



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

### **Performance Scrutiny Committee Thursday, 13 August 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 on Teams 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 Brighouse<br>E.Mail: <a href="mailto:liz.brighouse@oxfordshire.gov.uk">liz.brighouse@oxfordshire.gov.uk</a>                          |
| Policy & Performance Officer | - | Lauren Rushen, Policy Officer<br>Tel: 07990 367851<br>Email: <a href="mailto:lauren.rushen@oxfordshire.gov.uk">lauren.rushen@oxfordshire.gov.uk</a> |
| Committee Officer            | - | Sue Whitehead, Principle Committee Officer,<br><a href="mailto:sue.whitehead@oxfordshire.gov.uk">sue.whitehead@oxfordshire.gov.uk</a>               |



Yvonne Rees  
Chief Executive

August 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. **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 7 August 2020**. Requests to speak should be sent to [sue.whitehead@oxfordshire.gov.uk](mailto:sue.whitehead@oxfordshire.gov.uk) together with a written statement of your presentation to ensure that if the technology fails then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting.*

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

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

4. **Business Management and Monitoring Report Quarter 1 (April-June) 2020 (Pages 1 - 28)**

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

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities at 30 June 2020. A summary of overall performance and description of change is contained within the report. The report will be considered at Cabinet's 18 August meeting.

The report contains two annexes:

- Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
- Annex B sets out the Leadership Risk Register which has been developed as part of the Council's work to strengthen risk and opportunities management

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

5. **Revised Budget 2020/21 (Pages 29 - 30)**

Report by the Director of Finance

On 18 August 2020 Cabinet will consider a revised budget for 2020/21 and will be recommended to recommend the revised budget to Council on 8 September. The Revised Budget 2020/21 report and proposals will be published on 10 August 2020.

The Committee is **RECOMMENDED** to consider and comment on

- a) the savings set out in Annex 1 of the Revised Budget 2020/21 report to Cabinet on 18 August 2020
- b) the revised revenue budget for 2020/21 set out in Annex 2 of the Revised Budget 2020/21 report to Cabinet on 18 August 2020

## 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.

Division(s): All

## PERFORMANCE SCRUTINY COMMITTEE

13 August 2020

### Business Management and Monitoring Report Quarter 1 (April-June) 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 April to 30 June 2020.
3. The report will be considered at Cabinet's 18 August meeting.

#### Executive Summary

4. Regular business management reports demonstrate the Council's progress towards our ambitions and priorities in any given period. The report summarises performance and risk and reflects the Council's commitment to transparency and improved performance management.
5. Monthly reporting was suspended in late March owing to the immediate impact of the COVID-19 pandemic on officers' priorities. The report at Appendix 1 provides a quarterly (i.e. 3 months) update on the Council's business. Monthly reporting will resume with a report on July's business, which will be presented to Performance Scrutiny Committee and Cabinet in September.
6. For this report only, the usual financial update has not been included. Updated financial forecasts have been reported to Cabinet regularly due to the impact of COVID-19. Elsewhere on the Committee's agenda is a report setting out a Revised Budget for 2020/21.

#### Performance

7. The report is the first to use the new Outcomes Framework for 2020-21, which can be seen in the report's Annex A. The Outcomes Framework sets out the indicators, measures and targets we will report on in these business management reports. This year's Outcomes Framework is leaner and more focused than in

previous years: there are now 11 outcomes, 27 indicators and 80 measures (compared with 13, 48 and 117 in 2019/20). Of those, 4 outcomes and 11 indicators are new or substantially changed since 2019-20.

8. As a general rule targets set in the Outcomes Framework have not been retrospectively amended in light of COVID-19 pressures. Where targets are being revisited as a result of COVID-19 impacts, commentary in Annex A records this.
9. As we are now reporting using the new, substantially different, Outcomes Framework, direct comparison between Quarter 1 and the previous report (on business to 31 March) is not possible or appropriate in all cases. Where direct comparison is possible, the report at Appendix 1 shows five significant changes since the previous report.
10. The following four indicators have moved from Green in March to Amber in June:
  - “Listening to residents”
  - “Numbers of people helped to live safe and healthy lives”
  - “Engagement with cultural services”
  - ‘Enhanced digital connectivity for residents and businesses”
12. The indicator “People delayed leaving hospital” was reported as “not appropriate for assessment” in March (following decisions to suspend reporting as part of the Government’s COVID-19 response) but has been assessed as Green in June.
13. Additionally, there is one indicator which has been newly added to the 2020/21 Outcomes Framework and has been assessed as Red in Quarter 1. The indicator “Infrastructure delivery supports growth” is measured by the percentage of OCC’s Major Infrastructure Capital Programme delivered in line with budget. COVID-19 and other factors mean that the figure is lower than would be expected at this point in the year and suggests that the end of year figure will be lower than target. A full review of the pipeline of work is currently underway to re-baseline the programme.
14. The report therefore shows that at 30 June the 27 indicators were assessed as follows:

