. The reasons for young people being placed in residential vary but they include violent or aggressive behaviour, breakdown in foster placements, managing extreme harm to self or others, managing the risks related to sexually exploitation, requirement for specialist therapeutic placement (e.g. managing sexually predatory behaviour), criminal behaviour and fire setting.
- Independent providers can mean that the child is placed out-of-county.

The Chairman asked for a briefing on the breakdown of placements with reasons and costs. Vince Clark agreed to provide this.

### Education Health and Care Plans

Jayne Howarth provided an update. There was a 30% increase in applications for EHCPs in 2019 – way above the prediction. This created a timeliness issue. The Educational Psychologist service was only able to report on 26% of cases within the 6 week target which delayed the completion of EHCPs. An action plan was implemented and the figures for March have improved dramatically.

This February there has been a large increase with 95 applications received. The peak is usually in June/July so this has caused concern about this summer. Cabinet has given additional money and recruitment has started.

Members raised a number of points and Jayne Howarth responded as follows:

- The schools with high rates of requests for EHCPs are being challenged. About 50% relate to Year 5 students looking for special schools when transferring to secondary.
- A Cabinet proposal for more early intervention was agreed. The Council is working with Hampshire and Norfolk on this and benchmarking against them.
- There is concern that those attending independent out of county special schools can lack basic independence skills when they leave – such as using public transport.
- The proportion of children in Oxfordshire with EHCPs is 2.5% while the national average is 3.1% and the South East Region average is 3.3%. Oxfordshire still has a high number of children on SEN Support.

Councillor Michael Waine expressed disappointment that there has been no update to wording in the corporate plan with respect to the council's relationship with schools, as discussed in the Committee. He asked Robin Rogers to take this up.

### PSC3

The Chairman and Councillor Michael Waine, Chairman of the Education Scrutiny Committee, agreed to meet and see what information is needed for the committees to scrutinise this issue. They will then work with officers on a prospectus for a joint working group and ask Members who is interested in participating.

#### **Other issues**

The Chairman noted that the Growth Deal had the highest risk rating. She asked for the figures behind the commentary. Councillor Liz Leffman asked that figures for social and affordable houses be provided.

Councillor Charles Mathew asked for more information on the 80% target versus the 20% rate under “rate of delivery against the Growth Deal infrastructure programme”. Stephen Fairhurst Jones agreed to get answers on that.

Councillor Nick Carter asked about a number of areas of overspend and underperformance such as Community Operations, the Parking Account and Debt and Loan Write-offs. It was agreed to take these issues at the next Committee meeting and to focus on Environment and Economy.

**RESOLVED: to note the report and consider any matters for future attention by the Committee or by the Cabinet.**

#### **17/20 FUTURE OF THE JOINT AUDIT & GOVERNANCE AND PERFORMANCE SCRUTINY (TRANSFORMATION) SUB-COMMITTEE** (Agenda No. 6)

The proposal that future oversight of matters that were part of the Transformation Programme should revert back to the two parent committees was agreed. The implications of this to be discussed under the Work Programme item.

**RESOLVED: to**

- a) **agree, in conjunction with the Audit & Governance Committee, that the work of the Transformation Sub-Committee is complete in having overseen the start-up phase of the council’s Transformation Programme and that future oversight now reverts back to its two parent committees; and**
- b) **consider on an ongoing basis which specific change activities it wishes to include on its forward plan.**

#### **18/20 COMMUNITY RISK MANAGEMENT PLAN (CRMP)** (Agenda No. 7)

Rob MacDougall and Don Crook introduced the report and responded to Members’ questions as follows:

### PSC3

- The Fire Service will only respond to calls relating to people being locked in or out of buildings or cars in cases of emergency, such as a child being locked inside a house.
- There were only a few incidents related to the recent flooding and figures would include all water rescues.
- The service is developing a long-term property plan. The risk profile has been completed. It is accepted that some buildings are very old. Crews have in some cases agreed to “spruce up” stations themselves.
- Project 5 – Establishing Community Safety Advocates or Wardens is a pilot project in Henley. There are other local projects such as ‘adopt of village’ in Banbury where members of the service attend parish council meetings for example.
- With on-call staff it is understood that the first two years are crucial. If they stay after that then they are likely to stay long-term.
- A recruitment for whole-time staff will be launched on Monday. It is hoped that this will improve diversity in the service. There should be 12 to 16 apprentices in place by September.
- The service in Banbury has been working with the local mosque including holding a have-a-go day there. As a consequence, issues of specific concern to the Muslim community that may act as a barrier to recruitment have been identified. Facial hair is also an issue with breathing apparatus and the service is talking to manufacturers about this.
- The annual report will include recruitment data, an update on the Henley pilot and a report on the volunteer coordinator role.

Members thanked the officers for their work on behalf of residents.

**RESOLVED: to accept the projects and adopt in the final version of the CRMP Action Plan 2020-21.**

#### **19/20 MILTON HEIGHTS CARE HOME** (Agenda No. 8)

Andrew Colling gave a verbal update. There are 14 users of the residential service and 72 users of the day service. Most are Oxfordshire residents but some come from outside. Hft gave notice to close at the end of March. That has been pushed back a little but alternative services must be found by 13 April. The day service will continue until 31 May.

A project group was set up and assessed everyone in the residential service and has identified alternatives for all but one user. All those using the day service have been contacted and all have made alternative arrangements.

For others with families the Council is confident the target date will be met. There is a strong support group which met on 14 February.

Councillor Jenny Hannaby stated that the situation was very upsetting. Some service users had been there 25 years. She confirmed that parents were pleased with the Council’s involvement and with the alternative arrangements made. There were still some monetary issues to be resolved but staff had worked very hard on this.

**PSC3**

Councillor Mike Fox-Davies expressed disappointment that he had not been informed by the Council although his division was affected. Andrew Colling accepted that there had been a delay in that.

The Chairman thanked staff for their work on this matter.

**20/20 WORK PROGRAMME**

(Agenda No. 9)

The following changes were agreed to the Work Programme:

**14 May 2020**

- Safeguarding Missing Children
- Educational Health and Care Plans
- Commercial Development, Assets and Investment
- Workforce – capacity and recruitment
- IT Strategy

This meeting may need to continue into the afternoon.

**9 July 2020**

- Oxfordshire Local Transport and Connectivity Plan including NO2 emissions
- Housing Delivery
- Use of S106 monies.

**10 September 2020**

- Children’s Services

..... in the Chair

Date of signing ..... 2020

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Division(s): N/A

## **Performance Scrutiny Committee 9 July 2020**

### **Operation Shield – Customer Service Centre Update**

**Report by Director Customer and Culture for OCC and CDC.**

#### **RECOMMENDATION**

1. The Committee is RECOMMENDED to note the work undertaken to support clinically extremely vulnerable residents (CEV) as identified by the NHS.

#### **Executive Summary**

2. This paper outlines the Oxfordshire County Council response to protecting Shielded residents in Oxfordshire during the pandemic. It reflects the work undertaken by the Oxfordshire County Council's Customer Service Centre (CSC) team.
3. On 23 March 2020 the Government announced that if a resident was identified to be 'clinically extremely vulnerable', that they were strongly advised to stay at home, to protect their health and shield from the coronavirus. This includes organ transplant recipients, people living with cancer (or waiting for treatment) and people with severe respiratory conditions among others.
4. The aim of the shielding programme was to strictly avoid any face-to-face contact with others, avoid someone who is displaying coronavirus symptoms and group gatherings for 12 weeks.
5. More than 20,702 vulnerable people in Oxfordshire received a letter generated by GP surgeries, NHS records and health sources to identify them as high risk, advising them to stay home.
6. The Customer Service Centre was requested to provide a contact handling service (via the telephone and email) to provide support to the residents identified as clinically extremely vulnerable (CEV) ie the shielded residents.

#### **Introduction**

7. When the pandemic began it was clear our CEV residents would require support with immediate needs including social care, safety concerns, urgent food requests and help with collecting medication. Within 3 days of the government announcement, the Customer Service Centre had set up a dedicated shielded phone line and email service so inbound contacts could be received by the Social and Health Care Customer Service team to answer questions from Oxfordshire CEV residents and respond to urgent support needs.

## **Customer Service Centre Response to Operation Shield**

8. The dedicated service was set up to support our CEV residents 7 days a week, including extended hours during the evening and over the weekend too.
9. The team have been receiving between 50 and a 100 calls a day and have made over 12,000 pro-active outbound contacts to date.
10. Welfare calls have been arranged with our most vulnerable CEV residents to make sure people are safe and well and have everything they need. The inbound and outbound pro-active calls to people on the shielded list were made by a group of 15-20 Customer Service Advisers in the Customer Service Centre, supported by a group of trained library colleagues.
11. In some circumstances the team have responded to support needs from other teams including hospitals, GPs, adult and children's social care teams to ensure we contact everyone on the shielded list. This ensured the most vulnerable people in our county have had any urgent needs identified and resolved as quickly as possible.
12. Contacts from residents for shielding related matters have now reduced significantly with daily contacts now often in single figures. The operating hours of the service have now changed with support available Monday to Friday 09:00 to 18:00 and Saturday mornings.
13. The number of Shielded residents in Oxfordshire has also decreased with 12,360 Oxfordshire residents identified as clinically extremely vulnerable. At a district level this includes 2,799 in Cherwell, 1996 in Oxford, 2793 in South Oxfordshire, 2464 in Vale of White Horse and 2,308 in West Oxfordshire.
14. The CSC team have worked very closely with City and District colleagues, all of whom undertook their local version of providing support to the CEV residents. The close working with the voluntary sector played a vital role in ensuring the service was a full end to end in terms of service delivery. The CSC ensured a smooth transfer of any residents concerns to the City and Districts where appropriate. The CSC dealt with any Cherwell District Council enquiries as part of the joint working operation.
15. The Customer Service Centre shield service has maintained a flexible approach during the lockdown, responding to the challenge of adapting the service, sometimes daily, to national changes, guidance and reporting requirements of government.
16. The Customer Service Centre team have also continued to deliver the councils Social and Healthcare front door, providing information, advice, signposting and assessment for non-shielded vulnerable adults and families in Oxfordshire.
17. A key element to the success of the programme has been the transfer of data from central government to the Council and the creation of daily management information which has tracked the customer contact with the CEV residents.

## Financial and Staff Implications

18. The Shield service for Oxfordshire residents has been staffed using a combination of CSC officers during normal business hours, CSC officers' evenings and weekends working overtime and Libraries staffing normal contracted hours. All overtime charges have been charged to the COVID-19 Cost Centre.

## Next Steps

19. **Second Wave / outbreak** – CSC is developing resource and demand management plans to respond to a second wave of COVID to ensure we can support our residents with information, advice and support while maintaining business as usual for all services delivered by the Customer Service Centre
20. **Test, Track and Trace** – As part of the Health Protection Board, the CSC is developing resource and demand management plans to respond to test, track and trace to ensure we can support our residents with information, advice and support including food provision if they are advised to isolate immediately. This activity includes support for non-clinically vulnerable residents who may have urgent food, medication or welfare needs
21. **Local outbreaks** – CSC is developing resource and demand management plans to respond to local outbreaks to ensure, working with districts, we can support our residents with information, advice and support in the event of a local outbreak
22. **Changes to Shielding Guidance** – CSC team is monitoring changes to national Shielding guidance from government to ensure appropriate resource and response to changes in service demand and the needs of our residents.
23. **Winter Pressures and Demand Increase** – CSC Team is planning response to increased demand on business as usual service while having the flexibility in resource to respond to COVID related demand spikes and the support needs of our residents.

## Equalities Implications

24. None – All Oxfordshire CEV residents in all areas of the county who are shielding have been contacted by the county council or their district council.

Mark Haynes  
Director of Customer and Culture CDC OCC

Background papers: None

Contact Officer: Mark Haynes  
July 2020

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Division(s): N/A

## **Performance Scrutiny Committee – 9 July 2020**

### **Scrutiny Annual Report 2019-2020**

**Report by Director of Customer and Organisational Development**

#### **RECOMMENDATION**

1. **The Committee is RECOMMENDED to approve the Scrutiny Annual report prior to its submission to Council.**

#### **Executive Summary**

2. The Overview and Scrutiny function forms an integral part of the Council's operations. Its influence can be seen in the budget setting process, policy development and scrutiny of key partners including the health service in order to drive for continuous service improvement and transparent decision making.
3. This annual report highlights the key work undertaken by the Council's scrutiny committees to address current and emerging issues including the delivery of improved services for the residents of Oxfordshire.
4. The Scrutiny Annual Report 2019-2020 is presented here for approval and any additional comments from the Performance Scrutiny Committee will be summarised by the Chairman of the Performance Scrutiny Committee at full Council on 14 July.

#### **Introduction**

5. Each year the Scrutiny Annual report provides a summary of the work and impact of the Council's scrutiny function. The Council has three scrutiny committees: Performance Scrutiny, Education Scrutiny and the Joint Health Overview and Scrutiny Committee. In addition to the work of the three main committees, the Annual Report also summarises the work of the Joint Horton Health Overview and Scrutiny Committee and the Joint Transformation (Audit and Governance and Performance Scrutiny) Sub-Committee.
6. In total twenty-nine public scrutiny meetings were held over the past year, demonstrating that the role of scrutiny continues to be an important tool for ensuring that the needs of Oxfordshire residents are at the forefront of decisions about local services. The full report is attached at Annex 1 to this report.

## **Performance Scrutiny**

7. The Performance Scrutiny Committee have used the move to monthly business management reporting as a key method for identifying areas of scrutiny, leading to further in-depth scrutiny to understand the reasons behind increases in delayed transfers of care between hospital to residents' homes or supporting living. The committee has continued to play an important role in scrutiny of the Council's Corporate Plan and Services and Resources Planning approaches and has undertaken scrutiny of key partnership arrangements including the Local Enterprise Partnership, Police and Crime Commissioner and Safeguarding Boards.

## **Education Scrutiny Committee**

8. The Education Scrutiny Committee completed a deep dive into educational attainment and has also had representatives from both the Regional Schools Commissioner's Office and Ofsted attend during the year.

## **Oxfordshire Joint Health Overview and Scrutiny Committee**

9. The Oxfordshire Joint Health Overview and Scrutiny Committee (HOSC) has established a task and finish group to review the ongoing rollout of the Population Health and Care Needs Assessment Framework in the OX12 locality. The Horton Joint Health Overview and Scrutiny Committee has continued its work to scrutinise future proposals for the Horton General Hospital in Banbury.

## **Next Steps**

10. In the usually annual cycle, the Annual Report is approved in the May meeting of Performance Scrutiny ahead of submission to Council in July. In 2020, no May meeting was held as scrutiny committees were suspended due to the impact of COVID-19. In order to ensure timely reporting, it is the intention that this report will be presented to Council on 14 July rather than wait for the next meeting in September. Papers for Council will be published prior to this Committee meeting and so any comments or amendments from the Committee will be noted and presented by the Committee Chairman on the Committee's behalf and incorporated into the final draft.

Robin Rogers  
Head of Strategy

Background papers:

Contact Officer: Lauren Rushen, [lauren.rushen@oxfordshire.gov.uk](mailto:lauren.rushen@oxfordshire.gov.uk)  
June 2020



**OXFORDSHIRE  
COUNTY COUNCIL**

# **Scrutiny Annual Report**

## **2019-2020**

## Foreword

The Overview and Scrutiny function forms an integral part of the Council's operations. Its influence can be seen in the budget setting process, policy development, performance monitoring and the drive for continuous service improvement.

This annual report highlights some of the work undertaken by our scrutiny committees to address current and emerging issues and to deliver improved services for the residents of Oxfordshire. Our aim has been to provide challenge and insight to ensure that activities proposed or undertaken by the Council or the NHS serve the residents of Oxfordshire as fully as possible.

The committees have completed a vast amount of work via formal meetings, working groups and visits. Through the information received, scrutiny committees have made recommendations to Cabinet and partners in the NHS for policy changes and service improvements. In addition, the two Health Overview and Scrutiny Committees have made a referral each to the Secretary of State for Health and Social Care to draw attention to issues of concern.

We are proud of the achievements that the scrutiny committees have made this year and look forward to building on this. We hope you find this report interesting and informative.



**Cllr Liz Brighthouse OBE**  
Chairman of the  
Performance Scrutiny  
Committee



**Cllr Arash Fatemian**  
Chairman of the  
Oxfordshire Joint Health  
Overview and Scrutiny  
Committee and  
Chairman Horton Joint  
Health Overview and  
Scrutiny Committee



**Cllr Michael Waine**  
Chairman of the  
Education Scrutiny  
Committee



## Executive Summary

Overview and scrutiny play a crucial role in holding decision makers to account, enabling the voice and concerns of the public to be heard and driving service improvement. The Council delegates scrutiny responsibilities to four committees; three of which are long standing committees, one (the Horton Health Overview and Scrutiny Committee) is a more recently established committee.

In 2019-20, the County Council's overview and scrutiny committees focused on areas where they could have the greatest influence on outcomes for the people of Oxfordshire including scrutinising significant service redesign across the Council.

The **Performance Scrutiny Committee** has used the move to monthly business management reporting as a key method of identifying areas requiring further in-depth scrutiny across the Council. This led to a special meeting to understand the reasons behind delayed transfers of care from hospital into residents' homes or supported living. The committee continued to play an important role in scrutinising the development of the Council's Corporate Plan and Service and Resource Planning approaches.

The committee has scrutinised key partnerships throughout the year including Oxfordshire Safeguarding Children and Safeguarding Adults Boards and Oxfordshire Local Enterprise Partnership. Thames Valley Police and the Police and Crime Commissioner also participated.

**Oxfordshire Joint Health Overview and Scrutiny Committee (HOSC)** has met formally six times in 2019/20 and in addition, established a Task and Finish Group to review the ongoing rollout of the Population Health and Care Needs Assessment Framework in the OX12 locality.

**The Horton Joint Health Overview and Scrutiny Committee (Horton HOSC)** has continued its work to scrutinise proposals for maternity in the Horton Hospital, meeting three times throughout 2019/20.

Both HOSC committees have used their delegated powers to make a referral each to the Secretary of State. Referrals can be made by a health scrutiny committee when the local committee is not satisfied they have been consulted effectively, or that a change is not in the best interests of local health services. For the Oxfordshire Joint HOSC the referral was in relation to PET-CT (cancer) scanning and the NHS England decision to award the contract for services to InHealth. For the Horton HOSC, the referral was in relation to consultant-led maternity services at the Horton General Hospital and a decision to not return to obstetric-led maternity services, in favour of establishing a Midwife Led Unit (MLU) at the hospital.

The **Education Scrutiny Committee** has continued its focus on previously identified key areas of concern through 'deep dive' committee working groups including the completion of a review into educational attainment.

The committee was also pleased that representatives from the Office of the Regional Schools Commissioner's Office and regional representatives from Ofsted attended to answer questions from.

## 1. Introduction

- 1.1 The Scrutiny Annual Report summarises the activities of the Council's Overview and Scrutiny Committees between April 2019 and March 2020. Membership of the committees is included at annex 1 of this report.
- 1.2 This report highlights key areas of work each committee has undertaken over the last year and where the influence of scrutiny has been greatest.
- 1.3 This year the scrutiny chairmen balanced the committees' time between performance monitoring, deep dives into specific areas, policy development and scrutiny of partnership arrangements.

## 2. The Role of Scrutiny

- 2.1 Overview and scrutiny arrangements were established under the Local Government Act 2000. They are a mechanism for non-executive Councillors to examine the policies and decisions of Cabinet and other executive decision makers, identify problem areas and issue reports. Overview and scrutiny also have a role in scrutinising crime and disorder issues, flood risk management and health.
- 2.2 Specifically, the powers and functions of overview and scrutiny committees include the ability to:
  - Hold inquiries and produce reports and recommendations to the Cabinet
  - Require Cabinet members and officers to appear before them; and
  - Require a response to its reports within two months
- 2.3 Scrutiny provides the opportunity to challenge policy and decision makers through an evidence based investigative process that aims to resolve problems in the public interest and drive service improvements. It does this by holding the Cabinet and senior officers to account but also through constructive dialogue between the public and councillors. The Centre for Public Scrutiny (CfPS) stated that scrutiny has four principles:
  - Provides 'critical friend' challenge to executive policy-makers and decision makers,
  - Enables the voice and concerns of the public to be heard
  - Is carried out by 'independent minded governors' who lead and own the scrutiny process,
  - Drives improvement in public service.
- 2.4 HOSC committees have specific health scrutiny powers governed by statute. Chief among these powers is the ability to:
  - Require officers of NHS bodies to attend committee meetings.
  - Require the local NHS to provide information about the planning, provision and operation of the health service in the area.

- Make reports and recommendations to NHS bodies.
- Refer proposals for substantial changes to health services to the Secretary of State for decision if the committee believes the consultation has been inadequate, if there were inadequate reasons for not consulting, or if the proposals would not be in the interests of the local health service.
- The NHS is obliged to consult the HOSC on any substantial changes it wishes to make to local health services, in addition to its wider responsibility to involve and consult the public. The Committee and local NHS have an agreed process to help both parties determine if a proposal constitutes a substantial change, known informally as 'the toolkit'.

### **3. PERFORMANCE SCRUTINY COMMITTEE**

3.1 The Performance Scrutiny Committee has a membership of 11 county councillors and is chaired by Cllr Liz Brighthouse OBE. Cllr Jenny Hannaby is the Deputy Chairman. The committee met eight times during 2019-20.

3.2 The committee's key functions, as outlined in the constitution, include:

- Scrutinising the performance of the Council;
- Providing a focused review of corporate performance and directorate performance;
- Scrutinising financial reporting and budgets;
- Raising queries or issues of concern that may occur over decisions being taken in relation to adult social care, effectively providing a specific committee for addressing such queries;
- Discharging the Council's scrutiny responsibilities under the Police and Justice Act 2006; to review and scrutinise decisions made, or actions taken by community safety partners
- In addition, scrutiny has a role in developing and revising Council policies

#### **Performance Management:**

3.3 From April 2019 the Council moved to monthly performance reporting, which has been welcomed by the committee. The committee has continued to use the new monthly Business Management and Monitoring Report as a means for holding the Council to account for the pledges it makes in the Corporate Plan and for determining future areas for scrutiny. Through examining overall performance, the committee plays an important role in driving improvement across some of the Council's highest priority areas.

3.4 By using data from these reports, the committee has undertaken in-depth scrutiny into delayed transfers of care (DTC) and intends to undertake further scrutiny jointly with the Education Scrutiny Committee into the reasons for underperformance against our Education, Health and Social Care Plans (EHCPs) targets.