| <b>RAG</b> | <b>Count</b> | <b>%</b> | <b>March 2020 RAG % for comparison</b> |
|------------|--------------|----------|--|
| Green      | 10           | 37%      | 47%                                    |
| Amber      | 13           | 48%      | 30%                                    |
| Red        | 1            | 4%       | 2%                                     |
| Grey       | 3            | 11%      | 21%                                    |

### **Risk management**

15. Since April the OCC Leadership Risk Register has been under review to reflect the new challenges brought by the coronavirus pandemic. The Register has been



adopted by Silver and Gold commands as the mechanism for managing the most senior risks facing OCC at this time. Annex B of the report shows the latest Leadership Risk Register.

5 August 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: 18 August Cabinet paper: Business Management and Monitoring Report, Quarter 1 2020, which contains:

Annex A – Performance dashboard

Annex B – Risk

**Cabinet – 18 AUGUST 2020**

**BUSINESS MANAGEMENT & MONITORING REPORT**

**Quarter 1 (April to June) 2020**

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

**RECOMMENDATION**

- 1. The Cabinet is RECOMMENDED to note the contents of this report.**

**Executive Summary**

- This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 in the period 1 April to 30 June 2020.

**Introduction**

- 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.
- 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 two 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.
- 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>
- During the opening months of the business year (April 2020 to March 2021) the Council's resources were focused on the immediate impact of the coronavirus outbreak, and we decided not to produce monthly business management reports as we usually would. Therefore, this report covers the Council's activities for all

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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>

three months of Quarter 1 2020/21, that is, April, May and June. Monthly reporting will resume beginning with the report on July's business, which will be considered at Cabinet's 15 September meeting.

7. This report summarises performance and risk. These Business Management & Monitoring Reports usually also provide an update on the forecast revenue outturn position; however, for this report only the financial update is not included. Updated financial forecasts have been reported to Cabinet/Executive regularly due to the impact of Covid-19 and elsewhere on the agenda is a report setting out a Revised Budget for 2020/21. For this report only, therefore, further information is provided in two annexes:
  - a. Annex A: performance
  - b. Annex B: risk
8. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, such as those delivering face to face services or services in particular locations such as highways. We are proud that our flexible and resilient approach has enabled us to continue to deliver vital services on which the people and communities of Oxfordshire depend.
9. However, as can be seen in Annex A of this report, some services' performance has been particularly disrupted by the need to vary or suspend normal operations as part of our planned COVID-19 response. Our network of libraries across the county has remained closed to in-person visitors throughout the pandemic (although our online library services have gone from strength to strength in the same period, and some libraries have begun reopening during July). Our provision of 'Safe and Well' visits to vulnerable people's homes, or face to face engagement with younger people to help them live healthy lives, has necessarily been significantly reduced. Our work with NHS partners to promote and provide NHS Health Checks for those aged over 40 has been suspended. Other commentary below reflects the impact of the COVID-19 pandemic on our performance.
10. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. Since then we have been taking action across all our main areas of influence: our schools, our supply chain, our policy making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change.
11. The report also supports our commitment to inclusion and equality, which is enshrined in the Council's vision of "Thriving communities for everyone in Oxfordshire". We know that the data and commentary in this report do not tell the whole story of how the Council is working to address inequality: that commitment also runs throughout services and activities which are not reported here. However, this report helps to demonstrate our commitment in action. We also know that

inequality persists in Oxfordshire for a variety of reasons and we will continue to use our knowledge and influence to ensure that our services perform well for everyone.

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

12. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
13. As usual going into a new business year, we agreed a new Outcomes Framework in March which sets out the indicators, measures and targets we will report on in these business management reports. This year's Outcomes Framework is leaner and more focused than in previous years: there are now 11 outcomes, 27 indicators and 80 measures (compared with 13, 48 and 117 in 2019/20). Of those, 4 outcomes and 11 indicators are new or substantially changed since 2019-20.
14. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.
15. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. However, as we are now reporting using a new, substantially different, Outcomes Framework for 2020/21 direct comparison between Quarter 1 and March 2020 is not appropriate in all cases. Where direct comparison is possible, there are 5 significant changes to highlight:
  - a. The indicator "Listening to residents" has moved from Green in March to Amber in June. Although the majority of our customer services activities have performed very well, particularly in responding to communities' needs during the COVID-19 pandemic, those reliant on face to face interactions have done less well.
  - b. The indicator "Numbers of people helped to live safe and healthy lives" has moved from Green in March to Amber in June. This is due to the necessary reduction in face to face activities for community and youth engagement, and NHS Health Checks, during the COVID-19 pandemic.
  - c. The indicator "Engagement with cultural services" has moved from Green in March to Amber in June. This reflects that Cultural Services buildings (libraries, museums and local studies) have been closed to visitors throughout the COVID-19 pandemic, but that equivalent online activity and engagement with Cultural Services has increased dramatically.

- d. The indicator ‘Enhanced digital connectivity for residents and businesses’ has moved from Green in March to Amber in June. This is due to slower take-up of superfast broadband while engineers have been less able to enter homes during the COVID-19 pandemic.
- e. Reporting on the related indicators for “People needing short-term support can access an effective service” (i.e. reablement) and ‘People delayed leaving hospital’ was suspended in March following decisions made as part of the response to coronavirus by the Council and the Government. The former indicator remains assessed as ‘not appropriate for assessment’; however, the latter has moved from ‘not appropriate’ in March to Green in June.
16. Additionally, there is one indicator newly added to the 2020/21 Outcomes Framework which has been assessed as Red in June. The indicator “Infrastructure delivery supports growth” is measured by the percentage of OCC’s Major Infrastructure Capital Programme delivered in line with budget. COVID-19 and other factors mean that the figure is lower than would be expected at this time of the year and suggests end of year figure will be lower than target. A full review of pipeline of work is ongoing currently to re-baseline the programme.
17. The information below provides a snapshot of progress towards Corporate Plan outcomes in the period April to June 2020, including some of our performance highlights. Use of “n/a” (not applicable) in the “Change since last month” column denotes that direct comparison between March 2020 and Q1 20/21 is not possible. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

### **Performance highlights**

- The Customer Service Centre (CSC) has played a vital part in supporting those residents who were declared ‘clinically extremely vulnerable’ (shielded) throughout the COVID19 response.
- A new helpline telephone number and e-mail were implemented with extended hours, 7 days a week. On average the new line received approx. 100 inbound calls per day and has made over 12,000 proactive outbound contacts to make sure the shielded residents have contact with the Council over food, medication and social care needs.
- The CSC team worked tirelessly with the City and District councils and our own Adult Social Care teams to ensure customers were provided with the relevant service, which included support from the voluntary sector.
- Leaving aside the COVID-19 response, 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%.

| PERFORMANCE SUMMARY        |  |              |                          |
|----------------------------|--|--------------|--------------------------|
| OUTCOMES                   | INDICATORS   | RAG          | Change since last report |
| Our services improve       | 1. Improvement following external inspection/audit | Green        | No change                |
|                            | 2. Listening to residents                          | Amber        | Was Green                |
| We deliver value for money | 3. The Council is financially resilient            | Not assessed | n/a                      |
|                            | 4. Effective financial management and governance   | Not assessed | n/a                      |

"n/a" = direct comparison between Q1 20/21 and March 2020 is not possible



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

### Performance highlights

- Our Fire and Rescue services exceeded their targets for making emergency call attendances on time. Nearly 90% of emergency call attendance were made within 11 minutes, and nearly 97% within 14 minutes.

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



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

### Performance highlights

- 100% of highways defects posing immediate risk of injury, and 99.98% of those creating potential risk of injury, were repaired on time during April-May 2020.
- Reduction in motorised transport during the COVID-19 lockdown period will have had a positive impact on both carbon reduction and air quality. The extent of this remains to be quantified. OCC continues to take action to improve air quality: for example, in June we upgraded our bus lane enforcement system with the installation of a new automated platform from Videalert, which replaces manually operated cameras and will reduce journey times and improve air quality in and around Oxford.

- While our libraries, museums and history service remained closed to physical visitors throughout April-June 2020 their online engagement via social media rose by 258%, 81% and 23% respectively, compared with the same period in 2019-20.