**Key Areas of Scrutiny in 2019-20:**

- 3.5 Oxfordshire Local Enterprise Partnership (OxLEP):** In May 2019 senior representatives from the Oxfordshire Local Enterprise Partnership answered questions from councillors about the role and activities of the LEP. Councillors sought to understand how the Skills Board, a sub-group of the LEP, were working to help people in deprived areas gain vital skills to enter employment. The committee also asked questions about how the Board were working to address skills shortages in STEM (Science, Technology, Engineering and Mathematics) areas of employment and to understand why apprenticeship growth in the county has been lower than other comparable areas.
- 3.6 Draft Investment Strategy (July 2019):** The committee undertook pre-decision scrutiny of the Council's draft Investment Strategy. Members asked officers to include greater information about the need to invest in carbon neutral or green energy projects to address the Council's climate change commitment. The committee also asked for greater transparency in the strategy in relation to the way in which local councillors would be consulted if potential land purchases were in their division. This strategy was seen at a draft stage which meant that comments from the Committee were able to directly feed into the final version that was agreed by Cabinet.
- 3.7 Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) Report (July 2019):** The committee considered the first HMICFRS inspection report of Oxfordshire Fire and Rescue Service where the Service had been rated 'Good' across all service areas. The committee scrutinised the Chief Fire Officer and asked questions about the areas where the service had been graded as 'requiring improvement' and learnt that actions had already been undertaken including the replacement of outdated computer software with tablets to assist with understanding the risk of fire and other emergencies.
- 3.8 Deputy Police and Crime Commissioner and the Thames Valley Police (TVP) Delivery Plan 2019-20 (September 2019):** The Deputy Police and Crime Commissioner and Chief Constable of Thames Valley Police attended to give a presentation of the TVP Delivery Plan and answer questions posed by the committee. The committee asked TVP about the steps they were taking to tackle County Lines drug trafficking issues, the importance of tackling rural crime and the use of police tasers.
- 3.9 NHS Long Term Plan (October 2019):** In October the committee held a special meeting to look at the progress towards the future of Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS) to understand the impact on social care. The committee asked the Corporate Director of Adult and Housing Services questions about the development of Primary Care Networks, scrutiny arrangements and how scrutiny of pooled budget arrangements between health and social care will take place through an ICS.

- 3.10 Mental Health Outcomes Framework (February 2020):** The committee held a special meeting in February to scrutinise the Council's Mental Health Outcomes Framework contract. The contract exists between Oxford Health Foundation Trust and the Oxfordshire Clinical Commissioning Group, with the Council also contributing money towards the contract. The contract covers the delivery of all mental health support for people with specific conditions including inpatient care, community support, wellbeing and housing. The committee considered this matter from a Council perspective before it was scrutinised by the Joint Oxfordshire Health Overview and Scrutiny Committee, demonstrating strong joint working between both Committees.
- 3.11 Delayed Transfers of Care (DTC) (February 2020):** DTC performance in Oxfordshire has consistently been identified in the bottom quartile nationally for performance. In February the Committee received a detailed presentation from the Corporate Director, Adults and Housing Services to understand the reasons for this and the approaches the Council is taking with health partners to address this area of underperformance. The committee learnt that delays are caused by a range of issues including the availability of care, particularly home care, difficulties in recruiting care workers and seasonal variances. The Council is seeking to address these issues through the Home Care 2021 Project to develop a new partnership model and business offer which will involve co-designing a new care home model and contract offer. The Council is also focusing on a strengths-based approach that draws on an individual's strengths and assets to design a plan which meets their needs and identifies how they can be supported in their community.
- 3.12 Corporate Plan and Service and Resource Planning 2020/21 (January 2020):** The committee needed to take a different approach to scrutinising Service and Resource Planning this year due to the General Election taking place in December. Instead of its usual December meeting, in January 2020 the committee took a combined look at the revised Corporate Plan and Outcomes Framework alongside the draft budget. The committee made several overarching points on the budget noting that whilst the committee welcomed the 'invest to save' measures taken in the budget, it will be keen to monitor the return on investment during the next financial year. The committee also welcomed the introduction of specific actions to address the climate change emergency and the inclusion of a £2.5m fund in the Capital Programme to address climate action. In relation to the draft Corporate Plan the committee felt that consideration needed to be given to including clearer measures in the Outcomes Framework (the set of performance indicators by which the Council monitors and reports on its performance) in relation to income generating activities and aspirations.
- 3.13 Other key matters considered by the committee during 2019-20:**
- Use of co-production i.e. service users and providers designing services together
  - Development of the new Family Safeguarding Model
  - Safeguarding Children Annual Report
  - Safeguarding Adults Annual Report
  - Serious Case Review and Mental Health Homicide Review
  - SEND Inspection Re-Visit report from Ofsted.

### 3.14 **Forward Plan:**

- In partnership with the Education Scrutiny Committee, Performance Scrutiny Committee will review performance in producing Education, Health and Social Care Plans (EHCPs) within the intended twenty-week government timescale
- The committee will also continue the committee's watching brief on delayed transfers of care via scrutiny of home care budgets
- The committee will receive updates on the development of the Council's Local Transport and Connectivity Plan

## 4. **Joint Transformation Sub-Committee:**

4.1 The Joint Audit and Governance and Performance Scrutiny Transformation Sub-Committee (Joint Transformation Sub-Committee) was jointly chaired by Cllr Liz Brighthouse (Performance Scrutiny Committee Chairman) and Cllr Nick Carter (Audit and Governance Committee Chairman). The committee met three times during 2019-20 before the sub-committee formally agreed to disband at their meeting on 30 January 2020.

4.2 The committee monitored quarterly performance reports in relation to the Council's transformation programme including progress with the redesign of Financial Services, Strategic Capability and the Provision Cycle and the implementation of the ICT Digital Strategy. Scrutiny of the Council's approach to transforming services will now be undertaken via the respective parent committees.

## 5. **EDUCATION SCRUTINY COMMITTEE**

5.1 The Education Scrutiny Committee is chaired by Cllr Michael Waine and the Deputy Chairman is Cllr John Howson. The committee met four times during 2019-20.

5.2 A key area of work during for the Education Scrutiny Committee was the completion of a deep dive into educational attainment levels. The deep dive sought to understand why an educational attainment and progress gap exists for disadvantaged children both nationally and locally. The working group visited four secondary schools in Oxfordshire in urban and rural areas with varied demographics in their local communities who had all successfully reduced the educational attainment gap for disadvantaged pupils. The working group also worked closely with the Council's Education team and met with the Headteacher of the Virtual School (Oxfordshire's education service for looked-after children and care leavers aged from 0-25).

5.3 The findings from the working group fell into four categories:

- Teaching excellence: good teaching is the most important lever schools have to improve outcomes for disadvantaged pupils
- Post-16 Education and aspiration: The schools visited by the working group all offered varied post-16 vocational courses alongside academic subjects

with an eye to maintaining educational engagement and keep post-16 children learning

- Recruitment and retention: all of the schools visited face an ongoing challenge of retaining excellent teachers, particularly due to the high cost of living in the county
- Attainment for all children in Oxfordshire: work to improve educational attainment and achievement of disadvantaged and vulnerable children by definition addresses existing inequalities of opportunity. The working group felt strongly that collaboration and innovation is needed to overcome these barriers.

5.4 The working group concluded that the committee should consider adding annual monitoring reports of both the progress and attainment of disadvantaged children across primary and secondary school to their work plan. It also recommended that the committee use a future visit by the Regional Schools Commissioner to ask how best practice can actively be shared to foster collaboration between academies to improve educational outcomes. The working group also asked Property Services Officers to consider investigating how the county council might work with partners including district councils, universities and the diocese to support accommodation access for teachers.

#### **Key highlights from 2019-20 Committee meetings:**

5.5 **Regional Schools Commissioner (June 2019):** representatives from the Regional Schools Commissioner's office attended to answer questions from the committee about the role of the Commissioner, its relationship with other statutory bodies and how the Commissioner supports academies in areas including attainment and finance.

5.6 **Special Educational Needs and Disabilities (SEND) Strategy:** the committee has received updates throughout the year about the development of a new SEND Strategy for the county and provided comments on a draft version at their meeting in June 2019.

5.7 **Alternative Provision Strategy (September 2019):** the committee requested a progress update on commissioning arrangements for alternative provision for Oxfordshire's children. The committee had previously expressed concerns about the increase in permanent exclusions particularly the number of SEND children who were excluded and the number of children who were excluded that had a Team Around the Family (TAF) in place. The committee learnt that the review of commissioning arrangements would help to deliver the Council's vision in the new Learner Engagement Strategy. The strategy aims to assess and manage the financial implications of the increased demand in alternative provision; ensure good quality, value for money alternative provision is in place and robustly monitor providers to demonstrate improved outcomes for young people requiring alternative provision.

5.8 **Local Government and Social Care Ombudsman (LGO) Report Investigation Report Outcomes (November 2019):** the committee received a report on the outcomes of LGO recommendations made to the council. These



recommendations were made to remedy an issue about suitable education for a child unable to attend school for medical reasons. The committee learnt how the council had undertaken several steps in line with LGO ruling including a full audit in relation to Children Missing Education (CME), a revised Fair Access Protocol and the development of a new Learner Engagement Service. This now means a single point of contact is in place to help ensure that children are in school as much as possible. The committee noted that academies can refuse to take children through the Fair Access Protocol procedure and asked the Cabinet Member for Education and Cultural Services to write to the Secretary of State on the issue.

**5.9 Improving Education Outcomes (February 2020):** the committee participated in a strategic review that the Council was undertaking to develop joint priorities to improve educational outcomes for young people. The review involves working with key stakeholders including schools, Trusts, Diocesan Authorities and parents and was commissioned by the Director for Children, Education and Families.

### **Forward Plan**

5.10 In the coming months the Committee's agenda will include:

- Review of performance in developing Education Health and Care Plans (jointly with the Performance Scrutiny Committee)
- A further visit from representatives of the Regional Schools Commissioner, Ofsted and the Schools Funding Agency
- An update on alternative provision commissioning progress.

## **6. JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE**

6.1 The Oxfordshire Joint Health Overview and Scrutiny Committee (HOSC) is a joint committee comprising 12 non-executive voting members (seven county councillors and five district/city councillors) and three co-opted non-voting members. During 2019/20 the committee has been chaired by Cllr Arash Fatemian, the Deputy Chairmanship rotates annually and in 2019/20, this was Cllr Sean Gaul (Cherwell District Councillor). The committee met formally six times in 2019/20 and in addition, established a Task and Finish Group to review the ongoing rollout of the Population Health and Care Needs Assessment Framework in the OX12 locality (Wantage and the surrounding communities).

6.2 Following a referral by Oxfordshire HOSC to the Secretary of State on the closure of obstetrics at the Horton General Hospital in 2017, a new Health Overview and Scrutiny Committee was established to scrutinise these specific proposals. The activity of the 'Horton HOSC' during 2019/20, is reported in the section below.

6.3 HOSC has a statutory role in reviewing or scrutinising, health services commissioned or delivered in Oxfordshire, or jointly with any other local authority where such services are commissioned outside Oxfordshire but are delivered to the inhabitants of the county. HOSC holds health scrutiny powers, which include the ability to request

information and the attendance of health commissioners and providers to the committee. HOSC is also able to make referrals to the Secretary of State where it is not satisfied that:

- Consultation on any proposal for a substantial change or development has been adequate in relation to content or time allowed (NB. The referral power in these contexts only relates to the consultation with the local authority, and not consultation with other stakeholders).
- That the proposal would be in the interests of the health service in Oxfordshire.
- A decision has been taken without consultation and it is not satisfied that the reasons given for not carrying out consultation are adequate.

6.4 The following describes some of the items considered by the committee in 2019/20, starting with details of the most significant issues which resulted in extraordinary action by the committee:

### **Referral on PET-CT (cancer) Scanning Service**

- 6.5 At its first meeting of the 2019/20 financial year, in April 2019, HOSC received a report from NHS England detailing the commissioning and procurement process which led to the award of a contract for cancer scanning services. The contract for the regional Positron Emission Tomography and Computed Tomography (PET-CT) scanning service was awarded by NHS England to the private healthcare company, InHealth. The service in Oxfordshire had been provided by the Oxford University Hospitals NHS Foundation Trust (OUH). The item drew large public interest and concerns were raised around the quality of scans, which would increasingly be delivered by mobile scanners under InHealth. The committee felt that the process and potential change in service had not been effectively communicated to the committee prior to the procurement process or contract awarding.
- 6.6 HOSC members agreed to use their delegated powers to make a referral to the Secretary of State in May 2019 on the grounds that the committee had not been consulted prior to the contract going out to bidder status and additionally that the proposal was not, in the committee's view, in the best interest of the patients.
- 6.7 The Secretary of State rejected the referral on the basis that discussions for a partnership between NHS England, InHealth and OUH were taking place, to try and come to an arrangement that would see OUH continuing to deliver an element of the service. At a HOSC meeting in September 2019 it was confirmed that an arrangement had been met which would see OUH delivering the service for Oxfordshire residents. NHS organisations reflected on the value of thorough scrutiny and the learning from this exercise will help inform future engagement with procurement exercises.

### **Oxford City Community Hospital**

- 6.8 HOSC held an extraordinary meeting in May 2019 to consider the decision by Oxford Health NHS Foundation Trust (OHFT) to temporarily close the Oxford City Community Hospital from 31 May 2019. The decision to close was based on safety grounds and an inability to maintain safe staffing levels. Committee members

expressed concern that there was a lack of planning and commitment to reopen community hospitals. Committee members also raised concerns that advanced notice of the decision had not been communicated to the committee in line with the agreed 'no surprises' way of working, as per the HOSC Working Protocols.

- 6.9 As a result, the HOSC Chairman wrote to the Chairman and Board of Oxford Health Foundation Trust expressing their lack of confidence in the management of Oxford Health and their understanding of the agreed principles between health providers and HOSC. Following this, the Oxford Health Chairman reported back to HOSC to signal their intention to work collaboratively with HOSC in future.

### **Population Health and Care Needs Assessment Framework in OX12**

- 6.10 In July 2018, the HOSC Chairman wrote to request greater clarity from Oxfordshire Clinical Commissioning Group (OCCG) and Oxford Health Foundation Trust over the future options for Wantage Community Hospital. This was because the Hospital had been temporarily closed in an emergency in July 2016, on the grounds of health and safety. HOSC wanted to establish the likely timescale for options to be available for public consultation. OCCG and Oxford Health FT presented a paper at the 20 September 2018 HOSC meeting. The report set out an emerging framework for all localities in Oxfordshire, to determine the health and care needs of the population and how they can be met. This approach is termed the 'Local Health Needs Assessment Framework'.
- 6.11 At the November 2018 HOSC it was agreed that a Task and Finish Group would be established to act as a 'critical friend' and provide more detailed scrutiny throughout the rollout of the framework in the Wantage, Grove and surrounding (OX12) locality. The membership of the group consisted of four HOSC members and the local county councillor for Grove and Wantage. The aim of the Task and Finish Group was to provide:

*Scrutiny throughout the process of implementing the Local Health Needs Assessment Framework and its timely roll-out, to take account of the needs of residents in Wantage and the local area.*

- 6.12 The work of the Task and Finish Group began in March 2019 was due to complete within three months, at the end of June 2019. However, as work began it was quickly agreed that more time was needed to complete the review. The timeline for the project was extended to November 2019. Final reporting of the project was delayed until early 2020 due to the General Election and pre-election period restrictions.
- 6.13 The Task and Finish Group presented its findings to HOSC on 6 February 2020. The report included a set of recommendations to health partners, on suggested improvements to the process of using the framework in the future. At this meeting, OCCG presented the project report for the OX12 work, which highlighted the local profile and possible solutions for meeting health and care needs. Work remained to test the financial and clinical viability of solutions.

- 6.14 HOSC members were concerned that no firm conclusions had been made on the status of the temporary closure of the beds within Wantage Community Hospital or the status of the hospital itself. It was agreed at the February 2020 HOSC meeting that the Task and Finish Group would continue as the project had yet to be fully implemented.

### **Other items considered by HOSC**

- 6.15 **Integrated Care System.** HOSC members have received regular updates throughout the year on progress of the development of the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System (BOB ICS). The BOB ICS partnership consists of 6 NHS Trusts and Local Authorities and an Academic Health and Science Network. The shared vision of the partnership is to create a joined-up health and care system. On 13 September 2019 HOSC members undertook training on scrutinising Integrated Care Systems and on Primary Care Networks (PCNs) in Oxfordshire.
- 6.16 **Dental Services and Dental Health (September 2019).** The committee received an update on Dental Services and Dental Health in Oxfordshire. The update contained information on: provision and capacity of NHS dentists in Oxfordshire, programmes of work to promote dental health; dental health of adults, older adults and children; and dental needs and health in nursing and residential homes.
- 6.17 **Children and Adolescent Mental Health Service (CAMHS) (November 2019)** HOSC members received an update on the progress of implementing Mental Health Support Teams (MHSTs) in Oxfordshire schools, including an explanation of how those MHSTs fit within the overall CAMHS provided by Oxford Health NHS Foundation Trust. The update also highlighted progress with addressing waiting times through a local pilot. Committee members heard concerns around long waiting times for a number of families. Health officers outlined how the MHSTs and funding received for a four week wait pilot would aid families and reduce the waiting time for urgent services. Committee members asked for an update on progress at a future meeting which was reported to HOSC through the Chairman's report in February 2020.
- 6.18 **Mental Health (February 2020).** This item was developed in tandem with the Performance Scrutiny Committee to provide scrutiny of Council-specific issues and system-wide issues by the respective committees. A joint paper from Oxford Health NHS Foundation Trust (OHFT) and the Council was presented to HOSC. HOSC members asked questions about the Mental Health Outcomes Based Contract between OHFT and Oxfordshire CCG (OCC contributes funding to this contract).

### **Other items for 2019/20:**

- 6.19 The following items have also been considered at HOSC throughout 2019/20:
- Follow up of Muscular-Skeletal services Task and Finish Group recommendations
  - GP Appointments and GP Federations
  - Health and Wellbeing Board Annual Report
  - Transition of Learning Disability Services

- Annual report from the Director of Public Health
- Health Inequalities Commission Implementation Group update report
- Managing the impact of winter on Oxfordshire's health system

## Forward Plan

6.20 During 2020-21, amongst other issues, the committee intends to scrutinise the following:

- Proposals for changes to health scrutiny arrangements
- COVID-19 update: including the impact on health services and health partners response to the outbreak.
- Winter Planning: Understanding learning from the 2019/20 Winter Plan and how that will inform preparations for winter 2020.
- PET-CT Scanning: an update on PET-CT (cancer) scanning services in the wider Thames Valley area.

## 7. HORTON JOINT HEALTH OVERVIEW AND SCRUTINY COMMITTEE

7.1 Following a referral to the Secretary of State over closure of obstetrics at the Horton General Hospital, it was determined in March 2018 that further action was required locally before a final decision could be made about the future of maternity services in Oxfordshire.

7.2 The Horton HOSC, formed in September 2018, holds all health scrutiny powers, specifically on the issue of consultant-led maternity services at the Horton General Hospital. It does not scrutinise any other health or wellbeing issues. This is a joint committee of nine non-executive voting members and one co-opted non-voting member. Having due regard to the patient flow for the Horton Hospital, the committee has eight members from Oxfordshire, one from Northamptonshire and one from Warwickshire.

7.3 Members are appointed to the committee from the respective local authorities and are reflective of the political balance accordingly. The Horton HOSC met three times in 2019/20 where it considered information on:

- Patient and public engagement
- Transport and travel
- Models of care in obstetric units with small birth numbers
- Financial analysis
- Option development (including scoring criteria and weighting of criteria)

7.4 On 19 September 2019 the committee was presented with a decision paper due for decision by the OCCG Board. The OCCG Board's recommendation was to maintain the closure of the Obstetric-Led Unit at the Horton, in favour of providing a Maternity-Led Unit at the Horton. The committee expressed

disappointment at the proposed decision and raised concerns about the detail of information available throughout the process.

- 7.5 As a result, the committee agreed to make a re-referral to the Secretary of State if the Board decided to proceed with the decision; the CCG Board did so on the 26<sup>th</sup> of September 2019.
- 7.6 The committee also agreed to continue to meet, and extend its terms of reference, to work with health partners and be able to hold them to account in the development and implementation of the positive vision for the future of the Horton General Hospital.

## **8. CONCLUSION**

- 8.1 This report has outlined a comprehensive and robust programme of scrutiny which has been conducted through the Oxfordshire County Council scrutiny committees in 2019-20.

## Annex 1 – Scrutiny Committees

**This report covers the time period from April 2019 – March 2020 and the membership listed below corresponds to that time period**

### *Performance Scrutiny Committee:*

Cllr Liz Brighthouse OBE (Chairman)  
Cllr Jenny Hannaby (Deputy Chairman)  
Cllr Nick Carter  
Cllr Mike Fox-Davies  
Cllr Tony Illot  
Cllr Liz Leffman  
Cllr Charles Mathew  
Cllr Glynis Phillips  
Cllr Judy Roberts  
Cllr Michael Waine  
Cllr Liam Walker (until February 2020)  
Cllr Jeannette Matelot (from February 2020)

### *Joint Transformation Sub-Committee:*

Cllr Liz Brighthouse (Co-Chairman)  
Cllr Nick Carter (Co-Chairman)  
Cllr Paul Buckley  
Cllr Mike Fox-Davies  
Cllr Tony Illot  
Cllr Liz Leffman  
Cllr Charles Mathew  
Cllr Glynis Phillips

### *HOSC:*

Cllr Arash Fatemian (Chairman)  
Cllr Sean Gaul – Cherwell District Council (Deputy Chairman)  
Cllr Mark Cherry  
Cllr Mike Fox-Davies  
Cllr Hilary Hibbert-Biles  
Cllr Jeanette Matelot  
Cllr Laura Price  
Cllr Alison Rooke  
Cllr Paul Barrow – Vale of White Horse  
Cllr Nadine Bely-Summers – Oxford City Council  
Cllr David Bretherton – South Oxfordshire District Council  
Cllr Neil Owen – West Oxfordshire District Council  
Dr Alan Cohen (non-voting co-optee)  
Barbara Shaw (non-voting co-optee)  
Dr Keith Ruddle (non-voting co-optee) – until June 2019  
Anita Higham (non-voting co-optee) – September 2019 meeting only

### *Horton HOSC:*

Cllr Arash Fatemian (Chairman)  
Cllr Hannah Banfield  
Cllr Sean Gaul (District Councillor)  
Cllr Keiron Mallon  
Cllr Neil Owen (District Councillor)  
Cllr Wallace Redford (Warwickshire County Councillor)  
Cllr Alison Rooke  
Cllr Adil Sadygov (Northamptonshire County Councillor)  
Cllr Sean Woodcock (District Councillor)  
Dr Keith Ruddle – co-opted member

*Education Scrutiny Committee:*

Cllr Michael Waine (Chairman)  
Cllr John Howson (Deputy Chairman)  
Cllr Ted Fenton  
Cllr Anda Fitzgerald-O'Connor  
Cllr Jeannette Matelot  
Cllr Gill Sanders  
Cllr Emma Turnbull  
Carole Thomson – Oxfordshire Governors Association (non-voting co-optee)  
Donald McEwan - Council of Oxfordshire Teachers' Organisation (non-voting co-optee) – from March 2019 onwards



Division(s): All

## **PERFORMANCE SCRUTINY COMMITTEE**

**9 July 2020**

### **Business Management and Monitoring Report February-March 2020**

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

#### **RECOMMENDATION**

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

#### **Introduction**

2. The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities in the period 1 February to 31 March 2020. It presents and provides commentary on the provisional revenue outturn position for 2019/20 prior to the formal closure of the accounts. It also provides information on the financial impact of COVID-19 for April to June 2020.
3. The report at Appendix 1 was considered at Cabinet's 26 May meeting. Cabinet agreed the recommendations in the paper.