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

"n/a" = direct comparison between Q1 20/21 and March 2020 is not possible



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

### Performance highlights

- The impact of the COVID-19 lockdown was to temporarily reduce front door demand for social care, but it is now close to pre-lockdown levels. Nationally and locally an increase in demand is expected as lockdown is released and pupils return to schools. The traditional triggers for needing social care are mental health issues, domestic violence and drug and alcohol issues. The virus and lock down are expected to adversely affect these triggers.
- The focus on appropriate, targeted early intervention and active management has led to a reduction of children who are the subject of a child protection plan of over a quarter in the last 2 years. In March 2018 there were 687 children the subject of a plan at the end of June there were 504.
- Requests for Education and Health Care plans remain at the same level as last year and 34% higher than 2018. Even with this high level of demand performance on timeliness has improved and in the last 2 months has been above the national average.

### Areas for improvement

- In 2018/19 nationally the number of children cared for by local authorities rose by 3.7%. In Oxfordshire last year (2019/20) the number increased by less than 1% and in the first 3 months of this year has fallen by over 2%. Whilst it is too early to say that the curve has been turned this puts us in a strong position moving forward.
- Later in the year we will implement our Family Safeguarding plus model where we will work with partners to support the whole family and reduce the need for children to be cared for by the local authority.
- The reduction in the number of children we care for is not directly reducing the level of spend as more children are being placed in expensive residential care. Oxfordshire has a greater proportion of children in residential care than some other

areas and more children in foster care are in independent schemes rather than in-house foster care. We continue to implement the fostering investment and recruitment project and have an ongoing commissioning strategy to address placement sufficiency and reduce the reliance on residential placements and independent foster care agencies.

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



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

### Performance highlights

- In the annual adult social care survey, 89% of people said they were satisfied with services, 7% said they were neither satisfied nor dissatisfied and 4% were dissatisfied. This was based on 542 responses.
- Although national reporting on delayed transfers of care was suspended by central Government as part of the Government's COVID-19 response, we continue to monitor it locally. At the end of June 20 people were delayed, compared with 40 people at the end of March 2020 (local figure); 95 people at the end of March 2019, 120 people at the end of March 2018 and 192 people at the end of March 2017. Delays are now 10% of the level they were 3 years ago.
- 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.
- We are purchasing more home care and helping to support more people to live in their own homes for longer. Care home admissions for both adults of a working age and people are falling as we support more people at home

### Areas for improvement

- We are reviewing the way we work with our health partners and private providers in assessing and supporting people who need care. We want to be able to provide more people with short term support if they become unwell, that will return them to their previous level of functioning. As such we will be reviewing our targets and service provision to people who need short term services



| PERFORMANCE SUMMARY                             |  |              |                          |
|---|--|--------------|--------------------------|
| OUTCOMES  | INDICATORS   | RAG          | Change since last report |
| <b>Care services support independent living</b> | 19. People needing short-term support can access an effective service  | Not assessed | Was Amber                |
|   | 20. Number of people with control over their care                      | Green        | No change                |
|   | 21. Number of people delayed leaving hospital                          | Green        | Was n/a                  |
|   | 22. People needing social care are supported to stay in their own home | Green        | n/a                      |

“n/a” = direct comparison between Q1 20/21 and March 2020 is not possible



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

### Performance highlights

- Our Trading Standards team has been supporting businesses during the COVID-19 pandemic, performing scale verifications as a Notified Body and responding to enquiries relating to business closure requirements.
- We were pleased to announce in June that OCC has secured a funding agreement with Homes England for £218m from the Housing Infrastructure Fund dedicated to providing access to the Didcot Garden Town area. This funding will enable direct, sustainable access between new and existing homes and key employment sites in and around Didcot, as well as providing for environmental and health benefits.
- We have made good progress in reducing levels of disruption to road journeys caused by failed utility works and non-compliant defects in the Council’s own works

### Areas for improvement

- A full review of the pipeline of work under OCC’s Major Infrastructure Capital Programme is ongoing to re-baseline the programme and address performance which is below the level expected due to COVID-19 and other factors.

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

“n/a” = direct comparison between Q1 20/21 and March 2020 is not possible

## Managing risk

18. The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from particular services to the leadership level due to the potential scale of their impact.
19. During the current phase of the COVID-19 pandemic, the Council has adapted its approach to risk management given the dynamic situation and the need to identify new risks and prioritise risk mitigation. The Council's Leadership Risk Register (see Annex B) forms the basis of our coronavirus risk management approach.
20. The table below provides a summary of the Council's leadership risks at 15 July 2020. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible, and lower scores are always desirable.

| Risk Ref | Risk Title                                       | Residual Risk Score |
|----------|--|---------------------|
| LR1      | Demand management                                | 20                  |
| LR2      | Safeguarding of vulnerable adults and children   | 15                  |
| LR3      | Growth Deal                                      | 15                  |
| LR4      | Local resilience, community resilience, cohesion | 8                   |
| LR5      | Management of partnerships (non-commercial)      | 6                   |
| LR6      | Supply chain management                          | 8                   |
| LR7      | Delivery of statutory duties                     | 4                   |
| LR8      | Corporate governance                             | 2                   |
| LR9      | Workforce management                             | 9                   |
| LR10     | Organisational Change and Service Design         | 12                  |
| LR11     | Financial resilience                             | 15                  |
| LR12     | Property and assets (maintenance cost)           | 6                   |
| LR13     | Health and safety                                | 8                   |
| LR14     | Business continuity and recovery                 | 8                   |

| Risk Ref | Risk Title                         | Residual Risk Score |
|----------|------------------------------------|---------------------|
| LR15     | Cyber security                     | 12                  |
| LR16     | ICT Infrastructure                 | 8                   |
| LR17     | COVID-19 – Community and Customers | 16                  |
| LR18     | COVID-19 – Business Continuity     | 20                  |

21. No new leadership risks have been added to the Leadership Risk Register since the February-March report.
22. Cabinet will be aware through our regular updates of ongoing problems relating to the delivery of infrastructure. CEDR is currently considering bringing forward a new risk that captures the scale and the impacts of delivery failure as well as putting in place specific action plans to address the issue. In the next monthly report members will see a new risk that addresses this challenge.
23. One risk has been removed from the Leadership Risk Register since the February-March report. CEDR has decided that risk LR19, concerning the potential that increased demand for PPE might outstrip supply and distribution, has been effectively mitigated. The supply of PPE, in which the Council plays a lead role for Oxfordshire, remains a vital matter but is now under control as part of our 'business as usual'. Consequently, the risk has been de-escalated and is to be managed as an operational risk by the relevant service team.
24. The full Leadership Risk Register is attached in Annex B.

## Financial management

25. As set out in paragraph 7 above, a financial summary and annex are not provided for this Q1 report. The summary and annex will next be included in the report on July's business.

### CLAIRE TAYLOR

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### LORNA BAXTER

Director of Finance

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ANNEX A – PERFORMANCE DASHBOARDS – to 30 JUNE 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  |
| Our services improve<br>Page 14  | 1. Improvement following audit or inspection | GREEN<br>↔     | Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)  | 90%                | 100%         | OFRS continue to work against the action plan for our HMI inspection programme and whilst our planned re inspection for June has been postponed, we continue to work with HMI updating them on improvements introduced  |
|  |  |                | The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19)                | > national average | 91%          | 91% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally  |
|  | 2. Listening to residents                    | AMBER<br>↑     | Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date  | > 50%              | 35%          | Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in May was 540. Of these: <ul style="list-style-type: none"> <li>• 180 (33%) are now repaired.</li> <li>• 314 (58%) 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>• 35 (7%) are still awaiting a decision from officers.</li> <li>• 11 (2%) are waiting for Skanska to repair.</li> </ul> This information is reported in arrears to include a full month's activity.  |
|  |  |                | Increase the number of FixMyStreet Super-User Volunteers from among members of the public  | +4 per month       | 1            | Rate is for April to June. Due to COVID-19 no face to face sessions were undertaken. Online training is being developed and socially distanced training is due to re-start shortly. We currently have 13 additional people who have expressed an interest in being a Super-User. Contact has been made with 8 of them and awaiting a response from 5. We are carrying out as much online training as possible, following a detailed explanation such as how the scheme works, expectations, crib sheets and agreements signed. We tried one face to face on-site training session in July, which was successful. As a result, we are aiming to re-start the on-site training (open air / social distancing) from late July with those Super-Users who are comfortable doing this. |
|  |  |                | Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received  | > 85%              | 98.5%        | Customer Service Centre have undertaken a one week per month Customer Satisfaction Surveys (CSat) and during the first quarter have carried out 2 surveys (June and July). We have carried out 204 surveys on phone contacts received (5,592), which is 4% of customers surveyed  |
|  |  |                | Increase the % of callers whose enquiry is resolved at the first point of contact  | > 75%              | 76.2%        | Throughout Q1, 7816 contacts have been recorded from all channels (Phone, Email, Web Form). Out of these, 5961 contacts were resolved with the customers first enquiry.   |
| Reduce the % of calls to the Customer Services Centre which are abandoned by the caller        | < 5%   | 7.18%          | Number of calls abandoned increased in May and June as services became busier with the easing of lockdown. The demand on Adult Social Care and School Admissions saw the highest abandonment rate. |                    |              |   |
| Our services improve and deliver value for money   | 3. The Council is financially resilient      | NOT RATED<br>- | Financial indicators contained in the Financial Strategy are on track  | 100%               | -            | Updates to be provided in the report on July's business   |
|  |  |                | General balances remain at or above the risk assessed level  | 100%               | -            | Updates to be provided in the report on July's business   |