#### **Executive Summary**

4. Monthly business management reports demonstrate the Council's progress towards our ambitions and priorities, and financial performance in any given period. The report summarises performance, risk and finance and reflects the Council's commitment to transparency and improved performance management.
5. Owing to the immediate impact of the COVID-19 pandemic on officers' priorities in March, the decision was taken not to produce a separate report on OCC's business during the period 1-29 February. Instead, highlights of February's business were included in the report on business from 1-31 March, to produce the combined February-March report at Appendix 1.
6. The report's tone and detail show sound performance, with most of the 47 indicators assessed as Green or Amber and only one Red: children missing education. There are seven changes to indicators' RAG ratings since the report on January's business (which Performance Scrutiny Committee considered at its 12 March meeting). Two of those RAG changes – delayed transfers of care and reablement – are directly attributable to the impact of the coronavirus pandemic.

7. The report at Appendix 1 is structured as follows:
- Main report, including a summary of the key performance changes and highlights in paragraphs 17-18
  - Annex A: performance
  - Annex B: risk
  - Annex C: finance
  - Annex D: expected costs and loss of income due to COVID-19
8. All information in the report was correct when published on 15 May for Cabinet's 26 May meeting. The report has not been updated to reflect progress or change since then.
9. Due to the impact of the coronavirus pandemic in March, this cycle of monthly business management reporting was suspended at the start of 2020-21. The next report to be published will cover the Council's business from 1 April to 31 July. This will come to Performance Scrutiny Committee's 9 September meeting and Cabinet's 15 September meeting.

29 June 2020

**CLAIRE TAYLOR**

Corporate Director for Customers and Organisational Development

**LORNA BAXTER**

Director of Finance

**Contact Officers:**

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

Hannah Doney, Head of Corporate Finance – 07584 174 654

Appendix 1: 26 May 2020 Cabinet paper: Business Management and Monitoring Report, February-March 2020, which contains:

Annex A – Performance Dashboard,

Annex B – Risk,

Annex C – Finance,

Annex D – expected costs and loss of income due to COVID-19

Division(s): All
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## Cabinet – 26 MAY 2020

### BUSINESS MANAGEMENT & MONITORING REPORT February and March 2020 plus COVID-19 financial impact April to June 2020

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

#### RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to:
  - (a) note the contents of this report;
  - (b) note the virements set out in Annex C – 2b;
  - (c) note the provisional revenue outturn for 2019/20 along with the year-end position on general balances and earmarked reserves as set out in Annex C;
  - (d) approve the remaining directorate overspend £0.3m after using the unused corporate contingency should be transferred to balances along with the Strategic Measures underspend of £2.8m as set out in paragraph 29;
  - (e) agree that the surplus on the On-Street Parking Account at the end of the 2019/20 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2020/21 financial year as set out in Annex C-4;
  - (f) To note the expected costs and loss of income expected relating to Covid-19 in the first quarter of 2020/21 as set out in Annex D.

#### Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and presents and provides commentary on the provisional revenue outturn position for 2019/20 prior to the formal closure of the accounts. It also provides information on the financial impact of COVID-19 for April to June 2020.

#### Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.

4. These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next three years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.
5. During March, the Council's resources were focused on the immediate impact of the coronavirus outbreak. Consequently, we did not produce a report on February's business. This report therefore covers the Council's activities in both February and March 2020.
6. Despite the pressures of addressing the current situation, ongoing management reporting remains essential in order to maintain oversight and control of the full range of Council activity. However, in order to prioritise resources, the Council will publish quarterly rather than monthly reports for the duration.
7. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.<sup>1</sup>
8. This report summarises performance, risk and finance. This reflects the Council's commitment to transparency and improved performance management. Further information is provided in four annexes:
  - a. Annex A: performance
  - b. Annex B: risk
  - c. Annex C: finance
  - d. Annex D: expected costs and loss of income due to COVID-19
9. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. As reported to Council in November 2019, we have committed to that target and to taking action across all our main areas of influence: our schools, our supply chain, our policy-making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change.
10. Inevitably, the immediate impacts of the coronavirus (COVID-19) outbreak on the Council's performance can be seen in this report. From the outset, the majority of our staff and elected members have been required to work from home, other than those whose work demands that they continue to provide face to face services to residents in their homes, schools, fire stations or otherwise out in public. Our business continuity planning, and in particular our ICT services, ensured that this

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<sup>1</sup> Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/council/our-vision/corporate-plan>  
Outcomes Framework and previous reports: <https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports>

transition was achieved with minimal disruption, enabling us to maintain the Council's focus on providing services and support to the people and communities of Oxfordshire.

11. The Council and its partners, whose staff have been equally disrupted during the current situation, have shown great resilience in adapting to urgent and changing priorities. Inevitably this has meant some of our work being done differently or being paused to free staff for other more urgent priorities – and the effects of this can be seen in places in the performance data in Annex A. For example, services already significantly disrupted by coronavirus include reablement and delayed transfers of care. We anticipate that more services' performance will be disrupted over the coming months, such as NHS Health Checks, education services and many of our services which are delivered face to face.
12. This report provides only an early snapshot of the Council's business in an unprecedented and ongoing picture of change, but we are proud to have adapted quickly and to have continued to deliver vital services on which the people and communities of Oxfordshire depend.

### **Progress towards delivery of Oxfordshire County Council's Corporate Plan**

13. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions.
14. 47 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards our ambitions, is called the Outcomes Framework.
15. The Outcomes Framework enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.
16. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help us to provide updates on activity in these important areas. These outcomes and indicators are not given a RAG rating but are shaded grey, and the measures which support them are marked as "no target set".
17. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. There are seven significant changes to highlight:
  - a. The indicators "Number and value of opportunities for public engagement" and "rates of customer satisfaction" have both been assessed as Green this month, having been Amber in previous reports. This is because the results of the latest wave of our Residents' Survey have exceeded the targets we set.

- b. The indicator “Our services improve and deliver value for money” has been assessed as Green this month, having been Amber in recent reports. For details of the Council’s financial position at 31 March 2020 see paragraphs 27-31 below and Annex C.
  - c. The indicator “Planning decisions made on time” has been assessed as Green, having been assessed as Amber in January’s report. This improvement is because both measures supporting this indicator were performing above the target rate at the end of March.
  - d. The indicator “Timeliness of Education and Health Care plans” has moved from Red in January’s report to Amber this month. This improvement follows the actions that we said in the previous report we were taking to address performance rates.
  - e. The indicator “Children Missing Education” has been assessed as Red this month, having been not rated in the previous report. School absence in terms of overall absence, persistent absences (i.e. being absent for more than 10% of school sessions) and people being excluded for both a fixed term and permanently are all higher than the same time last year. The Council is not directly responsible for school provision, particularly as over 90% of our secondary schools are academies, but we have set expectations that attendance should increase. Our education service is actively providing support and challenge to schools. The Engagement Board (the body of Council and partner representatives which works to identify good practice around inclusion) has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS (the NHS’s Child and Adolescent Mental Health Services) on their Oxford City pilot. We are re-commissioning alternative provision to reflect the needs of children/young people, parents and schools locally.
  - f. Reporting against the indicators for both reablement and delayed transfers of care has been suspended this month following decisions made as part of the response to coronavirus by the Council and the Government. Consequently, the two indicators are both now rated as Grey i.e. not appropriate for a performance target, having been rated as Amber and Red respectively in January’s report. The Government has decided to suspend national reporting on delayed transfers of care and some other official statistics “to release capacity across the NHS to support the response [to the coronavirus illness]”. Locally, in common with some other local authorities, we have suspended reporting against our reablement target to free up management time within the service providers to support and train new staff. Commentary on these two areas of work can be found in Annex A.
18. The information below provides a snapshot of progress towards Corporate Plan outcomes in in February and March 2020, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

### Performance highlights

- 91% of social care providers in Oxfordshire are rated Good or Outstanding by the Care Quality Commission. This remains higher than the national rate of 84%.
- The latest results of our quarterly Residents' Survey indicate that growing numbers of Oxfordshire residents feel they can influence the Council and that the Council acts on residents' concerns.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	Green	Was Amber
	Rates of customer satisfaction	Green	Was Amber
Our services improve and deliver value for money	Value for money through effective use of resources	Green	Was Amber
	Improvement following external inspection/audit	Green	No change
The use of our assets is maximised	Progress with One Public Estate Programme	Green	No change



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

### Explanatory note for context

- Public Health anticipate that performance against some key indicators under this priority will be affected over the coming months by the impact of COVID-19 on services. For example, we do not expect routine NHS health checks to be taken up by Oxfordshire residents while social distancing is recommended and primary care is reducing face to face appointments.

### Performance highlights

- To date, Oxfordshire Fire and Rescue Service has rescued 672 people from non-fire incidents. This includes people trapped in cars at road traffic collisions, and people either locked in or out of a building.
- Community Safety Services have helped 7,702 to live safer lives through our Safe and Well visits, and almost 3,000 more through our programmes to advise vulnerable people about frauds and scams. This performance is above our target for the year.
- Our Fire and Rescue services exceeded their targets for making emergency call attendances on time. This was achieved despite severe weather conditions for much of February.

- We met or exceeded all our targets for NHS Health Checks for the over 40s, and for our support to people receiving support for drug and alcohol dependency
- By the end of March 97% (£1.83 million) of the £1.89 million Councillor Priority Fund had been allocated. The Fund supports community groups, town and parish councils and direct provision of services, as selected by each county councillor in support of local priorities.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Amber	No change
People play an active part in their communities	Rates of volunteering	n/a	No change
	Prevalence of services provided by communities	n/a	No change



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

### Performance highlights

- The indicator 'Percentage of planning decisions on time' has been rated as Green in March, having been Amber in previous reports. We responded to 81% of District Council planning applications, and 97% of Mineral and Waste applications, within the agreed deadlines.
- In quarter 4 (Jan-March) attendance at programmes offered by our Museums Service increased by over 66% compared to same period in 2018, as a direct result of recruitment to a post enabling a significant increase in delivery. This contributed to us exceeding our target to increase (by 5%) the number of community and cultural programmes/events hosted by our cultural services (museums, libraries and archives) over the year.
- Last April, the Council's library service issued 11,784 eBooks. This year the equivalent figure is 21,193 – a 79.8% increase.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Our quality of life in Oxfordshire is enhanced	Condition of highways	Green	No change
	Funding secured through planning obligations	Green	No change
	Levels of public transport use	Green	No change
	Rates of access to cultural services	Green	No change
Our local environment is protected	Percentage of planning decisions on time	Green	Was Amber
	Levels of carbon emissions	Green	No change
	Levels of energy use	Amber	No change
	Air quality	Amber	No change
	Proportion of household waste re-used, recycled or composted	Amber	No change





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

### **Explanatory note for context**

- Coronavirus has had a major impact on reporting of educational data. At the start of April, the Department for Education announced “We will not hold schools and colleges to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account. We will not be publishing school, college or multi-academy trust (MAT) level performance data based on summer 2020 tests, assessments and exams at any phase. We will not be publishing, or sharing, school, college or MAT level accountability measures, such as Progress 8 and level 3 value added, using the summer 2020 data. The performance tables that were due to be released in October and December 2020, and in January and March 2021, will not go ahead. We will also not publish any institution-level qualification achievement rates in the national achievement rate tables for the 2019 to 2020 academic year.” However, locally we will be reporting on attendance once schools are open again.

### **Performance highlights**

- Over 90% of children in Oxfordshire were given a place at their first-preference primary school in the latest round of admissions. A total of 6,690 of the 7,384 applicants received their first choice. Our rates were ahead of the national averages for 2019 and 2018 and it is likely that they will exceed the national average again in 2020 when these are published. Our strong performance is due to our careful forward planning to make sure the right numbers of school places exist, through building and opening new schools, the expansion of existing schools and marginal increases in admission numbers.
- A 35% increase in early help assessments compared to last year has helped to manage demand for our statutory services. After 10 years of growing numbers of children the subject of child protection plans, the number has fallen for the second successive year. Ofsted said in their recent visit “Thresholds for children in need of statutory intervention and those in need of early help are applied appropriately... There were no children receiving help at a statutory level who should not have been.”
- The percentages of Good or Outstanding schools at both primary and secondary phases remain above the national averages and the number of inadequate schools has decreased by one in the month. St John the Evangelist Primary School in Carterton has been judged to be Outstanding, having previously been Good.

## Areas for improvement

- The proportion of children missing education is higher than this time last year. This is measured termly (six times a year) and details of the latest figures are included in paragraph 17 and Annex A.
- The timeliness of completing Education, Health and Care plans has improved significantly in the last two months but remains below target. Demand for such plans continues to grow and is 11% higher than this time last year.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Children are given a good start in life	Prevalence of healthy children	Amber	No change
	Sufficiency of early years places	Green	No change
	Number of looked after children	Amber	No change
	Numbers of children's social care assessments	Green	No change
	Number of children the subject of protection plans	Green	No change
	Number of children's cases held by permanent staff	Amber	No change
Children are able to achieve their potential	% of children with a place at their first preference school	n/a	No change
	Percentage of children at good schools / settings	Green	No change
	Children missing education	Red	Was n/a
	Levels of educational attainment	Amber	No change
	Timeliness of completing Education, Health and Care Plans	Amber	Was Red



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

## Explanatory note for context

- National reporting on delayed transfers of care has been suspended by central Government from April to June 2020, meaning no March or end of year figures will be available. However, our own local figures show that reported delays at the end of March had fallen to 40, of which 3 were the responsibility of the Council and 18 the responsibility of both our social care and the NHS. This fall in numbers was a direct result of hospitals preparing for COVID-19 and also reducing hospital admissions: for example, on 10 March there were 265 emergency admissions to the Oxford University Hospital Trust (John Radcliffe, Horton, Churchill and Nuffield Orthopaedic Clinic) while on 4 April this had dropped to 103.
- Locally we have suspended reporting on reablement to allow managers in the service providers to train and induct new staff so they can be redeployed to this frontline service to help patients leave hospital.

## Performance highlights

- The quality of care for adults in Oxfordshire is consistently higher than the national average. 91% of all providers are rated as good or outstanding in Oxfordshire, compared with 84%.
- More people are given control over how they receive their care in Oxfordshire, as a greater proportion of people have a personal budget and receive a direct payment, allowing them to organise their own care.

## Areas for improvement

- Delayed transfers of care remain high and Oxfordshire's system is currently rated 145th out of 149 upper tier and unitary councils for the year. However, the latest published national figures (for the month of February) show improvement: overall delays in Oxfordshire fell by 3%, whereas nationally they rose by 4%.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Care services support independent living	Number of home care hours purchased	Amber	No change
	Number of hours of reablement delivered	n/a	Was Amber
	Number of people with control over their care	Green	No change
	Number of people delayed leaving hospital awaiting social care	n/a	Was Red
	Proportion of older people supported in the community	Amber	No change
Homes and places support independent living	Percentage of people living in safe and suitable housing	Green	No change



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

## Performance highlights

- In March we exceeded our target (<15%) for failed utility inspections for the first time this year. Roadworks by utility companies which fail our inspections cause delay to residents' journeys, so a lower failure rate is highly desirable. Having become a Permitting Authority in 2019, the Council now has greater control over the extent and duration of works carried out on the county's highways, which has contributed to a failure rate in March of just 3.93% (it was over 25% earlier in the year).

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Strong investment and infrastructure are secured	Level of investment attracted	Green	No change
	Level of infrastructure investment required	n/a	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of access to online and digital services	Green	No change
Local businesses grow and provide employment	Employment rates	n/a	No change
	Business numbers	n/a	No change
	Numbers of apprenticeships	n/a	No change
	Levels of workforce	n/a	No change

## Managing risk

- The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports Team (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 particular services to the leadership level due to the potential scale of their impact.

20. During the current phase of the coronavirus pandemic, the Council has adapted its approach to risk management given the dynamic situation and the need to clearly identify new risks and prioritise risk mitigation. The Council’s Leadership Risk Register, which has been reported in Annex B of recent Business Management and Monitoring Reports, forms the basis of our risk management approach, which has been updated with three additional principles:

- Current risks have been reviewed considering known planning assumptions and current information about the pandemic;
- Frequency of review has increased from monthly to weekly to reflect the dynamic situation. The Leadership Risk Register will be reviewed through the Council’s directorates and the pandemic response Silver Coordinating Group;
- Red risks (those scoring 15 or greater) will be reviewed by the Gold Emergency Planning Group.

21. The table below provides a summary of the Council’s leadership risks. In this table, the “residual score” is the most significant. The residual score is our assessment of a risk’s likelihood and potential impact once all existing controls have been taken into account. Higher scores indicate more significant risks, i.e. those with higher likelihood and/or impact. The direction of travel column indicates whether the residual risk score has increased, reduced or stayed consistent since the last report.

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score	Direction of Travel
LR1	Demand management	20	20	↗
LR2	Safeguarding of vulnerable adults and children	20	15	↗
LR3	Growth Deal	15	15	↔
LR4	Local resilience, community resilience, cohesion	12	8	↗
LR5	Management of partnerships (non-commercial)	8	6	↔
LR6	Supply chain management	12	8	↔
LR7	Delivery of statutory duties	12	4	↔
LR8	Corporate governance	4	2	↔
LR9	Workforce management	12	9	↗
LR10	Organisational Change and Service Design	16	12	↗
LR11	Financial resilience	15	15	↗

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score	Direction of Travel
LR12	Property and assets (maintenance cost)	16	6	↘
LR13	Health and safety	12	8	↔
LR14	Business continuity and recovery	16	8	↗
LR15	Cyber security	16	12	↔
LR16	ICT Infrastructure	12	8	↔
LR17	COVID-19 – Community and Customers	20	16	New risk
LR18	COVID-19 – Business Continuity	20	20	New risk
LR19	COVID-19 – Additional duties to local authorities regarding PPE provision	12	12	New risk

#### KEY

↗	Risk score has increased since previous report
↘	Risk score has decreased since previous report
↔	Risk score is the same as previously reported

22. There are 3 new leadership risks to report this month – LR17, LR18 and LR19. These all reflect new uncertainties posed by the COVID-19 pandemic. The impact of the pandemic can also be seen in higher scores for some of the other leadership risks.
23. The full Leadership Risk Register is attached in Annex B.

### Provisional Revenue Outturn 2019/20

24. The purpose of the finance section of this report is to present and provide commentary on the provisional revenue outturn position for 2019/20 prior to the formal closure of the accounts.
25. Ernst and Young, Oxfordshire County Council's external auditor, will carry out their audit of the Council's 2019/20 Statement of Accounts in the summer, and it is possible that changes may be made to the accounts during this period which may alter the position presented within this report. The statutory deadline for the publication of the audited accounts has been extended to 30 November in response to the COVID-19 pandemic. At this stage, it is not anticipated that it will be necessary to delay to publication of the draft accounts and audit is expected to take place during June and July.
26. The results of the external audit will be reported to Audit and Governance Committee in July 2020, at which stage that Committee is expected to approve the

2019/20 Statement of Accounts for publication subject to the receipt of information from the District Councils relating to Business Rate collection fund which will not be received until 31 July. The Statement of Accounts will be published on the Council's website.

27. At 31 March 2020, there is an overspend of **£3.7m** by directorate services, including **£0.3m** related to costs arising from measures to address the COVID-19 pandemic. This is a reduction of **£0.9m** from the position at the end of February 2020. This overspend is partially offset by additional interest of **£2.2m**, additional government grant of **£0.5m**, and additional **£0.1m** relating to the gain from the business rate pooling arrangement. Included in the additional government grant is **£0.3m** of the **£14.5m** COVID-19 grant received from government at the end of March 2020. The remaining balance of **£14.2m** has been carried forward to fund expenditure in 2020/21. Annex D sets out the current estimates for the financial impact in 2020/21.
28. By using the unallocated corporate contingency of **£3.4m** the overall Council position is reduced to an underspend of **£2.5m**.
29. As part of the Medium Term Financial Plan agreed by Council on 12 February 2019 it was agreed that **£6.0m** would be transferred from balances to fund the Transformation Programme. During 2019/20 it was reported that deficit balances of **£0.1m** of schools converting to academy status would be funded from general balances. It was also agreed to fund **£0.3m** of revenue costs relating to capital works at Northfield School. It is proposed that the remaining directorate overspend **£0.3m** after using the unused corporate contingency should be transferred to balances along with the Strategic Measures underspend of **£2.8m**. The net impact on balances is an in-year movement of **£3.9m**. After taking this into account, general balances at 31 March 2020 were **£24.1m**. This is **£4.8m** higher than the risk assessed level of balances for 2019/20 and **£0.7m** higher than the risk assessed level of **£23.4m** for 2020/21 as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2020. This position reinforces the sound financial position the Council is in.

Directorate	Final Budget 2019/20 £m	Outturn 2019/20 £m	Outturn Variance 2019/20 £m	Outturn Variance 2019/20 %	February Forecast Outturn
Children's Services	118.1	122.9	+4.8	4.1%	+5.1
Adult Services	184.0	184.6	+0.6	0.3%	+1.1
Communities	112.9	112.2	-0.7	-0.6%	-1.3
Resources	28.4	27.4	-1.0	-3.5%	-0.3
<b>Total Directorate Position</b>	<b>443.4</b>	<b>447.1</b>	<b>+3.7</b>	<b>0.8%</b>	<b>+4.6</b>
Strategic Measures	-440.5	-443.3	-2.8	-0.6%	-1.1
Contingency	3.4	0.0	-3.4		-2.8
Contribution from (-)/to(+)					
Reserves and Balances	-6.3	-6.3	0.0		
<b>Total Outturn Position</b>	<b>0.00</b>	<b>-2.5</b>	<b>-2.5</b>		<b>+0.7</b>

<b>Movement on General Balances</b>	<b>£m</b>
<b>General Balances at 1 April 2019</b>	<b>28.0</b>
<i>Calls on Balances&gt;Returns to Balances</i>	
Budgeted Contribution to Transformation Reserve	-6.0
Northfield School Revenue Costs	-0.3
Schools converting to academy status deficit balances	-0.1
Directorate Overspend after use of Corporate Contingency	-0.3
Strategic Measures underspend	2.8
<b>General Balances at 31 March 2020</b>	<b>24.1</b>
Risked Assessed Level of General Balances 2019/20	19.3
<b><i>Level of surplus balances</i></b>	<b>4.8</b>

### Main variations

30. **£4.5m** of the overspend in Children's Services relates to an increase in demand within the Corporate Parenting budget for higher cost placements for children with complex needs. The average costs of provision for children whose needs and risk presentations require small group living are high and a small change in numbers of young people can create a significant change in overall spend.
31. See Annex C for further details and commentary.
32. Performance indicators measuring value for money through effective use of resources are set out in Annex A. 85% of planned savings totalling **£36.8m** have been delivered in 2019/20. **£5.6m** of savings that have not been achieved in year are reflected in the Directorate forecast outturn position. These will either be delivered in 2020/21, or where they can no longer be achieved, they have been addressed as part of the budget for 2020/21 and Medium Term Financial Plan to 2023/24 agreed by Council on 11th February 2020.
33. At year end a 0.0% variation is reported for average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3) for capital projects completed by 31 March 2020.