|  |  |           |   |  |                                 |   |   |
|--|--|-----------|---|--|---------------------------------|---|---|
|  | 4. Effective financial management and governance | NOT RATED | - | Directorates deliver services and achieve planned performance within agreed budget   | < +/-1% variation to net budget | - | Updates to be provided in the report on July's business |
|  |  |           |   | Capital projects are delivered on time and within budget   | >80%                            | - | Updates to be provided in the report on July's business |
|  |  |           |   | Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems) | 100%                            | - | Updates to be provided in the report on July's business |

| WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY |  |            |   |  |                    |   |
|---|--|------------|---|--|--------------------|---|
| OUTCOME   | INDICATOR  | OUT-LOOK   | MEASURE   | TARGET                                     | RATE / LEVEL       | COMMENTARY  |
| People are helped to live safe and healthy lives                                      | 5. Numbers of people helped to live safe and healthy lives | AMBER<br>↑ | Number of vulnerable children and adults helped to live more secure and independent lives   | 1,540                                      | 1,878              | Due to the COVID-19 restrictions, we have had to cease face to face community engagement activities. However, the Trading Standards team has been able to work with other OCC teams, as part of the support available to vulnerable residents, offering targeted scams prevention advice and sources of information and support. OFRS has only been fitting smoke alarms for extremely vulnerable people and introduced a triage telephone process with our Advisers to ensure that we understood the needs of those requesting a Safe & Well visit. The outturn demonstrates how the teams have been able to adapt ways of working in line with government guidance. |
|   |  |            | Number of children better educated to live safer and healthier lives  | 3,862                                      | 0                  | The restrictions placed on us due to COVID-19 has significantly impacted on all elements of this measure (which includes Fire Cadets, school activities, Princes Trust scheme etc) as they would ordinarily involve face to face involvement. Moving into Q2, and as restrictions ease, we are exploring how we can adapt to delivering some areas of work.   |
|   |  |            | % of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017  | No target                                  | No data            | Data usually published quarterly. No data currently due to collected or published as Programme suspended due to COVID-19. Target will be set when national guidance is received on restarting the Programme and when/if local suppliers are prepared to commence delivery   |
|   |  |            | % of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017  | No target                                  | No data            | Data usually published quarterly. No data currently due to collected or published as Programme suspended due to COVID-19. Target will be set when national guidance is received on restarting the Programme and when/if local suppliers are prepared to commence delivery.  |
|   |  |            | Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey  | Walking<br>3,060,000<br>Cycling<br>666,000 | Rate not available | Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.   |
|   |  |            | Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff | +10%                                       | 0                  | COVID-19 continues to impact significantly on the service. This programme is delivered in libraries and all libraries are currently closed. Once this service is available in libraries, a revised benchmark will be established using the same period for financial year 19/20.  |
|   | 6. Timeliness of emergency response                        | GREEN<br>↔ | More people alive as a result of our "365 Alive" prevention, protection and emergency response activities   | 268  | 110                | Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are above target in all other areas of the measure overall as Co responding is only one element of the overall measure.  |
|   |  |            | % of emergency call attendances made within 11 minutes  | 80%  | 89.57%             | The response times to emergency calls continues in line with OFRS's expectations  |
|   |  |            | % of emergency call attendances made within 14 minutes  | 95%  | 96.76%             | The response times to emergency calls continues in line with OFRS's expectations  |
|   | 7. Numbers of people receiving support to stop             | GREEN<br>↔ | Rate of successful quitters per 100,000 smokers 18+   | > 3,468                                    | 3,562              | Data usually published quarterly but currently suspended due to COVID-19 and no dates set for publication. Data runs a quarter in arrears so Q1 2020/21 data will be based on reporting in Q4 2019/20. The 2020/21 target adjusted due to the impact of COVID-19 on Quarter 1 2020/21 provision   |

|  |  |        |  |         |       |  |
|--|--|--------|--|---------|-------|--|
|  | smoking or for drug and alcohol dependency | E<br>N | Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.         | > 6.6%  | 10.5% | We continue to exceed local targets and England averages |
|  |  |        | Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment. | > 36.6% | 45.2% | We continue to exceed local targets and England averages |
|  |  |        | Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.           | > 42.8% | 53.9% | We continue to exceed local targets and England averages |



| WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT |  |          |         |   |                         |                             |  |
|--|--|----------|---------|---|-------------------------|-----------------------------|--|
| OUTCOME  | INDICATOR  | OUT-LOOK | MEASURE | TARGET  | RATE / LEVEL            | COMMENTARY                  |  |
| Our quality of life in Oxfordshire is enhanced   | 8. Condition of highways   | GREEN    | ↔       | Defects posing immediate risk of injury are repaired within 24 hours  | 100%                    | 100%                        | Cumulative rate and covers all defects April to May. (Data is reported one month in arrears.)  |
|  |  |          |         | Defects creating potential risk of injury repaired within 28 calendar days  | 90%                     | 99.98%                      | Cumulative rate and covers all defects April to May. (Data is reported one month in arrears.)  |
|  |  |          |         | Kilometres of highway resurfaced as % of total  | 3.07%                   | 2.14%                       | The annual plan for 2020 total surfacing programme has been calculated as 3.07% of the network (excluding patching). The figures from April to June are cumulative, therefore as at 30 June 2.14% of the network has been resurfaced.  |
|  | 9. Engagement with cultural services                               | AMBER    | ↑       | In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level           | a) 3%<br>b) 2%          | 0                           | <u>Museum and History Service:</u><br>Face to face programmes were not delivered this quarter owing to COVID-19.   |
|  |  |          |         | Online engagement with Cultural Services, (social media, website visits, remote enquiries)  | Baseline to be set      | Reporting only in Q1        | <u>Museum Service</u><br>Increased social media activity attracted 132% increase on Q4 19/20 in new followers to Museums Services' Twitter accounts. Online engagement increased by 81% in Q1 20/21 compared with Q1 19/20<br><u>History Service:</u><br>Online engagement Q1 20/21 = 237,716 engagements (Q1 19/20 = 193,059 engagements i.e. a 23% increase<br><u>Library Services:</u><br>Online engagement Q1 20/21 = 262,628 engagements (Q1 19/20 = 73,289 engagements i.e. a 258% increase)   |
|  |  |          |         | Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels | a) 3%<br>b) 2%<br>c) 1% | a) -12%<br>b) -11%<br>c) 0% | a) Active users Q1 2020-21 = 71,803 (Q1 2019-20 = 81,582). Items issued in Q1 2020-21 = 196,461 (Q1 2019-20 = 875,260)<br>b) new users Q1 2020-21 = 882 (Q1 2019-20 = 988). This is a great result in engaging new users, albeit it an 11% decrease.<br>c) All libraries have been closed due to COVID-19. This is a zero return for this quarter  |
| Our local environment is protected and climate change is tackled                       | 10. Reduction in carbon equivalent emissions from OCC's activities | GREEN    | ↑       | Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)            | 6%                      | Rate not available          | This is an annual measure and is due to be reported in October. It is anticipated that predicted reduction will be achieved.   |
|  |  |          |         | % of streetlights fitted with LED lanterns by March 2021  | 40%                     | 25.2%                       | As at 30 June, 15,035 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 25.2% of the total streetlight assets. 161 were replaced during June. The capital programme commences at the end of Aug 2020 with the 1 <sup>st</sup> phase replacing 2,898 lanterns with LED equipment by end of Mar 2021<br><ul style="list-style-type: none"><li>The LED replacement programme has been reprofiled to be carried out over a 5-year period and to be completed by summer 2025.</li><li>The 1<sup>st</sup> two years of the programme are focused on the units with the most significant consumption and potential to save energy.</li><li>The project returns to the MTFP target following the completion of the 2021/22 programme.</li></ul> |
|  |  |          |         | Increase the number of staff who have accessed the Council's Cycle to Work scheme   | -                       |                             | The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.  |