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 MARCH 2020

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	GREEN		To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sep '19)	The Ombudsman's annual report (Sept 2019) showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints in the period April 2018 – March 2019.
			↔	% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	40% (Feb '20)	The figure for Dec-Feb is 40%. This is higher than the Summer '18 to Summer '19 average (35%) and higher than the figure most recently reported (36% for Aug-Nov 2019).
				% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	61% (Feb '20)	The figure for Dec-Feb is 61%. This is higher than the Summer '18 to Summer '19 average (55%) and higher than the figure most recently reported (56% for Aug-Nov 2019).
	Rates of customer satisfaction	GREEN	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	57% (Feb '20)	The figure for Dec-Feb is 57%. This remains higher than both our target (55%) and the Summer '18 to Summer '19 average (34.5%).
Our services improve and deliver value for money	Value for money through effective use of resources	GREEN		Achievement of planned savings	95%	85%	85% of the planned savings of £36.8m have been delivered.
				General balance outturn at the risk assessed level	>=100%	125%	<b>125%</b> - General balances at 31 March 2020 is £24.1m. This is £4.8m lower than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	£0.0m	None
			↔	Total Directorate outturn variation	=< 1% variation	0.8%	At 31 March 2020, there is an overspend of <b>£3.7m</b> by directorate services, including <b>£0.3m</b> related to costs arising from measures to address the COVID-19 pandemic.
				Total outturn variation	0%	0.5%	£3.4m unallocated Corporate Contingency will be used to offset the £3.7m directorate overspend. The remaining £0.3m will be met from general balances. There is also an underspend of -£2.8m on Strategic Measures.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month
Improvement following external inspection/audit	GREEN	↔		Proportion of post-inspection/audit actions dealt with on time	100%	100%	Our actions agreed with HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) are on track and being regularly progressed. We are working through these improvement workstreams and updating HMICFRS with improved outcomes. Our next inspection will follow up on these actions and although schedule for June, the HMICFRS inspection programme is on hold due to the coronavirus pandemic.
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	91%	91% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the Council
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Impact of potential delays to project timelines due to the disruption caused by Coronavirus is currently being assessed. Partners remain committed to working in partnership.

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Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.



WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	6,250	7,702	We achieved our year-end target in this area of our work in Q3. Our new digital Safe & Well software has contributed to an increase in the number of referrals we've made to our partners. The Trading Standards team has also contributed significantly with delivering various programmes to vulnerable people (nearly 3,000 people have been given scams and fraud prevention advice during the year).
			Number of children better educated to live safer and healthier lives	14,640	39,585	In September our Trading Standards team introduced 'Young Friends Against Scams' offering it to schools and youth groups with a huge response. This work has helped ensure we are focussing our reach to those children who need it, and ensured we've hit our target. Our fire prevention campaigns have included regular schools' educational activities which has allowed us to achieve such a high reach.
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	1,059	672	We have rescued many people at non fire incidents where our assistance has been required to ensure people are safe, most of these being children or to support South Central Ambulance Service to gain entry at a property for a medical case. In this combined measure we have exceeded target in 4 of 5 areas of work: on this basis the measure supports a Green indicator assessment. The exception (and the reason for the gap between the current rate and target) is co-responding calls: in common with other Services nationally, we ceased responding to these calls in September 2017 in all but one of our fire stations, and as such the low performance in this area does not affect our overall Green assessment.
			% of emergency call attendances made within 11 minutes	80%	90.27%	The severe weather conditions in January and February didn't impact on our performance for these measures. We performed in line with our year-end expectation for our emergency response targets.
			% of emergency call attendances made within 14 minutes	95%	97.21%	
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	94%	95.7%	Our third quarter target has been exceeded. Quarter 4 2019/20 data available 5 June 2020.
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	47.1%	47.1%	Our third quarter target has been met. Quarter 4 2019/20 data available 5 June 2020.
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3317	As of 17/04/2020, projected year end rate = 3558 (above target).
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of opiate users in treatment.	>6.6%	10.50%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of non-opiate users in treatment.	>36.6%	44.10%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a % of the total number of ALCOHOL ONLY users in treatment.	>42.8%	53.90%	We continue to exceed local targets and England averages
	Proportion of people walking & cycling		↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey. The targets are for annual increases over the baseline of 5% (cycling) and 2% (walking).	Cycling 634,000  Walking 3,000,000	591,000  2,941,000

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

							in the figures, which we are pursuing. Meanwhile, our Local Cycling & Walking Infrastructure Plan for Oxford has been developed and approved and Plans for other locations are in development.
<b>People play an active part in their communities</b>	Rates of volunteering	NOT RATED	-	Number of environmental volunteer hours generated through County Council activities	Reporting only	52,850 hours (18-19)	Annual measure, next due to report in April 2020. Volunteer hours generated in 2018-19: Thames Valley Environmental Records Centre (1,264 hours), Lower Windrush Valley Project (520 hours), events and activities run by the groups in Oxfordshire's Community Action Groups (51,066 hours)
				Number of volunteer hours contributed to library, museum & history services		March 2,489 hours	<ul style="list-style-type: none"> <li>Library volunteer hours: 2,057 hours contributed in March.</li> <li>Museum Service volunteer hours: 348 hours contributed in March.</li> <li>History Centre volunteer hours: 84 hours contributed in March.</li> </ul> The trend for increased volunteer hours remains a positive one.
	Prevalence of services provided by communities	NOT RATED	-	Number of town or parish councils with devolved service responsibilities	Reporting only	127	As at 31 March there are 127 agreements with town or parish councils and four with district councils. Devolution of services is proactively being promoted.
				% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services	Reporting only	See right	March: 97% of £1.89m allocated = £1,839,148 of which: <ul style="list-style-type: none"> <li>55% to Community Groups = £1,012,203</li> <li>23% to Town/Parish councils = £416,102</li> <li>22% to direct services = £410,844</li> </ul>

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WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN ↔	A and B Classified road network where carriageway maintenance should be considered	33%	33.72%	There is no new update for March. The condition survey programme was completed in September of 2019 and reported in November, another survey is not due until the summer of 2020. November position: slightly over target but Oxfordshire's network condition is broadly becoming stable with additional investment. There has been a slight change (+1.24%, or 25Km) from 32.48% in 2018 to 33.72% in 2019. This could be due to a change in survey provider where a +/- variance of 2% was a known risk
			Defects posing immediate risk of injury are repaired within 24 hours	100%	99.50%	Cumulative rate and covers all defects April to February. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.26%	
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 21% Closed without action: 67% Remaining open: 11%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in February was 1,814. Of these: <ul style="list-style-type: none"> <li>387 (21%) are now repaired.</li> <li>1221 (67%) were closed without action. This may be because the fault was below our intervention threshold, or the reported issue was not the responsibility of the council.</li> <li>154 (8%) are still awaiting a decision from officers.</li> <li>52 (3%) are waiting for Skanska to repair.</li> </ul> This data is reported in arrears to enable inclusion of full month activity.
			Km of total highway network resurfaced as % of total	0.6%	2.18%	As 31st March the programme for this work has delivered a total value of 2.18% of the whole network. This is approximately 98 Km / 61 miles, out of a total network length of 4479 Km / 2783 miles. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection and will need to be reviewed in light of the expected budget for the coming years.
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.15%	Rate is the average for April to February (data is reported one month in arrears.)
	Funding secured through planning obligations	GREEN ↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	75%	There were three agreements completed in March all of which were within 6 months of the of the District Committee decision
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	100%	Funding secured through planning obligations has remained Green this month with 100% of the funding sought received.
	Levels of public transport use	GREEN ↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> <li>Bus journeys</li> <li>Bus use per head</li> </ul> Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> <li>Satisfaction with overall journey</li> </ul> Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	34.8m	34.5m	Bus targets represent a 1% annual increase in journeys taken. The rail target represents a 5% annual increase in journeys taken (based on 10% increase between 2017 and 2018)  The most recent bus and rail surveys took place in December. Outcomes were due to be known in Spring 2020.
				36.2	35.8	
			93%	Tbc		
			21.6m	Tbc		

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	Rates of access to cultural services	GREEN	↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% overall annual increase exceeded	See right	5% overall annual exceeded. Attendance at: <u>Library Services</u> 2019/20 quarter 4 (Jan-March) programmes decreased by 13% compared to same period in 2018. This quarterly decrease is directly related to cancellation of programmes in March 2020 as part of the mitigation of Covid19. Overall In 2019, there was a 9% increase in attendees over 2018. <u>History Service</u> 2019/20 quarter 4 (Jan-March ) programmes decrease of 3% compared to same period in 2018. This quarterly decrease is directly related to cancellation of programmes in March 2020 as part of the mitigation of Covid19. Overall In 2019, there was a 1.8% increase in attendees over 2018. <u>Museum Service</u> 2019/20 quarter 4 (Jan-March) programmes increased by over 66% compared to same period in 2018. This increase is a result of recruitment to a post enabling a significant increase in delivery. Overall In 2019, there was a 34% increase in attendees over 2018.
				Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	The 2018/19 CIPFA benchmarking comparison data is due to be available in March 2020.
Page 52	Percentage of planning decisions on time	GREEN	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	81%	133 Major Planning applications were received in March. No. of responses sent back were 72. Additionally, 39 responses were sent back for Discharge of Conditions applications to Major Planning Applications. There is a clear display of improvement in percentage this month.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	97%	Four Minerals and Waste planning applications were determined in March, all four were within target. Year to date: 36 out of 37 on target.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	17%	The Greenhouse Gas report for 18/19 shows emissions fell by 17% compared to 17/18. This equates to emissions from our corporate estate having reduced by 56.18% since 2010/11, an average annual reduction of 7.02%. Reductions comprise active measures we have taken to reduce emissions, and decarbonisation of the national grid.
	Levels of energy use	AMBER	↑	% of streetlights fitted with LED lanterns by March 2020	22%	23.7%	As at 31 March, 14,155 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 23.7% of the total street light assets. Note that whilst the target of 22% has been met, this is not enough to deliver the energy saving financial commitments required: for this, a greater rate of conversion is necessary. A project plan is in progress to return to the targeted energy savings.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	100%	70%	Percentages refer to progress towards the adoption of new standards. Taxi emissions standards were adopted by Oxford City in Jan 2019. Bus Euro 6 LEZ was agreed by city and county in June 2019. An application to the Traffic Commissioner for implementation has been submitted. The timetables for the bus and taxi emission standards will be reviewed in light of COVID-19 and may be amended if necessary. Informal public engagement on a new approach to the 'Red Zone' element of the programme started on 7 <sup>th</sup> January 2020 and ended on 31 January. 900 responses were received. The final, formal consultation on the Red Zone started on 4 <sup>th</sup> March but was suspended due to the COVID-19 pandemic. The consultation is due to restart in late 2020, with the scheme implementation postponed from December 2020 until summer 2021

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							The 'Green Zone' element of the ZEZ will be developed further during 2020 and 2021. At this stage it is not known whether the COVID-19 pandemic will affect the planned implementation window (2021/22).
Proportion of household waste re-used, recycled or composted	A M B E R	↔	% of household waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 29.39% b) 29.56% c) 0.24% Total 59.19%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. Data for March is not currently available. This figure reflects the combined efforts of County, City and District Councils. The forecasted end of year position is slightly below target as recycling rates are plateauing.	
			% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.23%	On track at the end of February, March data is not yet available. A target of under 3% by 2020 is included in the county's Joint Municipal Waste Management Strategy. The Council continues to investigate ways to deliver against this.  Looking forward, due to the coronavirus emergency District and City Councils stopped bulky waste collections and the HWRCs which are the main source of waste to landfill are closed. However, it is anticipated that we will see this waste come in once the sites and services resume.	
			% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	59.59%	Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of HWRC sites.	
			% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year. The satisfaction survey planned for March 2020 has been postponed to March 2021.	

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Children are given a good start of life	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	80.2%	This measure has exceeded the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date – including missing midwifery notifications, staff vacancies, patient choice and babies born early – will continue to be closely monitored.
				Percentage of births that have received a face to face New Birth Visit	95%	98.8%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	93%	Performance is achieving the target
				Percentage of children who received a 2-2½ year review	93%	90.4%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.8%. Patient choice and staff vacancies impact on this indicator.
				Babies breastfed at 6-8 weeks of age	60%	62.8%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	99%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN	↑	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	96%	Figure for the Autumn term: 8,090 places taken up, out of forecast number of 8,396 three and four-year olds.
	Number of looked after children	AMBER	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	786	Although we are higher than the target, numbers are remaining stable against the backdrop of a 4% rise nationally last year. Rated Amber because of the volatility in the small number of high cost placements and its impact on budget and workload.
	Numbers of children's social care assessments	GREEN	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1,862	The growth of early help assessments in social care has helped provide more timely support and has reduced demand on social care
				Not to exceed the level of social care assessments in 2018-19	6,250	7,225	Although the number of social care assessments has risen in the year, the rate remains below that of both similar authorities and the national average.
	Number of children the subject of protection plans	GREEN	↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	541	The fall in the number of children the subject of a child protection plan, seen locally last year was replicated nationally but to a lesser extent (15% fall in Oxfordshire; 4% nationally). Number continue to fall and at the end of February stood at 560 – a 9% reduction in the year.
Number of children's cases held by permanent staff	AMBER	↑	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	67%	Caseloads are currently higher than target. As part of the introduction of our new Family Safeguarding Plus model, the Council is investing significant extra resource to increase the number of qualified social workers within the service, with the effect of reducing overall caseloads to ensure effective interventions.	
			Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	74%		
Children are able to reach their potential	% of children with a place at their 1 <sup>st</sup> preference school	NOT RATED	-	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREEN	↔	% of children attending primary schools rated good/outstanding by Ofsted	88%	87.8%	Figures are at the end of January 2020. The number and proportion of children attending good/ outstanding secondary schools decreased from 87.9% (December 2019). This is due to two secondary schools being judged as inadequate during this time. Both these schools are academies.
% of children attending secondary schools rated good/outstanding by Ofsted	88%	83.6%					

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Children missing education	RED	↔	Persistent absence rates in primary schools (%)	6.7% *	8.3%	* 6.7%, 10.4% and 69 are <u>not</u> targets: they are our expectations based on current analysis. The education service is actively providing support and challenge to schools. The Engagement Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot. We are re-commissioning alternative provision to reflect the needs of children/young people, parents and schools locally.	
			Persistent absence rates in secondary schools (%)	10.4% *	15.3%		
			Reduction in permanent exclusions to 69 or fewer	69 *	63		
	Levels of educational attainment	AMBER	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	65%	Key Stage Two (combined %) is in line with the national rate. We aim for this to be a greater % in 2020 and beyond. Progress at Key Stage 2 <ul style="list-style-type: none"> <li>Reading - on target (Green)</li> <li>Writing - increased but just below national (Amber)</li> <li>Maths - significantly below national (Red).</li> </ul> Maths <u>attainment</u> in 2019 was in line with the national rate (79%) but we aspire for a greater % of children reaching above national. Maths <u>progress</u> (i.e. from pupils' individual starting points) has declined for the 2nd year running (from 0.-5 2018 to -0.6 in 2019) – hence Red. Primary schoolteachers have to teach all subjects in the curriculum. In a small school, of which we have a number, staff may teach Year 1, 2 and 3 one year and move to Year 4, 5 and 6 the next, for their professional development. This means they need to have both the maths knowledge and know what the 'standard' is in a number of year groups. We are addressing this with training for all teachers (in North, City and South to date) to ensure they know the standard and develop subject knowledge. We are working intensively with the 12 'lowest' scoring schools in 2019 and have provided intensive maths support for staff and maths leaders. KS4 and KS5 data is now validated. <b>KS4</b> – Attainment 8 remains above the national average. Progress 8 score is notably higher than the national average. <b>KS5</b> – average point score for A-levels increased from 2018 but remains very slightly below the national average (30.93). Average point score per pupil for both Applied General Studies and Tech Levels also are below the national averages
				KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0	R: 0 W: -0.1 M: -0.6	
				KS4: average attainment 8 score per pupil	48.2	47.2	
				KS4: average progress score	0.07	0.07	
				KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%	46%	
				16-18: average point score per pupil (A level)		32.71	
				16-18: average point score per pupil (Tech level)		26.39	
		No target set	27.39				
16-18: average point score per pupil (Applied General students)							
Timeliness of completing Education, Health and Care Plans	AMBER	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020	75%	45%	Timeliness of EHCPs is measured on calendar years nationally. So far this year 44% of EHCPs have been completed in 20 weeks, the figure for March itself dropping to 41%. Requests for plans are currently 11% higher than the same time last year.	

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	Number of home care hours purchased	AMBER	↓	Maintain the number of home care hours purchased per week	21,779 hours per week	21,443	Increase in the rate for second month. Current Home Care project is reviewing the way we commission and purchase care, which will help stabilise the market. The fall in home care hours is partly offset by the high level of direct payments which allow service users alternative ways to meet their care needs
	Number of hours of reablement delivered	NOT RATED		Maintain the number of hours of reablement delivered to 5,750 per month	5,750 hours per month	5,155	Reporting was suspended in March. After 11 months of the year reablement levels are 10% below contract levels. In February itself the level fell to 16% below target. The average amount of care provided per person is higher than we expected when the contract was specified, meaning fewer people are supported which is having an adverse effect on delayed transfers of care
	Number of people with control over their care	GREEN	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
				% of people with safeguarding concerns who define the outcomes they want	> 90%	94%	94.8% for the month of March- 94.3% for year to date
				% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	36%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	NOT RATED		Reduce the number of people delayed in hospital awaiting social care	6	8	Latest nationally published figures for February (8) are higher than the target (6 or fewer). Across the year 8 people per day have been delayed waiting for social care. National reporting on Delayed Transfer of Care (DTC) will be suspended between 1 April and 30 June 2020, so a final year figure will not be available. Local figures show an average of 5 social care delays for March
				Reduce the number of people delayed in hospital awaiting both health and social care	26	48	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest nationally figure for February were 48. Across the year 52 people per day have been delayed. Local figures for March show 28 people were delayed on average. An action plan is in place with the provider of reablement to deliver further improvements. This is overseen by both the council and the clinical commissioning group.
Proportion of older people supported in the community	AMBER	↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.4%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above	
Homes and places support independent living	GREEN	↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	932	A market position statement on Extra Care Housing was published in September 2019. Our target was changed to reflect the statement.	
			Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	>76%	90%	-	

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.



WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Strong investment and infrastructure are secured	Level of investment attracted	GREEN ↔	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a "good" condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. A 5 year programme at an increased budget level of this order was agreed as part of the 2020/21 Service and resource planning.	
			We participate in 20 innovation funding bids to support the Smart Oxford programme	20	16	We have submitted 16 bids to date. So far this year we have had announcements of success in five bids: two in Electric Vehicle charging innovation, one related to Air Quality and dynamic road management, one on predictive analytics to reduce road congestion and one on the potential for quantum computing to enable real-time assessment of highway condition	
			Businesses given support by Trading Standards interventions/fire risk inspections	3,409	4,697	We achieved our year-end target in Q3. The Trading Standards team worked with Cherwell District Council and produced a joint publication providing businesses with more comprehensive regulatory content. They've also maintained a strong performance in both the verifying of weighing equipment and in the number of visits to businesses (including illegal tobacco, knife test purchasing and food sampling visits).	
			% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the five-year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes.	
	Level of infrastructure investment required	NOT RATED	-	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We are working towards commissioning an update of the Oxfordshire Infrastructure Strategy. This will happen early in 2020, subject to agreement with Oxfordshire Growth Board partners. This will enable us to set new outcomes and proposals for updated Infrastructure priorities (to 2050) by Autumn 2020, and to define the appropriate method of assessing and reporting on performance in this area.
	Number of new homes	AMBER ↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	The reported figure is from January: we are expecting the latest figure from District Councils. This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire.	
			We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The reported figure is from January: we are expecting the latest figure from District Councils. The forecast is below target, as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can deliver as part of their existing projects. Work is ongoing to understand how this can be improved in coming months.	
	Levels of disruption to journeys	AMBER ↑		Failed utility inspections no higher than 15%	<15%	3.93%	From 508 sample A/B/C inspections conducted in March (including all follow up inspections) 20 failed. This equates to 3.93% failure rate. The rate has decreased since previous month (21%). The Network Coordination Team have been working hard with Works Promoters to improve the condition of reinstatements and this is beginning to bear fruit. Amber status remains appropriate for this indicator until we see a sustained improvement over Q1 (Apr-Jun 2020).

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

	Level of access to online and digital services	GREEN	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	78,240	With these targets now achieved we are setting stretch targets to include a full-fibre target
				The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	97.5%	97.5%	
				The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> <li>At least Basic Broadband (at least 2Mb/s)</li> <li>OFCOM 'acceptable' broadband (10Mb/s)</li> </ul>	<0.3% <1.2%	0.3% 0.9%	
Local businesses grow and provide employment	Employment rates	NOT RATED	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	Reporting only	See right	Jan19 to Dec19: 83.4% Oxfordshire residents aged 16-64 in employment; GB rate = 75.8%
	Business numbers		-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)			See right
	Numbers of apprenticeships		-	Number of apprenticeships employed by the County Council and maintained schools	Reporting only	53	From 1/04/2019 to 31/03/20 we have enrolled 108 new apprentices. As at 31/03/20 the total number of apprentices was 178.
	Levels of workforce		-	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	Reporting only	See right	End of March 2020: 4123.42 FTE. This is slightly higher than in December 2019 (4086.97 FTE)
		Total spend on agency staff	See right	End of quarter 4 (Jan-March 2020): £4,166,075, a slight decrease on Q3 £4,224,695.			

## ANNEX B – RISK

This annex shows the main risks facing the Council and gives a snapshot of how we are managing them. Risks are rated according to our assessment of their likelihood and the impact on our services or resources if they were to happen. This enables us to focus on the highest-priority risks and to take actions which would help to make them either less likely, or less problematic in terms of their potential impacts. This Leadership Risk Register provides detail on each risk, including how effectively the risk is currently being managed and any further actions we plan to take to reduce the risk's likelihood or impact. Text in **bold** shows updates since the previous month's report.

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent risk level (no controls)		Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)		Mitigating actions Further actions required	Action Completion date	Comments	Last Updated		
						Impact	Probability		Impact	Probability						
LR1	<b>Demand management:</b> managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19 , leading to more requests for children's services, adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm 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	Jane Portman & Stephen Chandler		5	4	20	Demand management in children's services shows success in early help assessments ahead of target. Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely; continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals. All services are tasked with managing activities within allocated budgets Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. IMPOWER in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. Data-modelling of anticipated surge in demand as restrictions ease and year groups return to school. Internal service re-design to direct greater resource into the Front Door and child in need services. Re-design early help partnership work to develop swift access to help in communities for children and families coming out of lockdown and rationalise resources across schools/agencies/MASHVCS. Keep Transformation projects on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular. The planned Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	Ongoing	Existing controls and mitigating actions updated.	07/05/2020
LR2	<b>Safeguarding of vulnerable adults and children:</b> ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the partial closures of schools and reductions in home visits.	Potentially devastating impact to an adult, 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.	Jane Portman & Stephen Chandler		5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored monthly by CEF 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 priority children receive visits. Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries. Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards. 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 guidance for social workers implemented to ensure high risk children receive home visits.	5	3	15	Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework. Safety ratings for social care providers in Oxfordshire remains higher than elsewhere. Establishing our Community Resilience cell will help us understand local need and identify channels of support to meet that need. Implement provisions of the Coronavirus Act re care assessments, attending to priority cases. Weekly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools plan to welcome back larger numbers of pupils. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters.	Ongoing	Existing controls and mitigating actions updated.	07/05/2020
LR3	<b>Growth Deal:</b> ensuring there are effective governance and delivery arrangements in place for the deal.	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved. Government, local and partner necessarily prioritising attention on CV-19 response could make progress less certain. House builders slowing their construction rates by closing down sites will impact on GD targets.	Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Paul Feehally	Owen Jenkins	5	3	15	The overall Housing and Growth Deal programme is managed through the Growth Deal core team and governed through the HGD Programme Board. All programme management information provides a degree of risk control, including: Benefit map realisation Change management Programme framework Programme plans and reporting Live actions log We have allocated a Director 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 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.	5	3	15	The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020 Covid-19 has meant we have retained this risk at its Red status. Despite the positive actions being undertaken in relation to improving capital programme governance and the introduction of robust programme management systems and processes, there remain a number of factors which can only be satisfactorily brought under control when the new infrastructure delivery team is at or close to its full complement and the new Programme Management discipline becomes more widely embedded in working practices. Covid-19 and the lockdown has slowed, but not halted, these system and governance improvements and key posts are now being filled and staff being inducted, with more staff to join over the next 3 months. Mitigations are being identified to address evidence that some infrastructure projects are slipping which will impact significantly on housing numbers identified to be accelerated by Growth Deal. With the advent of COVID19 these mitigations include discussions between Growth Deal partners and government to ascertain whether enable the Growth Deal programme can be extended for up to a year. We await the outcome and it is not yet certain how positive Government is likely to be to the approach so, in the meantime, the probability of non-delivery within original GD timescales remains high. Nevertheless we continue with our efforts to improve governance and PM discipline. Housing Trajectory is likely to be outside Growth Deal period or even an extension period so agreement is also needed (and being sought) that housing numbers can follow on after delivery of infrastructure.	Ongoing	Mitigating actions updated.	07/05/2020
LR4	<b>Local and community resilience</b> ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Pandemic lockdown, relaxation and reinstatement of lockdown could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be: change in government guidance; local decisions making regarding pandemic response; reduction in lockdown discipline due to 'lockdown fatigue' or reversal of relaxation.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Simon Furlong	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed. LRF and Oxfordshire Command and Control structures in place and COVID Emergency Legislation. Operation Shield in place to support vulnerable.	4	2	8	Emergency Planning network to support communities to develop plans to manager recovery and potential reintroduction of lockdown measures.	Ongoing	Discussed with the Risk manager and amended to reflect the community resilience aspect of Covid19. Risk cause, risk effect, existing controls and mitigating actions updated.	11/05/2020




REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	Action Completion date	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR5	<b>Management of partnerships (non-commercial)</b> maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: • 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 support and utilise the capacity and capability of the sector to help generate community resilience and community willingness to address local needs and reduce demand for services (e.g. prevention)	Claire Taylor	Robin Rogers	4	2	8	<ul style="list-style-type: none"> <li>Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges</li> <li>Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts</li> <li>Formal/informal meetings with main bodies and sector representatives</li> <li>Participation and engagement in local partnerships, forums and project / policy development work</li> <li>The Civilian / Military Partnership is implementing changes to how it operates, and investing in supporting the Council to achieve Gold status under the Armed Forces Community Covenant</li> <li>Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements</li> <li>Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes.</li> <li>City and district councils and NHS operate together at Gold, Silver and Bronze command levels through the CV-19 response structures</li> <li>New liaison arrangements in-place with VCS for Covid-19 response to cover community response, VCS resilience and recovery planning</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working</li> <li>New working relationships with VCS and infrastructure support contract are being developed, with contract to be in place by April 2021 - procurement to start in summer 2020</li> <li>Community development strategy and approach to be produced and implemented jointly with VCS and partners</li> <li>Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk</li> </ul>	Various	Updated to reflect Covid-19 arrangements Existing controls and mitigating actions updated.	11/05/2020
LR6	<b>Supply chain management</b> ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Loma Baxter	Wayne Welsby	4	3	12	The Procurement team has awarded a contract 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. A Contractor/Provider Cell has been established to ensure oversight of supplier chain risks as a result of Covid-19. Central govt are providing direct support for PPE and Mortuary provision.	4	2	8	The Provision Cycle transformation programme will, in part, seek to improve the commercial capacity and capability of the Council through applying a Category Management approach. This approach to embed increased capability to better monitor and manage this risk, resulting in category strategies that reduce the impact of failure through establishing supply chain contingency plans and improved monitoring tools to reduce the likelihood. As a result of Covid-19 the likelihood of this risk has increased, however, the Provider Cell is taking a category approach to supplier risk and putting in a number of funding solutions in place to support At Risk Suppliers in accordance with the national guidance note PPN02/20.	Ongoing	Likelihood score (residual) has been increased due to Covid-19 but risk is being managed through the Provider Cell and at present we are not seeing any increase in supply chain failure as a result of the pandemic.	07/05/2020
LR7	<b>Delivery of statutory duties</b> delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	-Litigation/Judicial review -Financial penalties - Local Government Ombudsman/Regulators/Central Government -Damages liability to residents and commercial counterparties -Central Government intervention	Nick Graham	Glenn Watson	4	3	12	Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) Support role of Finance, Legal and Procurement Audit function Legal Compliance and Service Plan Service Level Agreements between directorates and Legal	4	1	4	Ensure support functions are fully resourced Action plan is in place to ensure we address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children.	Ongoing	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mitigating actions updated.	11/05/2020
LR8	<b>Corporate governance creating</b> and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Nick Graham	Glenn Watson	2	2	4	<ul style="list-style-type: none"> <li>Council governance framework is regularly reviewed and updated by senior managers and members.</li> <li>Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings.</li> <li>System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit &amp; Governance Committee, which reviews the Annual Governance Statement.</li> <li>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 &amp; Governance Committee.</li> <li>Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response.</li> <li>Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit &amp; Governance Committee.</li> </ul>	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.  Annual Governance Statement process under review (reviewing previous actions and identifying new actions) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group - on schedule.	Ongoing	Risk effect, Existing controls and mitigating actions updated.	11/05/2020
LR9	<b>Workforce management</b> long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	Claire Taylor	Karen Edwards	3	4	12	<ul style="list-style-type: none"> <li>On-going monitoring of issues and HR data</li> <li>Key staff in post to address risks (e.g. strategic HR business partners, reward manager)</li> <li>Ongoing service redesign will set out long term service requirements .</li> <li>Temporary dedicated resourcing support.</li> </ul>	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.	Apr-21	Existing controls and mitigating actions updated.	11/05/2020
LR10	<b>Organisational Change and Service Design</b> ensuring there are effective plans and governance in place to deliver required organisational change.	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.  The impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands.  It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.  Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings.  The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	Tim Spiers	4	4	16	<ul style="list-style-type: none"> <li>All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans</li> <li>Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process</li> <li>Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services</li> <li>All project resourcing considered monthly, roles allocated &amp; additional 3rd party support commissioned where there is a lack of internal capacity</li> <li>Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit &amp; Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan.</li> <li>Where joint activity is planned the Partnership Working Group review progress and delivery.</li> <li>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.</li> <li>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.</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>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</li> <li>Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects</li> <li>Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process</li> <li>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.</li> </ul>	Various	There will be delays to planned work. However the full impact of Covid-19 on the organisational change and service redesign programmes and projects is still being assessed.	07/05/2020




REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	Action Completion date	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR11	<b>Financial resilience:</b> ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	The Medium Term Financial Plan (MTFP) and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the MTFP  Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Loma Baxter	Ian Dyson	5	3	15	<ul style="list-style-type: none"> <li>Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</li> <li>Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service &amp; Resource Planning process</li> <li>Additional costs, loss of income and non achievement of savings are being tracked and inform data returns to MHCLG</li> <li>Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones &amp; reporting</li> <li>Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks</li> <li>Service &amp; Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020</li> <li>s25 report of Chief Finance Officer</li> </ul>	5	3	15	<p>Modelling work with Pixel and CCN to understand the impact of reduced council tax and business rates for 2021/22.</p> <p>Taking part as LGA case study to help with lobbying position for further funding. Further refining of financial impact once recovery position becomes clearer.</p> <p>The financial impact of COVID-19 is being tracked and is being reported to CEDR. The longer term financial impacts will be clearer during the recovery phase both locally and nationally, but currently remains uncertain. The service and resource planning will be require detailed scenario planning linked to Recovery to maintain financial resilience.</p>	Dec-20	The impact of Covid 19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long term impacts	07/05/2020
LR12	<b>Property and assets (maintenance cost)</b>	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jordan	George Eletheriou	4	4	16	<p>Property, Investment and Facilities Management (PIFM) function redesign to get the right professionals running the service</p> <p>Develop Property Strategy which would determine where to prioritise efforts/spend on assets</p> <p>Install right systems to enable us to keep on top of managing information about our assets</p>	3	2	6	<p>Control activities are prioritising compliance (i.e. 'nice to haves' can wait)</p> <p>Taking more long term views on use/potential use of certain assets.</p> <p>New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.</p> <p>Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity.</p> <p>The FM team redesign is well underway - need to complete this.</p>	Ongoing	All mitigation actions referred to are now in place; activities ongoing The right expertise now in-house dealing with this, with a plan in place to achieve compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance Additional budget allocated to the team to carry out further works	07/05/2020
LR13	<b>Health and safety: ensuring effective arrangements are in place to meet our duties</b>	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and well being risk.	<ul style="list-style-type: none"> <li>Unsafe services leading to injury or loss</li> <li>Breach of legislation and potential for enforcement action.</li> <li>Financial impact (compensation or improvement actions)</li> </ul>	Steve Jordan	Paul Lundy	4	3	12	<ul style="list-style-type: none"> <li>H&amp;S policies and procedures have been reviewed and adopted. Risk Assessments completed including COVID-19.</li> <li>Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.</li> <li>Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&amp;S information.</li> <li>H&amp;S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.</li> <li>Additional budget has been allocated for rectifying all H&amp;S and compliance items across our buildings and to bring full statutory compliance</li> <li>We have established a H&amp;S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance</li> <li>H&amp;S monitoring will be carried out in selected services to assess compliance subject to restrictions due to CV-19;</li> <li>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.</li> <li>Home-working arrangements supported by advice, equipment etc., frequent messages from CEO and Internal Comms.</li> </ul> <p>Specific arrangements in place to provide equipment for those with specialist requirements or needs.</p>	4	2	8	<ul style="list-style-type: none"> <li>Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible.</li> <li>Implement the actions of the recent H&amp;S Audit (April 2020) to further improve systems and controls.</li> <li>PIFM need additional funding to rectify building non-compliance and development of asset management systems.</li> <li>Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure.</li> <li>A dedicated task group established to monitor the supply and demand of PPE and ensure sufficient quantities are sourced and distributed. This will include escalating pressures as they arise for further action - Links to LR19.</li> </ul>	Ongoing  During 20/21  Ongoing - As per changes to government PH Guidance Ongoing	Existing controls, mitigating actions and action completed dated updated.	11/05/2020
LR14	<b>Business continuity and recovery plans</b> Resilience to a further disruption occurs that puts additional pressure on business continuity arrangements.	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Simon Furlong	Rob MacDougall	4	4	16	<p>A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.</p> <p>Covid-19 Command Structure and support cells in place and operating effectively.</p> <p>Review of London Bridge undertaken by corporate leads</p> <p>Weekly Business Continuity reporting across both Councils to identify service areas under pressure.</p>	4	2	8	<p>Continue to review business continuity arrangements that are in place and provide cross organisational support to areas under pressure.</p> <p>Complete work against the business continuity action plan following the Feb 2020 audit.</p>	Ongoing	Focused review to ensure that services can be resilient during the current phases of Covid-19 response. Risk title, risk effect, existing controls, mitigating actions and action completed updated.	11/05/2020
LR15	<b>Cyber security</b> assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	<p>A robust plan is in place and under continuous improvement.</p> <p>OCC is Public Services Network and 'Cyber Security Essentials Plus' (Jan 2020) accredited.</p> <p>OCC is 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>	4	3	12	<p>The IT Service continues 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 post will be created and recruited to, to undertake:</p> <ul style="list-style-type: none"> <li>Sole responsibility for managing security threats and prevention methods</li> <li>Working with Information Management to ensure implications of GDPR on data security are understood and built in</li> <li>Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats</li> <li>Documenting processes and policy to define roles, responsibilities and procedures</li> <li>Maximising tech to reduce cyber risks</li> <li>Ensuring all new and existing suppliers meet cyber security requirements</li> </ul>	Jul-20	There has been some delay to appointment of the Cyber Security Officer.  The IT Service continues to work with colleagues and partners to manage the cyber security threat.	07/05/2020
LR16	<b>ICT Infrastructure:</b> assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive 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	Claire Taylor	Will Harper	4	3	12	<p>All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational.</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>	4	2	8	<p>Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19</p> <p>Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness</p>	Apr-20	The replacement datacentre, DR and backup solutions are in place and fully operational. The risk of legacy datacentre centre equipment has been removed.  Measures are in place and tested for staff resilience to be able to maintain core IT services. Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.	11/05/2020

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	Action Completion date	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR17	<b>Covid-19. Community and Customers</b> providing service and support to those impacted by the coronavirus pandemic	Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	<ul style="list-style-type: none"> <li>Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>Economic hardship impacting local business and potentially the local workforce.</li> <li>Impact on vulnerable residents who may find it harder to access services.</li> <li>Increased demand on both frontline and enabling services.</li> <li>Prolonged risk of social isolation and the mental and physical consequence thereof.</li> </ul>	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> <li>Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services</li> <li>Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery.</li> <li>Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</li> <li>Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regularly conversations convened.</li> <li>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols).</li> <li>Mutual aid with regional Thames Valley partners enable a tactical response to community resilience.</li> <li>Engagement with suppliers to manage impacts across the supply chain</li> <li>Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day</li> <li>Provision of additional body storage as temporary place of rest to support the current mortuary provision.</li> <li>Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance</li> </ul>	4	4	16	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions Customer contact demand will continue to be monitored and resource allocated to key priorities	May-20	Current position reflected. Existing controls and mitigating actions updated.	07/05/2020
LR18	<b>Covid-19. Business Continuity:</b> managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<ul style="list-style-type: none"> <li>Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.</li> <li>Requirement to reprioritise service delivery</li> <li>Assess critical services and consider alternative methods of delivery</li> <li>Requirement to offer mutual aid to partner organisations.</li> <li>Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.</li> </ul>	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> <li>Business Continuity Plans have been reviewed, tested and are maintained and updated</li> <li>Remote working in place</li> <li>Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</li> <li>Regular updates from Director of Public Health, shared internally and externally.</li> <li>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).</li> <li>Regular communication messages following Public Health advice</li> <li>Sanitisers in washrooms/corporate buildings</li> <li>Weekly sickness monitoring implemented</li> <li>Agile working being tested further across services, ensuring equipment and access is in place.</li> <li>Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.</li> <li>Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary</li> <li>Improved understanding of the risk factors across the workforce identified through COVID-19 data.</li> </ul>	5	4	20	The nature of the risk is such that national public health guidelines will determine the councils' response.	On-going	Risk effect, existing controls and action completion.	11/05/2020
LR19	<b>Covid-19 – Additional Duties</b> added to Local Authorities regarding PPE provision	The current COVID pandemic has placed an unprecedented demand on PPE both nationally and internationally. This is translated into a local risk within Oxfordshire. The current demand placed, based on government guidance for PPE use, far exceeds the current level of supply. The national supply chain has not been able to meet the demand and have been unpredictable. Furthermore, new demand will be placed on the system for PPE as we ease from lockdown and the public use PPE to protect themselves. Increasing demand and insufficient supply would result in failure of critical services due to lack of PPE or known virus exposure to front line staff due to lack of PPE. (Central Government have placed responsibility for PPE supply coordination on Local Authorities from the LRF and Central Government and we are aware that are significant ongoing issues with the supply of	As a result of changes to approach for PPE distribution by central government, the LRF will be more prominent in PPE distribution. The LRF in turn have put the onus on the LA to manage and coordinate requests for PPE from districts, city, care providers etc. This has resulted in the risk profile being changed onto the LA, and should there be a failure in the system, or future litigation resulting from this, then the risk in reputation and cost will fall onto the LA. • The lack of PPE supply can lead to staff not being able to perform critical functions safely. • There is a risk that staff may contract COVID which may lead to transmission of the infection to others. • Staff may choose to not attend work due to perceived risk of transmission due to lack of PPE. • May cause additional financial pressure if PPE were to be source locally.	Ansaf Azhar	Ansaf Azhar	4	3	12	Setting up Single Point of Contact (SPOC) and resources to manage demand as well as distribution network.	4	3	12	PPE distribution via the Thames Valley Local Resilience Forum has been in place for several weeks. A local distribution hub has been established and is facilitating the distributing of PPE received from the national supply chain in accordance with the outcomes of a data collection process collating the requirements for PPE across partners. The council has introduced systems for collection of allocated PPE from the local hub for onward distribution which have proved effective. In addition to this a local PPE prioritisation framework have been developed to ensure those who most need PPE will receive it if/when we have limited stock.	Ongoing	Mitigating actions updated.	11/05/2020

## Provisional Revenue Outturn 2019/20

Key:

RAG status
 Red
 Amber
 Green

Direction of travel (change since last month)
 Improving
 Stable
 Worsening

### Children's Services

£4.8m (4.1%) overspend against a budget of £118.1m.

#### Education & Learning

#### RAG rating



#### Direction of travel



#### Variation

£1.2m (-4.4%)  
underspend

#### Action Plan

Not required

**£0.3m overspend** in relation to the SEND service. This relates to additional staff within the SEND Casework Team to meet demand during the year. The ongoing impact has been addressed as part of the budget agreed by Council on 11<sup>th</sup> February 2020. In addition, there was a reduction in income within the Educational Psychologist budget, due to the need to prioritise the statutory work.

**£1.0m underspend** in relation to Home to School Transport. This is made up of an underspend of £0.2m on SEN Home to School Transport and an underspend of £0.8m on Mainstream Home to School Transport.

To ensure the budget reflects a reasonable baseline, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 was approved in June 2019. The improvement in the forecast during the year reflects the effect of route efficiency in transporting students to and within Oxford City being realised, and more students travelling independently.

The underspend on Mainstream Home to School Transport represents a reduction particularly for primary school transport in the new academic year due to more efficient routing, including a reduction of lone transport, and an increase in income from the spare seat scheme for Secondary transport.

**£0.3m underspend** in relation to Learning and School Improvement relates to an underspend on the Virtual School due to a vacancies across the year and school improvement costs at Northfield school being lower than initially anticipated.

**£0.2m underspend** relates to underspends within Management and Central Costs and Vulnerable Learners.

There is a pressure due to deficit balances in schools which have or are due to convert to academy status. The value is **£0.1m** and will be met from General Balances.

**Children's Social Care**

**RAG rating**



**Direction of travel**



**Variation**

£1.2m (3.6%)  
overspend

**Action Plan**

Not required

An overspend of **£0.6m** is reported within the Children's Social Care teams. £0.2m of this relates to spend on young people and £0.4m in relation to staffing pressures across Children's Social Care due to increased demand. The number of Child in Need and LAC cases have increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining high. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing agency spend over the longer term. These teams will be part of the Family Safeguarding Model from September 2020.

An overspend of **£0.4m** is reported in legal costs, a result of an increase of activity across the service This is made up of a £0.2m pressure from services provided by the internal legal services and a £0.2m pressure on external specialist advice.

An overspend of **£0.2m** is reported within Management and Administration. Within management this relates to the use of agency staff, inspection support, the children's advocacy contract and project management costs. For administration it relates the cost of agency staff, and additional hours to meet key statutory deadlines and support embedding of a new system within the service.

The implementation of the family safeguarding plus model to deliver Children's Social Care was approved by Cabinet in July 2019. Cabinet also agreed that the savings in the MTFP associated with this service would no longer be delivered in the same time frame and that the **£0.8m** planned for 2019/20 would be funded from Corporate Contingency.

**Children's Social Care Countywide Services**

**£0.1m overspend** on Safeguarding as a result of the use of agency staff within the team to cover staff absence.

**£1.7m overspend** due to savings which could not be achieved in year relating to third party spend. This has



**RAG rating**



**Direction of travel**



**Variation**

£4.6m (8.5%)  
overspend

**Action Plan**

Plan agreed and  
being monitored

previously been reported and CEDR recommended an independent review of the deliverability of the savings. This has been completed and the findings are reflected in the agreed 2020/21 budget.

**£2.8m overspend** due to an increase in demand for higher cost placements impacting the Corporate Parenting budget this year, offset by the Children's Disabilities placement budget underspend. These budgets are highly volatile and spend can change quickly as numbers of Looked After Children change. With the average costs being high a small change in numbers of young people can create a significant change in overall spend. Variations can also be driven by a change in placement type.

There is a gap in provision for children whose needs and risk presentations require small group living, such as 1 to 2 bedded residential placements. These children have very complex needs e.g. emergent mental health need, exiting acute health settings, knife crime, high levels of violence, fire setting and child exploitation risks. A management action plan has been reported to and agreed by CEDR. This includes a plan to control costs, with a focus on commissioning, brokerage, management information and reporting.

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**Children's Services  
Central Costs**

**RAG rating**



**Direction of travel**







**Variation**

£0.3m (6.0%)  
overspend

**Action Plan**

Not required

**£0.3m overspend** is reported in this service. £0.2m of this relates to travel and vacancy savings allocated in year which have been held centrally. These will be allocated to services in 2020/21. As described previously CEDR agreed an analysis of third party spend with the aim of identifying potential savings, the balance of £0.1m relates to consultancy costs incurred as part of this review.

<p><b>High Needs DSG Block</b></p> <p><b>RAG rating</b>  </p> <p><b>Direction of travel</b>  </p> <p><b>Variation</b>        £11.2m (21.7%)        overspend</p> <p><b>Action Plan</b>        SEND Sufficiency of Places Strategy approved by Cabinet in December 2018</p>	<p><b>£11.2m <u>overspend</u></b> against the in-year High Needs Dedicated Schools Grant block. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.</p> <p>The reduction from the forecast is the result of a number of school placements ending prior to the end of the year and growth between December and March being lower than anticipated. In addition, contributions from reserves have been made which reduced the overspend.</p> <p>The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Since April 2019 the number of EHCPs maintained by the local authority has increased by 541, from 3600 to 4141 at the end of March 2020. In the same period the local authority has received 1068 requests for an EHCP. Throughout the financial year, the Council has issued an average of 59 additional plans per month and this has had a significant impact on team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £55,000 per place per year plus transport costs.</p>
<p><b>Early Years DSG Block</b></p> <p><b>RAG rating</b>  </p> <p><b>Direction of travel</b>  </p> <p><b>Variation</b>        £0.9m (-2.3%)        underspend</p> <p><b>Action Plan</b>        Not required</p>	<p><b>£0.9m <u>underspend</u></b> on the Early Years DSG block. £0.4 m is an underspend on the Contingency budget. A net underspend of £0.1m relates to ringfenced DSG and will be carried forward for use in 2020-21. The funding received for 2-year-olds was insufficient to cover the payments made due to a fall in the number of two year olds which is projected to reduce the final level of grant income. The January 2020 census data indicates more projected income than the payments that were required for actual participation for 3 and 4 year olds, resulting in the net remaining projected underspend.</p>
<p><b>Schools DSG Block</b></p>	<p>The <b>£0.2m <u>overspend</u></b> on the in year Schools DSG Block was a result of the DfE requiring a change to the School</p>

**RAG rating**



Formula in relation to the block transfer to High Needs DSG in 2019/20. The result of this was that an additional £0.2m was required to fund the schools funding formula, which has been met from prior year balances.

**Direction of travel**



**Variation**

£0.2m (0.2%)  
overspend

**Action Plan**

Not required

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**School Balances**

Schools' balances were **£17.3m** at 1 April 2019 and reduced to **£14.6m** at 31 March 2020. As set out in Annex C-3b, 127 schools had surplus balances at 31 March 2020, while 17 had deficits.

**RAG rating**



**Direction of travel**



The increase in the number and value of deficits is due to 10 schools moving to a deficit position and 3 moving to a surplus position, giving an overall increase in deficit balances of **£0.2m**.

**Variation**

£2.7m decrease in  
balances

The decrease in the number of schools with surplus balances during 2019/20 is mainly reflected by 10 schools converting to academies with a surplus balance and the net of 3 moving from deficits to surpluses and 10 moving to deficits. Surplus balances decreased by **£2.5m**, due to academy conversions and use of balances in year.

**Action Plan**

N/A

146 schools had converted to academy status up to 31 March 2020. Under the transfer of Balances Regulations, the local authority has, once the closed school accounts have been finalised and agreed, transferred school balances to the successor academy. A total of **£0.3m** remains to be agreed and passed to academies.

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**Adult Services**

Adult Services overspent by **£0.6m (0.3%)** against a net budget of £184m.

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**Better Care Fund Pool**

**RAG rating**



**Direction of travel**



**Variation** -£0.4m  
(-0.4%) underspend

**Action Plan**  
Not required

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.

After using the £8.1m available through the improved Better Care Fund and £2.3m Winter Pressures grant funding, the council elements of the pool have underspent by **£0.4m**.

The number of completed reablement packages provided through the contract with Oxford University Hospitals NHS Foundation Trust was lower than budgeted. The council's share of the underspend was **£0.9m**.

Home support underspent by **£0.5m** (1.4%); capacity has broadly been maintained during the year, but the local market continued to be impacted by workforce availability.

Since the beginning of the year equipment to enable service users to live independently at home has been delivered by a new service provider. As reported throughout the year the service has overspent by **£0.3m**. This was made up of an additional £0.1m paid to the previous provider at the end of the original contract and £0.2m relating to actual activity in 2019/20.

A **£0.1m** underspend has occurred following the introduction of a new short stay hub bed contract mid-way through the year.

A **£2.6m** (5.8%) overspend on care home placements reflecting an increase in placement costs and additional activity, this is largely offset by an underspend of **£0.6m** in relation to winter funding and **£1.7m** underspend within the improved Better Care Fund (iBCF).

The council is required to make provision in the accounts for the risk associated with the collection of adult social care service user income that is still due to be paid after six months. An increase in the volume and value of charges for care in 2019/20 along with increased delays in Court of Protection decisions mean that a £0.4m one – off budgeted reduction in this provision has not been achieved. In addition, a further increase of £0.2m has been added to the provision.

There was **£0.1m underspend** within Extra Care Housing linked to a reduction in financing costs and historic commitments.

Reflecting the positive outcomes achieved through on-going joint working across health and social care, Oxfordshire Clinical Commissioning Group have increased their Better Care Fund contribution to support adult social care expenditure by £0.5m in 2019/20. The council budget released has been transferred to reserves and will be used to support additional mental health services within the pooled budgets in 2020/21.

£0.5m one – off funding held in reserves since the end of 2017/18 previously assumed to be used to support pressures in the pool in 2019/20 has been used to support the wider adult social care outturn position.

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**Adults with Care and Support Needs Pool**

**RAG rating**



**Direction of travel**



**Variation** £4.2m  
(4.9%) overspend

**Action Plan**

Pressure is mitigated by underspends in non – pool budgets.

Supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. The risk share arrangements for 2019/20 as agreed by the Joint Management Group set out that the council would manage the variation on this pool in 2019/20 subject to Oxfordshire Clinical Commissioning Group increasing their contribution and taking action to manage any pressure relating to service users with health needs as a result of an acquired brain injury. Any variation associated with service users falling outside of the Outcome Based Contract for Mental Health would be divided equally between the partners based on original budget contribution before any saving.

There is a **£0.9m overspend** relating to an increase in the cost of care packages, an increase in activity in relation to external day services, plus a reduction in the number of surpluses and refunds received in respect of managed direct payments compared to the forecast position. During the year there has also been an increase in the unit cost of providing both supported living (4%) and home support for people with learning disabilities (30%). The actual number of service users receiving support has remained fairly stable throughout the year.

A **£0.2m overspend** within blocks and contracts reflects the cost of prior year voids.

**£0.9m overspend** relates to the social care element of 57 placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). This covers all placements throughout the financial year. At the end of the financial year there were 45 active placements.

As reported throughout the year **£0.5m overspend** relates to one – off sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.

A **£0.2m overspend** in Mental Health has occurred in relation to the increased number of service users with mental health issues who do not fall into the scope of the Outcome Based Contract.

The cost of care for all service users with autism is overspent by **£0.2m** arising as a result of unexpected growth in this area.

Savings totalling £2.4m were built into the council's contribution to the pool in 2019/20. As reflected in the Medium-Term Financial Plan for 2020/21 agreed by council in February 2020, **£0.5m** has slipped to 2020/21 and **£0.8m** is not achievable.

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## Non-Pool Services

### RAG rating



### Direction of travel



**Variation -£3.5m**  
(-27.7%) underspend

### Action Plan

Not required

Base budget funding of **£1.7m** was available to fund the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs have again been met from the iBCF grant, releasing the equivalent base budget to support demand led pressures.

A budget of **£0.7m** originally related to Care Act implementation and the withdrawal of the Independent Living Fund is also available to support other pressures alongside **£0.1m** of uncommitted budget.

As noted above, **£0.5m** one – off funding held in reserves since the end of 2017/18 has been used to support pressures with Adult Social Care in 2019/20.

There is a **£0.5m underspend** within the Provider & Support Services, £0.3m is linked to staff vacancies within the Financial Assessment, Income and Money Management teams. The rest is an underspend on budgets for daytime support services.

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The combined underspend of **£3.5m** on non – pool budgets has been used to mitigate the pressure on the Adults with Care & Support Needs Pooled Budget.

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**Commissioning**

An overspend of **£0.3m** reflects one – off costs and vacancy targets built into budgets within this service area not being achieved.

**RAG rating**



**Direction of travel**



**Variation** £0.3m  
(4.7%) overspend

**Action Plan**

Not required

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**Public Health**

**£0m** (0%) breakeven position after a transfer of £1.0m to the Public Health reserve.

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**RAG rating**



**Direction of travel**



**Variation** £0.0m (0%)  
Breakeven against  
£29.9m ringfenced  
grant

The outturn position includes a **£0.2m underspend** arising as a result of staff vacancies within the service, **£0.1m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems. Plus, a further **£1.0m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend as other authorities move to the same refined costing tool. There are small overspends totalling **£0.1m** elsewhere in the service.

**Action Plan**

Not required





The net underspend of £1.0m will be in reserves and used to meet eligible Public Health expenditure in future years and increases the total funding in the reserve from £1.0m at the start of the year to £2.0m.

Joint Use Sports facilities and Road Safety have a significant effect on the exercise of Public Health functions and a £0.25m contribution from the Public Health reserve was made towards the cost of these activities in 2019/20.

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**Communities**

Communities underspent by **£0.7m** (0.6%) against a net budget of £112.9m.

<p><b><u>Planning &amp; Place</u></b></p> <p><b>RAG rating</b>  </p> <p><b>Direction of travel</b>  </p> <p><b>Variation</b>                  £0.2m                  overspend                  (1.9%)</p>	<p>Planning &amp; Place is reporting a net <u>overspend</u> of <b>£0.2m</b>.</p> <p>This is due to a combination of teams under and over-recovery of income compared to capitalisation recharge targets within Planning &amp; Place Management, Growth &amp; Place and Major Infrastructure Construction budgets.</p>
<p><b><u>Community Operations</u></b></p> <p><b>RAG rating</b>  </p> <p><b>Direction of travel</b>  </p> <p><b>Variation</b>                  £0.6m                  (1.0%)                  overspend</p>	<p>Community Operations is reporting an <u>overspend</u> of <b>£0.6m</b></p> <p>There has been a total <u>overspend</u> on Parking Management of <b>£2.3m</b>. Due to reduced income from parking and an increase in the operational running costs, <b>£0.9m</b> of planned contributions from the parking account to support transport and highways related expenditure has not taken place. In addition, there were additional costs of <b>£1.4m</b> from the recent parking enforcement procurement due to an external challenge, including estimated legal costs for both parties which have not yet been settled.</p> <p>Expenditure and income relating to parking is required to be transacted through the parking account. As set out in Annex C-4, taking into account the reduced contribution to revenue referred to in the paragraph above, the parking account balance has increased from £1.997m at 1 April 2019 to £2.010m at 31 March 2020. In accordance with Section 55(4) of the Road Traffic Regulation Act 1984, Cabinet is required to approve the surplus can be carried forward to the 2020/21 financial year</p> <p><b>£1.1m</b> net <u>overspend</u> on the Infrastructure Operations budget. The service has delivered the necessary cyclical and reactive highway maintenance however the continued increase in safety defects, windy weather and number of cold periods has resulted in activity that was greater than budgeted.</p> <p><b>£0.2m</b> net <u>overspend</u> in Cultural Services. Reduced income in Libraries (£0.1m) and the increased cost of mortuary provision in the Coroners service (£0.1m) have been partially mitigated this year through efficiencies across the wider service. The Music Service reported an in-year trading deficit of £0.1m which reflected the loss of income in March as a direct effect of COVID-19.</p>




**£2.8m underspend** is reported in Waste management reflecting savings in contract management costs and extending vacancies into the new year etc. (-£1.2m). The tonnages in all waste streams, as predicted throughout the year, was lower than budgeted (-£1.6m). The following table outlines this tonnage reductions.


Waste Management Outturn Variance		
Spend Type	Variance	Note
	£'000	
Tonnage	- 1,600	6.5% reduction in tonnage disposed, now forecast at 262kt (-£1,200k) and some price reductions (-£400k, mainly in the Energy Recovery Facility.
<b>TOTAL</b>	<b>- 1,600</b>	
<b>Budgeted Tonnage</b>	<b>280 kt</b>	
Budgeted Tonnage Proportion Targets		Notes
Recycling/Composting etc.	58%	On target
Energy Recovery	38%	Forecast 39%
Landfill	4%	Forecast 3%
	100%	

**£0.3m net underspend** on the Highways contract management fee reflects the proportionate costs of capital and revenue projects in 2019/20. The in-year saving to the revenue budget being the benefit of capitalising a greater proportion than planned as part of the budget setting process.

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**Property & Investment** Property, Investment and Facilities Management is reporting a net underspend of **£1.3m**.

**RAG rating**  **£0.7m overspend** reflects the ongoing costs for Health & Safety works to bring the property portfolio into a compliant level of operation.

**Direction of travel**  **£1.3m underspend** reflects the reshaping of the service and the recruitment to vacant posts to improve service delivery. Whilst further service redesign may result in some longer-term savings it is anticipated that the current level of underspend will not be recurrent next year.


**Variation**  
£1.3m  
(7.3%)  
underspend **£0.4m underspend** is the in-year benefit to the revenue budget from capitalising a greater proportion of staff time than planned in line with prioritising capital projects in the latter part of the year.


**£0.4m underspend** relates to third party contracts which are based on predicted market indicators with costs fluctuating in line with the global economy. The benefit in 2019/20 also includes the successful renegotiation on some contract terms.

The Catering Service reported an in-year trading deficit of **£0.1m** which reflected the loss of income in March as a direct effect of COVID-19.

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**Community Safety** Community Services is reporting a net underspend of **£0.2m**.

**RAG rating**  **£0.1m overspend** in Emergency Planning reflects additional burdens to meet planning for national operations and a required increase in personnel. The ongoing effect of this will be addressed through reprofiling within the Community Safety budget.

**Direction of travel**  **£0.3m underspend** in Fire & Rescue service. Demand for services decreased in quarter 4 resulting in savings on the On-Call Firefighter budget. The impact of COVID19 has reduced costs in March in terms of overtime (operational availability increased) and suspended vehicle purchases (due to lock down measurers across Europe).

**Variation**  
£0.2m  
(0.7%)  
underspend It is noted that the Gypsy & Traveller service reported a small in-year overspend of £0.05m which reflects the reduction in rent collections. This issue is being monitored.

## **Resources**

Resources have underspent by **£1.0m** (-3.7%) against a budget of £28.4m.

### **Resources**

#### **Corporate Services**

Corporate Services report a net underspend of **£0.1m**.

### **RAG rating**



Additional community engagement spending was not required in 2019/20 as service engagement on service and resource planning conducted with in-house and existing resources.

### **Direction of travel**



#### **Law & Governance and Human Resources**

Law & Governance and Human Resources report a net underspend of **£0.1m**.

### **Variation**

£1.0m  
(-3.7%)  
underspend

**£0.02m** net overspend on the Legal Services budget includes counsel costs and court fees for complex childcare cases exceeding budget by £0.2m, partially offset against internal recharge income received reflecting the increased demand across all Directorates.

**£0.13m** underspend in Democratic Services reflects income received from Academies for appeals undertaken since April 2018. This was previously excluded from reports as a recently overturned legal challenge risked this being income being refunded.

**£0.03m** overspend in Human Resources reflects the previously reported pressures of unfunded posts (including a HR Business Partner) having been partially mitigated by the savings on the shared Deputy Director posts and Organisational Development efficiencies.

#### **Finance & Procurement**

Finance & Procurement reports a net overspend of **£0.4m**.

**£0.2m** overspend relates to the unfunded costs of the interim Procurement team. The ongoing pressure will be addressed as part of Provision Cycle service redesign which is to be implemented early in 2020/21.

**£0.1m** overspend reflects the temporary mortuary costs incurred in March 2019 in response to the COVID19 pandemic.

**£0.1m** overspend reflects the additional staffing costs within the Payments team to cover long term absences.

**ICT, Policy & Performance and Customer Service Centre**

This area reports an underspend of **£1.3m**.

**£0.8m underspend** reflects the vacancies being held in the ICT service and the capitalisation of eligible expenditure.

The service will review its resourcing requirements to deliver the new IT strategy. The strategy sets out the 3–5year technology requirements for the organisation including savings targets. Departmental staffing budgets currently underspent will be considered alongside the strategy.

**£0.6m one-off underspend** within Transformation and Policy relates to posts held vacant as the review of the Strategy, Communications and Insight service was undertaken. During this time programme support was provided as part of the work undertaken by PwC and the Interim Programme Director. These costs have been charged to the dedicated Transformation reserve. The review of the Strategy, Communications and Insight service has been completed and will be implemented in full during 2020/21.

**£0.1m overspend** relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria.

**General Balances**

**RAG rating**



**Direction of travel**



The general balances at 31 March 2020 are **£24.1m**. This is **£4.8m** higher than the risk assessed level of balances for 2019/20 and **£0.7m** higher than the risk assessed level of **£23.4m** for 2020/21 as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2020. This position includes meeting the Directorate overspend, after the use of corporate contingency, of £0.3m, from balances and includes the transfer to balances of the £2.8m Strategic Measures underspend. It also includes a drawdown of £0.1m for a deficit school balance upon converting to academy status.

	£m	£m
<b>General Balances at 1 April 2019</b>		<b>28.0</b>
<i>Calls on Balances</i>		
Budgeted Contribution to Transformation Reserve	-6.0	
Northfield School Revenue Costs	-0.3	
Schools converting to academy status deficit balances	-0.1	
Directorate Overspend after use of Corporate Contingency	-0.3	
		-6.7
<i>Returns to Balances</i>		
Strategic Measures underspend		2.8
		<b>24.1</b>
<b>General Balances at 31 March 2020</b>		<b>24.1</b>
Risk Assessed Level of General Balances 2019/20		19.3
<b>Level of surplus balances</b>		<b>4.8</b>

**Reserves**

**RAG rating**



**Direction of travel**



As set out in Annex C-3a on 1 April 2019 reserves were **£92.3m**. Reserves at 31 March 2020 are **£102.9m** an increase of **£10.6m**. A deficit balance of **£11.2m** on the DSG High Needs Block Reserve is included in the Grants and Contributions Reserve. This deficit has been placed in a reserve following guidance from Department for Education and CIPFA.

£19.8m of un-ringfenced grants including the COVID-19 grant have also been placed in the grants and contributions reserve for use in 2020/21 details of which are set out in the Strategic Measures section below.

**Unplanned Use >£250k**

**Medium  
Term  
Financial  
Plan  
Savings**

The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 85.0% of savings have been delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2019.

**RAG rating**



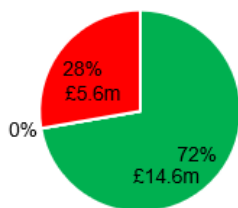
**Direction of  
travel**



**% of  
savings  
expected to  
be achieved  
95%**

£15.9m, 100%, of Corporate Savings Plans have been delivered by year end.

**Directorate Saving Plans**



■ Green & Delivered ■ Amber ■ Red

£14.6m, 72%, of Directorate savings plans have been delivered by year end.

£5.6m, 28% have not been delivered in year.

The following Directorate saving plans have not been delivered:

Service redesign	£0.6m	Service redesign is underway for finance, strategic capabilities and the provision cycle. Implementation dates for these will mean that full year savings will not be achieved in 2019/20.
Children's Services – Review of Third Party Spend	£1.7m	As reported above, non-delivery of this saving has created an in-year budget pressure for which the service is seeking alternative savings to help manage.
Children's Services – Reconnecting Families	£0.3m	As reported above, non-delivery of this saving has created an in-year budget pressure. It is anticipated that this shortfall will be recovered through overachievement of the savings in 2020/21 however this won't be fully clear until the cohort of children involved have placements identified.
Adult Services – Learning Disabilities	£1.1m	Savings totalling £2.4m were built into the council's contribution to the Adults with Care and Support Needs pool in 2019/20. The majority of savings have been achieved. However, those which have not been achieved in year are included within the overspend reported for the pool.
Adult Services – Improvements to Acquired Brain Injury and Autism Pathway	£0.2m	

Annex C  
Business Management Report March 2020 (incorporating the Provisional Revenue  
Outturn 2019/20

Adult Services – Commercial arrangements with care home providers	£1.0m	As reported above, the resulting in year budget pressure is partially offset by an increase in service user contributions within the Better Care Pool.
Registration Service – Increased Income	£0.1m	Shortfall on income target of £80k, however income in March affected by COVID-19
Joint Use Agreements	£0.1m	Additional one off funding from reserves was not sufficient to cover shortfall in 2019/20
Communities - Parking Account Income	£0.5m	Additional income targets have not been achieved.
<b>Total Red Saving Plans</b>	<b>£5.6m</b>	

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

The budget proposals for 2020/21 to 2023/24 that were agreed by Council on 11 February 2020 included plans to address the impact of slippage and non-delivery of savings on future years.

**Strategic Measures**

An underspend of **£2.8m** is reported on Strategic Measures.

**RAG rating**



An additional **£0.5m** of un-ringfenced government grants were received during 2019/20. Compared to the budget, an additional **£0.1m** of business rates income was received from the Council's share of the pooling gain increasing the total gain in business rates to £0.6m. There is also **£0.6m** relating to the recovery of pension liabilities incurred by the Council arising from the transfer of staff from Abingdon and Witney College in 2015.

**Direction of travel**



There is **£1.6m** additional interest earned on cash balances, of which **£1.1m** is due to higher than average forecast cash balances and a mid-year change to the treasury management strategy to take advantage of elevated interest rates on inter Local Authority lending caused by an increase in PWLB borrowing rates. The remaining **£0.5m** was due to externally managed funds outperforming budget. The Treasury Management Outturn report for 2019/20, which covers all the related activities in detail, will be considered by Cabinet on 21 July 2020.

**£19.8m** of government grants allocated for use in 2020/21 including **£14.2m** COVID-19 Grant (£0.3m of the £14.5m grant was applied in 2019/20) and **£5.2m** 2020/21 Section 31 Business Rate Relief Grant have been transferred to reserves for use in the correct financial year.

In addition, the **£3.4m** corporate contingency budget was left unallocated to offset the directorate overspend position, as reported throughout the year.

**Debt and Loan Write Offs & Impairments** Days revenue outstanding and invoice collection rate are both improved this month. The average collection rate for the year remains below target; a high percentage of unpaid invoices relate to the Music Service where there have been difficulties with a new invoicing process, however, the value of these invoices is low. The collection rate for invoices with a value over £10,000 was 96.4%.

**Corporate Debtors**



**RAG rating**



Debt requiring impairment (DRI) has increased by £0.10m this month, this is due to a new bad debtor case (as reported in the Children's Social Care FMR), the debtor is in administration and we will need to liaise with the administrators to get clarification clarity on the level of loss. The developer contribution debt, previously reported, remains outstanding and accounts for 25% of the DRI. Neither of these cases will be resolved this financial year, consequently the DRI target will not be met.

**Direction of travel**

	Target	March 2020
Invoice collection rate	97.5%	93.7%
Avg. days outstanding	35	27
Debt requiring impairment	<£0.30m	£0.53m
Unsecure debt over 1 year	<£0.50m	£0.40m
Write offs as % of income Year to Date	<0.10%	0.002%

**Debt and Loan Write Offs & Impairments**

Both the invoice collection rate and days revenue outstanding continue to be stable with no material movement. Debt requiring impairment (DRI) has increased by £0.10m this month and remains higher than the current impairment balance, this month it is £0.46m. The final DRI position is dependent on case resolutions in the final two months; historically the final figure is 3-5% less than January's level.

**- Adult Contribution to Care Charges**

A new permanent debt recovery officer post is now recruited to as well as a temporary post; following induction, work will be allocated based on bad debt prioritises. Delays due to outside influences such as housing market, Court of Protection and Probate office continue to be a factor delaying resolution of cases.

**RAG rating**



**Direction of travel**



	Target	March 2020
Invoice collection rate	92%	91.12%
Avg. days outstanding	100	107
Debt requiring impairment	<£2.00m	£2.83m
Unsecure debt over 1 year	<£1.60m	£3.67m
Write offs as % of income Year to Date	<1.0%	0.25%



## Business Management Report Provisional Outturn 2019/20

Directorate	BUDGET 2019/20			Outturn Year end Spend/Income	Year end Variation to Budget	Year end Variance Traffic Light Indicator
	Original Budget	Movement	Final Budget			
	£000	£000	£000			
<b>Children</b>						
Gross Expenditure	368,782	2,542	371,324	404,195	32,872	R
Gross Income	-255,037	1,775	-253,262	-281,319	-28,057	R
	<b>113,745</b>	<b>4,317</b>	<b>118,062</b>	<b>122,876</b>	<b>4,815</b>	<b>R</b>
<b>Resources</b>						
Gross Expenditure	40,330	-472	39,858	40,095	237	G
Gross Income	-11,487	54	-11,433	-12,709	-1,276	R
	<b>28,843</b>	<b>-418</b>	<b>28,425</b>	<b>27,386</b>	<b>-1,039</b>	<b>R</b>
<b>Communities</b>						
Gross Expenditure	175,434	5,526	180,960	186,012	5,052	R
Gross Income	-61,968	-6,095	-68,063	-73,829	-5,766	R
	<b>113,466</b>	<b>-570</b>	<b>112,896</b>	<b>112,183</b>	<b>-714</b>	<b>G</b>
<b>Adults</b>						
Gross Expenditure	204,376	920	205,296	205,894	598	G
Gross Income	-20,349	-973	-21,322	-21,322	0	G
	<b>184,027</b>	<b>-53</b>	<b>183,974</b>	<b>184,572</b>	<b>598</b>	<b>G</b>
<b>Public Health</b>						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>818,872</b>	<b>8,515</b>	<b>827,387</b>	<b>866,146</b>	<b>38,759</b>	<b>R</b>
<b>Directorate Income Total</b>	<b>-378,791</b>	<b>-5,239</b>	<b>-384,030</b>	<b>-419,129</b>	<b>-35,099</b>	<b>R</b>
<b>Directorate Total Net</b>	<b>440,081</b>	<b>3,276</b>	<b>443,357</b>	<b>447,017</b>	<b>3,660</b>	<b>G</b>

## Business Management Report Provisional Outturn 2019/20

Directorate	BUDGET 2019/20			Outturn Year end Spend/Income	Year end Variation to Budget	Year end Variance Traffic Light Indicator
	Original Budget	Movement	Final Budget			
	£000	£000	£000			
Contributions to (+)/from (-)reserves	11,160		11,160	30,315	19,155	
Contribution to (+)/from(-) balances	-6,000	-290	-6,290	135	6,425	
Public Health Saving Recharge	-250	250	0	0	0	
Transformaton Savings	-1,500	854	-646	0	646	
Contingency	7,629	-3,657	3,972	3	-3,969	
Insurance	2,897		2,897	2,903	6	
Capital Financing	23,691		23,691	23,770	79	
Interest on Balances	-8,419		-8,419	-10,648	-2,229	
<b>Strategic Measures Budget</b>	<b>29,208</b>	<b>-2,843</b>	<b>26,365</b>	<b>46,478</b>	<b>20,113</b>	
Unringfenced Government Grants	-18,743	-433	-19,176	-38,947	-19,772	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,400	-121	
<b>Council Tax Requirement</b>	<b>369,065</b>	<b>0</b>	<b>369,065</b>	<b>372,946</b>	<b>3,880</b>	

### KEY TO TRAFFIC LIGHTS

#### Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget
	Estimated outturn showing variance in excess of +/- 1% of year end budget



**Business Management Report**  
**Provisional Outturn 2019/20**

Children Directorate	BUDGET 2019/20					Year end Variation  underspend - overspend + £000	Year end Variance Traffic Light Indicator
	Original Budget	Movement	Final Budget	Outturn Year end Spend/Income			
	£000	£000	£000	£000	£000		
<b>CEF1 Education &amp; Learning</b>							
Gross Expenditure	79,259	1,814	81,073	80,569	-505	G	
Gross Income	-54,797	935	-53,862	-54,565	-703	R	
	<b>24,462</b>	<b>2,749</b>	<b>27,211</b>	<b>26,004</b>	<b>-1,208</b>	<b>R</b>	
<b>CEF2 Children's Social Care</b>							
Gross Expenditure	34,717	468	35,185	37,340	2,155	R	
Gross Income	-3,352	118	-3,234	-4,229	-995	R	
	<b>31,365</b>	<b>586</b>	<b>31,951</b>	<b>33,111</b>	<b>1,160</b>	<b>R</b>	
<b>CEF3 Children's Social Care Countywide Services</b>							
Gross Expenditure	55,690	2,655	58,345	64,624	6,279	R	
Gross Income	-3,882	-356	-4,238	-5,933	-1,695	R	
	<b>51,808</b>	<b>2,299</b>	<b>54,107</b>	<b>58,691</b>	<b>4,584</b>	<b>R</b>	
<b>CEF4-1 Delegated Schools</b>							
Gross Expenditure	154,133	-1,952	152,181	176,440	24,259	R	
Gross Income	-154,133	1,952	-152,181	-176,440	-24,259	R	
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>	
<b>CEF4 Other Schools</b>							
Gross Expenditure	38,570	874	39,444	39,829	385	G	
Gross Income	-38,354	-875	-39,229	-39,610	-381	G	
	<b>216</b>	<b>-1</b>	<b>216</b>	<b>219</b>	<b>3</b>	<b>R</b>	

**Business Management Report  
Provisional Outturn 2019/20**

Children Directorate	BUDGET 2019/20		Final Budget	Outturn Year end Spend/Income	Year end Variation	Year end Variance Traffic Light Indicator
	Original Budget	Movement				
	£000	£000	£000	£000	underspend - overspend + £000	
<b>CEF5 Children's Services Central Costs</b>						
Gross Expenditure	6,413	-1,317	5,096	5,394	298	R
Gross Income	-519	0	-519	-542	-23	R
	<b>5,894</b>	<b>-1,317</b>	<b>4,577</b>	<b>4,852</b>	<b>275</b>	<b>R</b>
<b>Directorate Expenditure Total</b>	<b>368,782</b>	<b>2,542</b>	<b>371,324</b>	<b>404,195</b>	<b>32,872</b>	<b>R</b>
<b>Directorate Income Total</b>	<b>-255,037</b>	<b>1,775</b>	<b>-253,262</b>	<b>-281,319</b>	<b>-28,057</b>	<b>R</b>
<b>Directorate Total Net</b>	<b>113,745</b>	<b>4,317</b>	<b>118,062</b>	<b>122,876</b>	<b>4,815</b>	<b>R</b>

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**KEY TO TRAFFIC LIGHTS****Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% of year end budget	G
	Estimated outturn showing variance in excess of +/- 1% of year end budget	R

## Business Management Report Provisional Outturn 2019/20

Communities Directorate		BUDGET 2019/20					Year end Variance	Year end Variance Traffic Light Indicator
		Original Budget	Movement	Final Budget	Outturn Year end Spend/Income	underspend - overspend +		
		£000	£000	£000	£000	£000		
EE1	<b>Planning &amp; Place</b>							
	Gross Expenditure	11,862	2,702	14,564	22,346	7,783	R	
	Gross Income	-6,577	-2,760	-9,337	-16,942	-7,605	R	
		<b>5,285</b>	<b>-58</b>	<b>5,227</b>	<b>5,405</b>	<b>178</b>	<b>R</b>	
EE2	<b>Community Operations</b>							
	Gross Expenditure	124,284	-14,068	110,216	111,617	1,400	R	
	Gross Income	-48,224	3,621	-44,603	-45,355	-752	R	
		<b>76,060</b>	<b>-10,447</b>	<b>65,613</b>	<b>66,261</b>	<b>648</b>	<b>G</b>	
EE3	<b>Property &amp; Investment</b>							
	Gross Expenditure	12,822	16,588	29,410	25,361	-4,049	R	
	Gross Income	-4,324	-6,645	-10,969	-8,288	2,681	R	
		<b>8,498</b>	<b>9,943</b>	<b>18,441</b>	<b>17,073</b>	<b>-1,368</b>	<b>R</b>	
EE4	<b>Community Safety</b>							
	Gross Expenditure	26,466	304	26,770	26,688	-82	G	
	Gross Income	-2,843	-311	-3,154	-3,244	-90	R	
		<b>23,623</b>	<b>-7</b>	<b>23,616</b>	<b>23,444</b>	<b>-172</b>	<b>G</b>	
	<b>Directorate Expenditure Total</b>	<b>175,434</b>	<b>5,526</b>	<b>180,960</b>	<b>186,012</b>	<b>5,052</b>	<b>R</b>	
	<b>Directorate Income Total</b>	<b>-61,968</b>	<b>-6,095</b>	<b>-68,063</b>	<b>-73,829</b>	<b>-5,766</b>	<b>R</b>	
	<b>Directorate Total Net</b>	<b>113,466</b>	<b>-570</b>	<b>112,896</b>	<b>112,183</b>	<b>-714</b>	<b>G</b>	

### KEY TO TRAFFIC LIGHTS

#### Balanced Scorecard Type of Indicator

Budget

On track to be within +/- 1% of year end budget

Estimated outturn showing variance in excess of +/- 1% of year end budget

G

R

**Business Management Report  
Provisional Outturn 2019/20**

Resources Directorate	BUDGET 2019/20			Outturn Year end Spend/Income £000	Year end Variation underspend - overspend + £000	Year end Variance Traffic Light Indicator
	Original Budget	Movement	Final Budget			
	£000	£000	£000			
<b>CEO1 Corporate Services</b>						
Gross Expenditure	2,298	38	2,336	2,254	-82	R
Gross Income	0	0	0	26	26	G
	<b>2,298</b>	<b>38</b>	<b>2,336</b>	<b>2,280</b>	<b>-56</b>	<b>R</b>
<b>CEO2 Law &amp; Governance and Human Resources</b>						
Gross Expenditure	11,223	-1,174	10,049	10,305	256	R
Gross Income	-5,070	-56	-5,126	-5,463	-337	R
	<b>6,153</b>	<b>-1,230</b>	<b>4,923</b>	<b>4,842</b>	<b>-81</b>	<b>R</b>
<b>CEO3 Corporate Finance &amp; Internal Audit</b>						
Gross Expenditure	7,388	2,232	9,620	10,759	1,139	R
Gross Income	-2,599	95	-2,504	-3,277	-773	R
	<b>4,789</b>	<b>2,327</b>	<b>7,116</b>	<b>7,482</b>	<b>366</b>	<b>R</b>
<b>CEO4 Assistant Chief Executives</b>						
Gross Expenditure	19,421	-1,568	17,853	16,777	-1,076	R
Gross Income	-3,818	15	-3,803	-3,995	-192	R
	<b>15,603</b>	<b>-1,553</b>	<b>14,050</b>	<b>12,782</b>	<b>-1,268</b>	<b>R</b>
<b>Directorate Expenditure Total</b>	<b>40,330</b>	<b>-472</b>	<b>39,858</b>	<b>40,095</b>	<b>237</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-11,487</b>	<b>54</b>	<b>-11,433</b>	<b>-12,709</b>	<b>-1,276</b>	<b>R</b>
<b>Directorate Total Net</b>	<b>28,843</b>	<b>-418</b>	<b>28,425</b>	<b>27,386</b>	<b>-1,039</b>	<b>A</b>

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% of year end budget	G
	Estimated outturn showing variance in excess of +/- 1% of year end budget	R

**Business Management Report  
Provisional Outturn 2019/20**

Adults Directorate	BUDGET 2019/20		Final Budget	Outturn Year end Spend/Income	Year end Variation	Year end Variance Traffic Light Indicator
	Original Budget	Movement				
	£000	£000	£000	£000	underspend - overspend + £000	
<b>SCS1 Adult Social Care</b>						
Gross Expenditure	196,700	1,042	197,742	198,059	317	G
Gross Income	-18,999	-780	-19,779	-19,779	0	G
	<b>177,701</b>	<b>262</b>	<b>177,963</b>	<b>178,280</b>	<b>317</b>	<b>G</b>
<b>SCS2 Joint Commissioning</b>						
Gross Expenditure	7,676	-122	7,554	7,835	281	R
Gross Income	-1,350	-193	-1,543	-1,543	0	G
	<b>6,326</b>	<b>-315</b>	<b>6,011</b>	<b>6,292</b>	<b>281</b>	<b>R</b>
<b>Directorate Expenditure Total</b>	<b>204,376</b>	<b>920</b>	<b>205,296</b>	<b>205,894</b>	<b>598</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-20,349</b>	<b>-973</b>	<b>-21,322</b>	<b>-21,322</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>184,027</b>	<b>-53</b>	<b>183,974</b>	<b>184,572</b>	<b>598</b>	<b>G</b>

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**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% of year end budget	G
	Estimated outturn showing variance in excess of +/- 1% of year end budget	R

**Business Management Report**  
**Provisional Outturn 2019/20**

Public Health Directorate	BUDGET 2019/20			Outturn Year end Spend/Income	Year end Variation	Year end Variance Traffic Light Indicator
	Original Budget	Movement	Final Budget			
	£000	£000	£000			
<b>PH1 LA Commissioning Responsibilities - Nationally Defined</b>						
Gross Expenditure	16,352	1	16,353	15,376	-976	R
Gross Income	0	0	0	0	0	G
	<b>16,352</b>	<b>1</b>	<b>16,353</b>	<b>15,376</b>	<b>-976</b>	<b>R</b>
<b>PH2 LA Commissioning Responsibilities - Locally Defined</b>						
Gross Expenditure	12,965	0	12,965	12,988	23	G
Gross Income	-228	0	-228	-228	0	G
	<b>12,737</b>	<b>-1</b>	<b>12,737</b>	<b>12,760</b>	<b>23</b>	<b>G</b>
<b>PH3 Public Health Recharges</b>						
Gross Expenditure	633	0	633	633	0	G
Gross Income	0	0	0	0	0	G
	<b>633</b>	<b>0</b>	<b>633</b>	<b>633</b>	<b>0</b>	<b>G</b>
<b>PH4 Grant Income</b>						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-29,722	0	-29,722	-29,722	0	G
	<b>-29,722</b>	<b>0</b>	<b>-29,722</b>	<b>-29,722</b>	<b>0</b>	<b>G</b>
<b>Transfer to Public Health Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>953</b>	<b>953</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>29,950</b>	<b>0</b>	<b>29,950</b>	<b>29,950</b>	<b>0</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-29,950</b>	<b>0</b>	<b>-29,950</b>	<b>-29,950</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% of year end budget	G
	Estimated outturn showing variance in excess of +/- 1% of year end budget	R

G
R



**Business Management Report  
Provisional Outturn 2019/20**

**CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:**

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	May	Mar	Finance Transformation savings	CEF2-1	Management & Central Costs	T	-28	0
				VSMMGT	Strategic Measures	T	28	0
CS	May	Mar	Strategic Capability Transformation savings	CEO4-1	Policy	T	-158	0
				VSMMGT	Strategic Measures	T	158	0
EE	May	Mar	Staff Budget Transfer	EE1-4	Strategic Infrastructure & Planning	T	4	0
				EE2-4	Commissioning	T	-3.5	0
Grand Total							0	0

**Business Management Report - Provisional Outturn 2019/20**  
**Cabinet - 26 May 2020**  
**Earmarked Reserves**

	2019/20		
	Balance at 01-Apr	Movement	Balance at 31-Mar-20
	2019 £0	£0	£0
Schools' Reserves	17,309	-2,744	14,565
Vehicle and Equipment Reserve	2,901	-30	2,871
Grants and Contributions Reserve *	14,571	6,843	21,414
Government Initiatives	1,457	-651	806
Trading Accounts	325	217	542
Council Elections	328	203	531
Partnership Reserves	2,659	344	3,003
On Street Car Parking	1,997	13	2,010
Transformation Reserve	3,193	-59	3,134
Demographic Risk Reserve	0	3,000	3,000
Youth Provision Reserve	0	1,000	1,000
Budget Prioritisation Reserve	4,890	-1,445	3,445
Insurance Reserve	10,647	772	11,419
Business Rates Reserve	555	494	1,049
Capital Reserves	31,188	2,366	33,554
Budget Equalisation Reserve	280	-280	0
Redundancy Reserve	0	548	548
<b>Total Reserves</b>	<b>92,300</b>	<b>10,591</b>	<b>102,891</b>

Commentary
<p>In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating</p>
<p>This reserve is to fund future replacements of vehicles and equipment.</p>
<p>This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant</p>
<p>This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.</p>
<p>This reserve holds funds relating to traded activities to help manage investment.</p>
<p>This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.</p>
<p>To be spent on OxLEP related project expenditure and the Growth Deal</p>
<p>This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.</p>
<p>£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision</p>
<p>In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.</p>
<p>This reserve is needed to fund the implementation costs of the Council's Transformation programme.</p>
<p>This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.</p>
<p>This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.</p>
<p>This reserve is to smooth the volatility of Business Rates income.</p>
<p>This reserve has been established for the purpose of financing capital expenditure in future years.</p>
<p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p>

**Business Management Report: Children's Services**  
**Provisional Outturn 2019/2020**  
**SCHOOL BALANCES**

1. Number of Schools with Deficit/Surplus Budgets

	Number of Schools 31 March 2019		Number of Schools 31 March 2020	
	Deficit Balance	Surplus Balance	Deficit Balance	Surplus Balance
Primary	10	134	16	120
Secondary	1	0	1	0
Special	1	8	0	7
<b>Total</b>	<b>12</b>	<b>142</b>	<b>17</b>	<b>127</b>

2. Balances as at 31 March 2019 and 31 March 2020

	Balances at 31 March 2019			Balances at 31 March 2020		
	Deficit Balance	Surplus Balance	Total Balance	Deficit Balance	Surplus Balance	Total Balance
	£m	£m	£m	£m	£m	£m
Primary	0.358	-11.502	-11.144	0.565	-8.947	-8.382
Secondary	1.438	0.000	1.438	1.527	0.000	1.527
Special	0.112	-1.193	-1.081	0.000	-1.217	-1.217
<b>Total</b>	<b>1.908</b>	<b>-12.695</b>	<b>-10.787</b>	<b>2.092</b>	<b>-10.164</b>	<b>-8.072</b>
Schools Contingency, Closed Schools and Other Balances			-6.376			-6.404
School Loans and Other School Related Reserves			-0.146			-0.089
<b>Schools Balance as shown in Annex 5</b>			<b>-17.309</b>			<b>-14.565</b>

	Balances 31 March 2020	
	Largest Individual Surplus	Largest Individual Deficit
	£m	£m
Primary	-0.341	0.245
Secondary	0	1.527
Special	-0.420	0.000

Business Management Report: Communities  
Provisional Outturn 2019/2020

ON/OFF-STREET CAR PARKING 2019/20 - ACTUAL INCOME / EXPENDITURE AND IMPACT ON PARKING RESERVE

ON - STREET PARKING										OFF - STREET PARKING			
	OXFORD CITY	OXFORD CITY	OXFORD CITY	ABINGDON	HENLEY	WALLINGFORD & FARINGDON	SUBTOTAL	BUS LANE CAMERA ENFORCEMENT	TOTAL ON - STREET PARKING	WATER EATON PARK AND RIDE	THORNHILL PARK AND RIDE	BICESTER PARK AND RIDE	TOTAL OFF-STREET PARKING
	Pay & Display	Parking Contraventions	Designated Parking Places				a	b	a+b	c	d	e	c+d+e
	£	£	£	£	£		£	£	£	£	£	£	£
<b>EXPENDITURE</b>													
PURCHASE EQUIPMENT	4,506						4,506	5,843	10,349		690		690
MANAGEMENT CONTRACT	259,484	438,365	265,359	30,204	70,499	0	1,063,910	121,250	1,185,160	160,882	208,175	0	369,057
STAFF COSTS	53,408	50,138	50,170	6,541	6,541	0	166,798	127,552	294,350	15,542	15,542	0	31,083
PARKING SHOP	11,485	22,970	179,168	0	0	0	213,623	11,485	225,108	2,297	2,297		4,594
OTHER	360,315	698,886	306,728	4,433	14,196	1,833	1,386,391	95,592	1,481,982	232,418	331,788	61,250	625,455
<b>TOTAL EXPENDITURE</b>	<b>689,198</b>	<b>1,210,359</b>	<b>801,425</b>	<b>41,178</b>	<b>91,236</b>	<b>1,833</b>	<b>2,835,228</b>	<b>361,720</b>	<b>3,196,949</b>	<b>411,139</b>	<b>558,491</b>	<b>61,250</b>	<b>1,030,879</b>
<b>INCOME</b>													
TOTAL	-2,462,310	-729,115	-1,152,842	-36,567	-82,951	-6,393	-4,470,179	-681,829	-5,152,008	-284,681	-673,224	0	-957,905
<b>TOTAL INCOME</b>	<b>-2,462,310</b>	<b>-729,115</b>	<b>-1,152,842</b>	<b>-36,567</b>	<b>-82,951</b>	<b>-6,393</b>	<b>-4,470,179</b>	<b>-681,829</b>	<b>-5,152,008</b>	<b>-284,681</b>	<b>-673,224</b>	<b>0</b>	<b>-957,905</b>
<b>NET SURPLUS (-) or DEFICIT (+)</b>	<b>-1,773,112</b>	<b>481,244</b>	<b>-351,418</b>	<b>4,611</b>	<b>8,285</b>	<b>-4,560</b>	<b>-1,634,951</b>	<b>-320,109</b>	<b>-1,955,059</b>	<b>126,458</b>	<b>-114,733</b>	<b>61,250</b>	<b>72,974</b>
		<b>129,826</b>											

Balance on Parking Reserve as at 1 April 2019 **1,997,497**

Designated parking places refer to any bay designated to a class of vehicle or specific purpose and include pay & display bays (some enforcement of rather than income from parking charges), resident's bays, business bays, disabled bays, loading bays, doctors bays, ambulance bays, etc. whether they are inside of outside of a controlled parking zone.

Parking contraventions are any other contraventions whether they be inside or outside of controlled parking zones.

On-Street Parking 1,634,951 (a)  
Less Net Parking Budget -750,100 not included in the table above

Surplus from Camera Enforcement 320,109 (b)

Surplus from Thornhill P&R 114,733 (d)

**TOTAL CONTRIBUTION TO PARKING RESERVE 1,319,693**

Deficit from Water Eaton -126,458 (c)

Deficit from Bicester -61,250 (e)

**TOTAL CONTRIBUTION FROM PARKING RESERVE -187,707**

Contribution to 2019/20 revenue budget -1,119,000

Balance on Parking Reserve as at 31 March 2020 **2,010,482**

## Estimated Financial Impact of COVID-19 April 2020 to June 2020

### Introduction

1. This annex sets out the estimated financial impact arising from Covid-19 in the first quarter of 2020/21, on the assumption that a lockdown continues to June 2020. The financial impact for 2020/21 is reflected in additional costs, loss of income and expected slippage in the delivery of savings. It is expected that there will be a significant financial impact beyond the initial lockdown period and into 2021/22. These elements are not covered in this annex but will be reported at a later date as the position becomes clearer.

### Additional Funding

2. On 19 March 2020, the Secretary of State for Local Government announced funding of £1.6bn for local government. The allocation for the Council was £14.5m and the grant was distributed predominantly on the Adult Social Care relative needs formula as the expectation was that a significant amount was to be used for additional costs in Adult Social Care. As set out in the main report and at Annex C, £0.3m was applied in 2019/20 to meet costs incurred in March 2020. The remaining £14.2m has been carried forward to be used in 2020/21.
3. A second tranche of £1.6bn was announced on 18 April 2020. The allocation for the Council is £12.7m. This tranche of funding has been distributed using a per capita basis, which results in a lower allocation than the first tranche of funding and is expected to be paid in mid May 2020.
4. Total funding provided to date is £27.2m and is un-ringfenced.

### Estimated Financial Impact

5. Local Authorities were required to submit data on anticipated costs and lost income relating to Covid-19 to MHCLG in mid April 2020. The information required was an estimate of the impact for the 2020/21 financial year with a focus on expected costs in April 2020. Information submitted for Oxfordshire set out an expected impact of £64.6m for 2020/21. Based on the grant allocations announced to date, this leaves a funding shortfall of £37.3m for the financial year.
6. As the financial impact beyond an expected lockdown period to June is still an approximation due to the uncertainty of what shape recovery has, this annex focuses on the more certain costs and loss of income in the April to June period alone. However, it is recognised that the financial impact beyond June will be significant.
7. The table below sets out in the format required by MHCLG, the estimated financial impact for the period April to June with details set out in the following paragraphs. Total costs and loss of income for this period alone are £30.0m.

Service Area	£m
<b>Estimated Additional Costs</b>	
Adult Social Care	9.776
Children's Social Care	5.500
Education	2.630
Environmental and regulatory services (including excess death management)	2.111
Fire and rescue	0.790
Personal Protective Equipment	2.000
Other Services	0.760
<b>Total Estimated Additional Expenditure</b>	<b>23.567</b>
<b>Estimated Loss of Income</b>	
Sales, fees and charges	6.067
Other Loss of Income	0.376
<b>Total Estimated Loss of Income</b>	<b>6.443</b>
<b>Total Estimated Financial Impact April - June 2020</b>	<b>30.010</b>

*Adult Services - £9.8m*

8. The estimated cost includes a temporary 10% uplift to Adult Social Care providers in April and May 2020, intended to help providers with additional costs including managing higher levels of staff sickness. The approach is being reviewed on a monthly basis based on an assessment of the current situation nationally and locally. Alongside this the Council is also running a Service Sustainability Fund to support both contracted and non – contracted adult social care providers who can evidence on an open – book basis that they are experiencing exceptional pressures where their business may be significantly impacted and/or at risk of potential failure.
9. Over this period, and in line with national guidance, home support providers are being paid on planned visit times rather than actual visit times.
10. In addition, based on estimated sickness levels early in April 2020 workforce pressures within some service areas will require additional capacity in the service which will be secured through overtime and paid leave.

*Children's Social Care - £5.5m*

11. Estimated costs include an increase in the cost of provision as well as an increase in the number of children becoming looked after and the number of high cost emergency placements. In addition, it is anticipated that there may be an increase in demand due to the temporary breakdown of informal care arrangements arising from sickness of unpaid carers.

*Education - £2.6m*

12. It is estimated that there will be an impact on schools' income budgets as a result of not receiving income from lettings, wrap around care, nursery charges, clubs and school meals. In addition, there are additional costs relating to Early Years settings which have remained open for the caring of vulnerable children, and the children of workers. Unless additional funding is provided by the Department for Education (DFE), it is likely to result in an increase in deficit budgets for schools, placing further pressure on the Dedicated Schools Grant.

13. Since the submission of the date to MHCLG, the DFE has confirmed that schools are able to furlough staff who work in areas of income related activities. Therefore, the potential costs in this area could be lower.

*Environmental and regulatory services - £2.1m*

14. Costs in this category include those relating to the temporary place of rest and costs expected for waste disposal due to changes in the collection of waste.

*Fire and Rescue Services - £0.8m*

15. An estimate of up to £0.8m is included for an increase in staffing and staff related costs to ensure sufficient safe firefighter coverage is retained. This allows for absence levels due to sickness of up to 15% plus support to the Ambulance Service.

*Personal and Protective Equipment (PPE)- £2.0m*

16. Due to supply issues nationally and the demand in both the Council's services and its providers, the Council has purchased over one million items of Personal Protective Equipment (PPE), at a cost of £1m, with a further purchase of £1m planned. Costs will be recovered where the Council acts as a supplier of PPE to other organisations. Where demand exceeds stock, the Council is also able to call on an emergency stock of PPE obtained and managed by Thames Valley Police on behalf of the Thames Valley Local Resilience Forum (TVLRF). Costs to obtain and store the stock have so far been met by Thames Valley Police. The TVLRF Finance and Legal group, which includes representation from Council Officers, will be considering how these costs should be apportioned across the partnering organisations.

*Other Services - £0.7m*

17. This includes an estimated reduction in interest income from Treasury Management Investments as a result of the fall in the value of the Council's external funds and changing conditions in the financial markets. Other costs include the purchase of additional ICT hardware to enable home working and anticipated costs of overtime and short-term additional hours within the Customer Contact Centre.

*Sales, Fees and Charges - £6.1m*

18. It is anticipated that there will be significant impact on income from reduced fees and charges. This includes a loss of parking income plus a range of other income streams including the registration service, library service, the spare seat scheme for home to school transport and Household Waste Recycling Centres.

*Other Loss of income - £0.4m*

19. This represents a reduction in rental income on the council's properties identified in the first three months of the financial year.

**Procurement Policy Note - Supplier relief**

20. In March 2020, the Cabinet Office published a Procurement Policy Note (PN02/20) which set out information and guidance for public bodies on payment of their suppliers to ensure service continuity during and after the current Covid-19 outbreak.
21. The note sets out that that contracting authorities should continue to make payments to providers where a service is not being received either in full or in part to ensure that providers remain sustainable and able to deliver critical services in the future. However, payments made to suppliers during this emergency period should be

adjusted to ensure profit margin is not payable on any undelivered aspects of the contract.

22. To date, this arrangement is in place for a number of contracts including Household Waste Recycling Centres, Home to School Transport providers, Concessionary Fares providers, and Early Years providers.

### **Longer Term Financial Impact of Covid-19**

23. At this stage it is not possible to accurately estimate the financial impact of Covid-19 beyond June 2020, however there will be an impact in the remainder of the financial year and also in 2021/22. In addition to the costs and loss of income referred to above, it is likely that the significant disruption to business as usual will have an impact on the ability to fully deliver savings planned for 2020/21.
24. The ongoing impact into 2021/22 is expected due to reduced income from council tax and business rates as well as a potential on-going increase in demand in adults and children's social care and the ongoing impact of any savings planned for 2020/21 which are not delivered. Scenarios are being modelled which will be used to shape the early assumptions used for Service and Resource planning.
25. The Government has also confirmed that the Review of Relative Needs and Resource and 75% business rates retention will no longer be implemented in 2021/22. The statement also said that "the Government will continue to work with councils on the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021/22 local government finance settlement".

**LORNA BAXTER**  
Director of Finance

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

1 May 2020



Division(s): N/A
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## PERFORMANCE SCRUTINY COMMITTEE – 9 JULY 2020

### HEMECARE BUDGETS

Report by Corporate Director of Adult and Housing Services

#### RECOMMENDATION

1. The Committee is recommended to note and discuss the report.

#### Executive Summary

2. Homecare is a key service which helps people to live well at home, and forms part of the Council's care and support offer for people with an assessed eligible need. It is also purchased privately by people who fund their own care.
3. Spend on homecare forms a significant part of the Adult Social Care budget, this is a potentially growing area due to ageing demography in the County and associated increasing acuity of need.
4. Oxfordshire is recognised as a high payer for homecare relative to neighbouring and regional comparators, this position is described further in this paper including our thinking regarding contributory factors.
5. Significant work is underway to address this position and to deliver a sustainable commercial model for homecare contracting in the future. This forms part of the Adult Social Care vision for a strength-based approach in working with communities and provider partners.

#### Homecare provision in Oxfordshire

6. The provision of care in a person's own home enables them to stay well and independent and it can prevent admissions to care homes. It can support pressures in the NHS by providing care to avoid admission and to facilitate discharge from hospital.
7. Activities that are classed as homecare can include; help to wash, dress, prepare and eat meals, take medication and carry out day-to-day activities.
8. The Council has a statutory duty under the Care Act 2014 to provide care and support for people at home, following an assessment of eligible needs. The Care Act also places a duty on the Council to maintain an efficient and

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effective care market for the population of Oxfordshire. This duty includes people who fund their own care.

9. The Council has a range of commercial contracts in place to ensure the delivery of care to people. These are described further in section 4 of this report.
10. In 2019-20 the Council commissioned 1,082,863 hours of homecare for a total of 3,263 people over the course of the year.
11. Oxfordshire's 2019 Market Position Statement noted:

“Between 2015 and 2030, the number of people in Oxfordshire aged 85 and over is expected to increase by 95%. We are also experiencing a higher demand for services than you would expect from the demography. Given the forecasted increase in the number of people aged over 65, if we were to provide the same proportion of homecare as now – the amount of homecare would need to increase by 55%. We also know that more people are likely to need care in the future. Recent trend analysis show that the amount of care people need in the last year of their life has doubled in the last 20 years. People are living longer, but the amount of unhealthy years is increasing.”
12. Providers in Oxfordshire provide a high quality of care, as of June 1st, 2020 95% of homecare providers are rated by the Care Quality Commission as good or outstanding. That compares with 87% nationally.
13. The Council also funds short term rehabilitation and reablement services for people who are fit to be discharged from hospital, but who it is judged may benefit from short term support in their own homes. This reablement service is available to anyone meeting assessment criteria who elects to receive care.
14. Reablement services are provided through a contract with Oxford University Hospitals Foundation Trust's Home Assessment and Reablement Team (HART). This contract is jointly funded and managed with Oxfordshire Clinical Commissioning Group. In 2019-20 the reablement service supported 2,366 people with a reablement episode and 788 people with on-going homecare once their reablement was complete before they were moved to a long-term agency. This was an overall cost of £1.92m; £1.09m of which was funded from the Council's contribution to the Better Care Fund Pooled Budget.
15. In some cases, the Council meets people's needs via Direct Payments. People may choose to use their Direct Payment to purchase homecare and therefore the Council is indirectly funding homecare in addition to that which is directly contracted. In 2019-20 there were 1,827 people who received an on-going direct payment at a total cost of £16.4 million per annum (not including LD), though much of this will not be on traditional homecare.

### **Homecare budget and pricing in Oxfordshire**

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16. The Council's total spend on commissioned homecare in 2019-20 was £25.9 million. This includes all long-term homecare purchased from the older people's budget.
17. This care is commissioned via a range of commercial contracts with independent providers. A breakdown of this spend is shown in Table 1 below and is explained as follows:
- The Council contracts with 8 main homecare providers under the Help to Live at Home Framework. This framework began in 2016 with the intention of delivering strategic partnerships and lead provider arrangements with Oxfordshire's main providers. Help to Live at Home providers have first refusal on care packages and 34% of care is delivered by these providers.
  - In addition, there are a further 49 providers on the Council's approved provider list. The approved provider list operates slightly differently to the Help To Live at Home Framework in that these providers have no contractual capacity delivery requirements.
  - Finally, the Council contracts for some homecare on a 'spot' (individual) basis. In most cases this is due to specific individual needs; access to capacity; or the need to make arrangements on an urgent basis.

Table 1: Council spend shown by commissioned arrangement.

<b>Contract type</b>	<b>Commissioned weekly Hours</b>	<b>Average hourly cost</b>	<b>Number of Service users (snapshot)</b>	<b>Annual cost</b>
Help to Live At Home Framework	6,322.5	£25.33	587	£8.3m
Approved provider list	11,235.5	£24.19	952	£14.1m
Spot	863	£24.03	80	£1.04m
<b>Total</b>	<b>18,421</b>		<b>1,619</b> (please note this does not include Learning Disabilities or contingency numbers)	

18. The range of commercial arrangements that are in place result from a market strategy of encouraging new entrants into the homecare market. Historically this has encouraged competition and enabled the market to grow. However, in recent years the amount of care the council is able to purchase has not increased. This indicates that the homecare market is plateauing and whilst

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the Council's demand for care linked with demographic pressures continues to increase, the market is not consistently able to respond to this.

19. When new entrants join the market, the Council establishes the price to be paid with the provider based on market conditions at the time. This strategy has resulted in the wide range of rates currently being paid.
20. The average hourly rate being paid by the Council for homecare is currently £24.08 per hour (across all contractual arrangements.) Based on 2018-19 figures (the latest published data available) Oxfordshire's figure of £24.08 per hour was the joint highest in the country – alongside Bath & North East Somerset. The average rate in the South East is £18.85 and the national figure £16.68. (National comparator rates show comparisons across externally commissioned homecare and do not take into account costs of in-house service delivery, which forms a higher proportion of homecare delivery in some authorities.)
21. The UK Homecare Association produces annual figures regarding their assessment of the fair minimum price for homecare. This is based on the composition of different cost elements faced by providers and recommends an hourly rate of £20.69 for 2020-21, shown in Table 2 below. This is a national rate, whilst the rate recommended for London is £25.11 per hour which includes an allowance to meet the London Living Wage.
22. The UK Homecare Association recommends these rates as the minimum price to be paid, with local variations based on local market factors. The table below illustrates the associated costs that have been used to calculate the minimum hourly rate.

Table 2: UK Homecare Association fair price for homecare<sup>1</sup>

Careworkers' contact time	£8.72	42.1%
Careworkers' travel time	£1.70	8.2%
NI & pension contributions	£1.14	5.5%
Other wage on-costs	£1.97	9.5%
Mileage costs reimbursed	£1.36	6.6%
Running the business	£5.20	25.1%
Profit or surplus	£0.60	2.9%
<b>Minimum hourly price</b>	<b>£20.69</b>	

23. It is clear from the national comparisons that Oxfordshire pays a higher price for homecare than other authorities. However, in our ongoing conversations

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<sup>1</sup> ["A Minimum Price for Homecare \(April 2020 to March 2021\)" UKHCA](http://www.ukhca.co.uk)  
[www.ukhca.co.uk](http://www.ukhca.co.uk)

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with homecare providers they tell us about the ongoing cost pressures they face. We believe additional contributory reasons for higher costs in Oxfordshire include:

- Workforce: Health & social care providers in Oxfordshire report significant difficulties in recruiting sufficient numbers of care workers, we also know that there is a high turnover of staff within the homecare sector. Workforce challenges are linked to the low levels of unemployment in Oxfordshire and relative economic buoyancy bringing employment opportunities in other sectors. Also, Oxfordshire is one of the least affordable places in the country to live. In 2017 Oxford itself is the most expensive city in England to buy a house and the third most expensive place to rent. Lack of affordable housing is a major issue in recruitment and retention of staff which is reflected in 'Home Truths 2017/18', a report produced by the National Housing Federation that provides local data on the housing market in the South East.
- Self-funders: We estimate that the Council purchases approximately half of the homecare in Oxfordshire, the majority of the remainder is purchased by people who fund their own care. Given the relative wealth of most of Oxfordshire, it is likely that this results in higher rates being paid by people funding their own care, which in turn influence the Council's rates.
- Commercial strategy: Historically the Council has focused on a strategy of encouraging new entrants into the market which has led variations in rates. In future models more work is proposed to manage the price of new entrants entering the market on a block contract basis. We are also developing market solutions to reduce the use of spot (individual) contracts which tend to have higher hourly rates.

### **Reshaping the homecare market**

24. It is clear that, given our challenges, we need to reshape the way we work with our care providers. This is in part due to a period of fragility within the homecare market experienced over recent years with providers exiting the market in an unplanned way. In these situations, the Council has a duty to make urgent arrangements to support people's ongoing care needs.
25. To address concerns regarding sustainability and secure future commercial arrangements, the Homecare 2021 project has been created to develop a new partnership model and business offer for homecare provision. We need to do things differently, including improving how we work in partnership to address the opportunities and challenges within the sector.
26. This is a significant opportunity to co-design a new homecare model and contract offer. We are working collaboratively with key stakeholders to achieve positive outcomes for Oxfordshire. Working together, we are building a new model that:

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- Focuses on promoting independence
  - Delivers a stronger partnership approach with Providers
  - Utilises system wide capacity effectively and improves flow across health and social care
  - Has a stronger focus on outcomes for people who are receiving care
  - Delivers value for money, is financially sustainable and provides opportunities for the workforce
  - Has co-production with key stakeholders at its heart.
27. The resulting commercial model will focus on strategic relationships with key homecare provider partners. Oxfordshire will comprise homecare zones, each based on the forecast homecare business in the zone, thus enabling providers to build the most efficient business model, supported by scheduling software to minimise staff travel time.
28. It is intended that Homecare 2021 will facilitate the co-design of a commercial model that works for both the Council and providers, however the price paid for care remains a challenging area of debate. The Council considers our rates to be fair, on the basis that they are in excess of the UK Homecare Association minimum rates and most rates paid nationally. However, homecare providers state that local cost pressures – predominantly wage costs – justify the higher rates locally.
29. To move this conversation forward, and to allow all factors to be considered fairly, the Council is completing a Fair Cost of Care exercise. This will be carried out by a third-party organisation to ensure autonomy and it will consider the true costs of care delivery through an open book approach with care providers. This will enable the Council to consider all costs pressures, and whether these pressures affect Oxfordshire disproportionately.
30. We are committed to ensuring that whatever hourly rate is agreed, that an appropriate amount reaches staff. We will work with colleagues in legal services and procurement to explore potential additions to the tender documents to ensure care workers receive a fair wage.
31. Alongside these commercial measures, the Council is also implementing a strengths-based approach to working with people and communities. This will ensure that, when working with the individual to design a plan which meets their needs, we will look at their strengths, both personal and in their community before looking at formal care services. This will lead to support plans which contain more community and technology-based services and fewer formal care services such as homecare.

Stephen Chandler  
Corporate Director of Adult and Housing Services

Contact Officer:  
Rachel Pirie – Deputy Director Commissioning  
July 2020

Division(s): N/A

## PERFORMANCE SCRUTINY COMMITTEE – 9 JULY 2020

### REPORT ON EDUCATION HEALTH & CARE PLANS

Report by Head of SEND

#### RECOMMENDATION

1. The committee is **RECOMMENDED** to note the information and advise on what further work will be required to inform future scrutiny meetings.

#### Executive Summary

2. A short bullet point structure is offered below for issues posed by Cllr Brighouse potentially for a discussion at Performance Committee on 9 July 2020 in the first instance leading to a formal report to both Performance Committee on 10 September and Education Scrutiny on 23 September 2020

#### Introduction

A number of questions were posed from Cllr Brighouse and Cllr Waine and answers are provided below:

#### 1. Where are referrals for EHCPs coming from and how has this changed?

- Majority of requests for assessment are still coming directly from schools, with a smaller percentage from parents and other professionals (e.g. April 2020, 74 requests received, 73% schools, 18% parents, 8% Early Years Special Educational Needs. Inclusion Team (**SENIT**), 1 self-referral from a Year 12 pupil

#### 2. How often were we aware of solicitors working with or on behalf of parents in relation to EHCPs?

- We are seeing an increase in some parents engaging solicitors when applying for an EHC needs assessment, but this is relatively low.
- Most engagement of solicitors comes from appeals lodged with the Tribunal service, (SENDIST) normally when a parent is requesting an expensive Independent placement.

#### 3. Level of engagement of Health and Social Care at the time of referral

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- This varies, many children do not have or will not need input from Children's Social Care.
- Extent of health involvement is variable and often reflects if there has been referral for therapy prior to an application for an EHC needs assessment
- Often a request for assessment can also be a request for both health and social care involvement, so SEN would begin the process.

### **4. Where EHCPs were delayed which agency was holding up the process?**

- Delays in meeting timelines can be variable and we have had the following issues:
  - Demand – There have been many requests to be deal with in timescales. This has been high and posed challenges for the Education Psychology service since the beginning of the year.
  - The Child and Adolescent Mental Health (CAMH) service had challenges in responding in late 2019, but these has been addressed and responses are much better.
  - Schools do not always respond in the 6 weeks, as they feel they have already done so by submitting the request in the first place.
  - High demand across the service and case officers have not been able to draft a plan in time.
  - Parental request to have more time to consider the draft EHC plan, and a wish to delay finalising the plan can affect the timeliness.
- Management actions taken.

### **5. How often were the parents' wishes to have their child sent to an independent provider the main reason for getting an EHCP put in place. See 2 above.**

- This is hard to say for definite how many parents do this, but we are aware that as children move from primary to the secondary sector, and schools become much larger, there is a concern that their child will not be able to cope, and a smaller independent school would be better for them.

### **6. We know from National Data where Oxfordshire stands in relation to the timeliness of EHCPs. Has this changed over the years?**

- Oxfordshire is currently below the national average for issuing EHC plans in 20 weeks. We are around 50%, with national figures at just over 60%
- At the time of the SEND inspection in 2017 we were issuing around 35% of EHC plans in 20 weeks, so our performance has increased.

### **7. How many requests for EHCPs were refused?**

- In 2019 we received 1028 requests for assessment and 281 were refused.



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- By the end of April 2020 366 assessments had been received and 41 so far have been refused.

### 8. Exclusions/Elective Home Education/Part time timetables

September 2019 to April 2020

		EHCP	SEN Support	
Permanent exclusion		7 (10%)	32 (46%)	
Pupils with 1+ FEX	Primary	67	197	
	Secondary	78	554	
	Special	7	0	
		Children missing education	Elective Home Education	Re-integration timetables
EHCP		2	45	73
SEN Support		12	166	136

### 9. Early Intervention Service

- Agreement has been given by the Cabinet to provide an Early Intervention Service to support schools and reduce the growth on demand for EHCPs. This has been resourced within base budget.
- Directorate Leadership Team (DLT) has agreed the structure and nature of the new service.
- Job Descriptions are with the Job Evaluation team and recruitment process to proceed once agreed.
- The service to be fully operational from 1 September 2020.

Jayne Howarth  
Head of SEND  
July 2020

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## PERFORMANCE SCRUTINY COMMITTEE

### PROPOSED WORK PROGRAMME

ITEM	NOTES
<b>10 September 2020</b>	
Business Monitoring Report	To consider the business monitoring report.
Safeguarding Adults Annual Report	Scrutiny of the Oxfordshire Safeguarding Adults Board Annual report.
Safeguarding Children Annual Report	Scrutiny of Safeguarding Children Annual reports, including an overview of safeguarding work, serious case reviews and quality assurance.
Community Safety Services Annual Report (provisional item)	The Community Safety Services Annual Report 2019-20 is produced for the County Council, Councillors and members of the public to provide them with a review of the Service's performance over the last financial year. Community Safety Services set realistic but challenging performance measures every year, aligned with our 365alive vision.
Thames Valley Police Delivery Plan 2020-21 (provisional item)	Discussion about performance of the Thames Valley Police Service in 2019/20 and areas of focus for 2020-21
Police and Crime Commissioner (provisional item)	Scrutiny of progress against the Police and Crime Plan 2017-2021 including presenting of the 2019-20 Annual Report.
<b>12 November 2020</b>	
Business Monitoring Report	To consider the monthly business monitoring report.
Safeguarding Missing Children (provisional item)	An update on the number of children reported as missing from home, care and school in Oxfordshire and the work undertaken by the Missing Children's Panel and partners.
Implementing the Family Safeguarding Model	To receive an update on the implementation of the Council's Family Safeguarding Model.
Oxfordshire Local Transport and Connectivity Plan (provisional item)	Scrutiny of the Council's overall transport vision, goals and objectives to support population and economic growth. This will include an update about the Council's approach to dealing with the impact of the national policy to tackle roadside NO2 concentrations on Oxfordshire's transport network. This item was provisionally added to this meeting in January 2020.
<b>10 December 2020</b>	
Business Monitoring Report	To consider the monthly business monitoring report.

<b>14 January 2021</b>	
Business Monitoring Report	To consider the monthly business monitoring report.

<b>TO BE SCHEDULED</b>	
<b>ITEM</b>	<b>NOTES</b>
COVID-19 Response: Digital Democracy	To receive an update on the implementation of virtual meetings and digital democracy in order to follow government COVID-19 guidelines
Housing Delivery	To receive a report in relation to the delivery of housing via the Growth Deal and the ways in which the county can ensure that the houses that are needed are delivered e.g. key worker housing, extra care.
Staff turnover and retention	To receive a report from the Chief Executive and Corporate Director for Customers and Organisational Development in relation to staff turnover and retention. This item was added to the work plan at the 12th March meeting and was originally scheduled for May 2020.
Corporate Director for Commercial Development, Assets, and Investment	To receive an introductory presentation from the Corporate Director for Commercial Development, Assets and Investment about his role and his directorate priorities. This item was added to the work plan at the 12th March meeting and was originally scheduled for May 2020.
Income generation	Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation.
Council workforce	How the Council is meeting its Investors in People standard, ensuring its workforce is diverse and representative of local communities, and building workforce resilience, including its relationship with Unison.
Safeguarding Missing Children	An update on the number of children reported as missing from home, care and school in Oxfordshire and the work undertaken by the Missing Children's Panel and partners.
Use of s.106 monies	Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments.

Investment Strategy	Scrutiny of the Council's Investment Strategy
The Council's role as an Accountable Body	To gain a greater understanding of the Council's role as an accountable body particularly in relation to the Growth Board and Local Enterprise Partnership.

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