|  |                       |   |  |   |  |   |
|--|-----------------------|---|--|---|--|---|
| 11. Reduced carbon impact of our transport network | A<br>M<br>B<br>E<br>R | ↔ | Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicle charging points per 100,000 population, compared with 2019-20 baseline | 150 for Park and Charge Project by end March 2021 | Rate not available                                 | Park and Charge project has been delayed due to partners needing to furlough staff as a result of COVID-19. The timing plan for charger installation is now under review. The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. Most factors are market and funding led. Although there are delays in projects, the EV strategy is moving well and there are new funding bids developing and funding being released that OCC's iHUB and partners would like to explore.<br><br>Annual target relates to the Park and Charge project only. This is being further reviewed. Success of charging installation is not under the control of OCC but we can facilitate the project. |
|  |                       |   | % of highway maintenance construction, demolition and excavation waste diverted from landfill  | 90%   | 97.22%   | Rate is the average for April to May (data is reported one month in arrears)  |
| 12. Air quality                                    | A<br>M<br>B<br>E<br>R | ↔ | Quarterly assessment of air quality as reported by District and City councils' air quality monitoring  | Reporting only                                    | Rate not available                                 | There is limited air quality data for Q1. Improved reporting of the assessments is expected to be in October 2020. A new Lead Officer is being recruited to manage the work on air quality monitoring and action plans within the Council's strategic planning team. Discussions will also be underway with service areas about air quality measures and specific actions required in designated Air Quality Management Areas.  |
|  |                       |   | Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.   | < 10 p.a.   | 0  | No diversions have been sign posted through Air Quality Management Areas.   |
| 13. Household waste re-used, recycled or composted | A<br>M<br>B<br>E<br>R | ↓ | % of household waste a) recycled, b) composted and c) re-used (and total %)  | a) 30%<br>b) 29.5%<br>c) 0.5%<br>Total >60%       | a) 27.65%<br>b) 31.35%<br>c) 0.07%<br>Total 59.07% | Figures are the forecast end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty. Waste tonnages currently continue to be influenced by the COVID-19 lockdown and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty / possible downturn and the rate of housebuilding.  |
|  |                       |   | % of household waste sent to landfill (forecasted end of year position)  | < 3%  | 1.28%  | Bulky waste collections re-started in all districts during May, but some at reduced levels, while recycling centres also reopened. This end of year forecast is highly uncertain as insufficient data is currently available for accurate forecasting, and the percentage of waste landfilled is expected to increase.  |
|  |                       |   | % of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).   | > 59%   | 61.85%   | HWRCs re-opened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and is highly uncertain as insufficient data is currently available for accurate forecasting.   |

**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 in life          | 14. Prevalence of healthy children                            | AMBER ↔  | Number of expectant mothers who receive a universal face to face contact at 28 weeks  | 78%    | 78.9%   | Figure provided is Year end 2019/2020. This measure has improved to move past the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date including missing midwifery notifications, patient choice, staff vacancies and babies being born early will continue to be closely monitored. |
|  |   |  | Percentage of births that have received a face to face New Birth Visit  | 95%    | 98.6%   | Figure provided is year end 2019/2020. This indicator continues to perform well.  |
|  |   |  | Percentage of children who received a 12-month review   | 93%    | 91.7%   | Figure provided is year end 2019/2020. Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 78.3%. Patient choice and staff vacancies impact on this indicator. Impact of COVID19 will have start to impact on this review from February - end of March 2020  |
|  |   |  | Percentage of children who received a 2-2½ year review  | 93%    | 89.6%   | Figure provided is year end 2019/20. Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 78.1%. Patient choice and staff vacancies impact on this indicator. Impact of COVID19 will be starting to impact from Feb - end of March 2020                       |
|  |   |  | Babies breastfed at 6-8 weeks of age  | 60%    | 62.0%   | Performance remains strong and well above the England average   |
|  |   |  | % of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.                                  | 95%    | 98.6%   | Performance remains strong against this local priority target   |
|  | 15. Number of children we care for                            | AMBER ↑  | Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21                       | 750    | 764   | The number of children we care for was 764 at the end of June. This compares with a figure of 786 at the end of March. Current trajectory would mean the target is met by the end of the year   |
| 16. Number of children's social care assessments | GREEN ↔   | Level of social care assessments to not exceed the 2019-20 level   | < 7,250   | 6,312  | So far this year there have been 1578 social care assessments. This would extrapolate to 6,312 a year. Assessment levels are now close to pre-lock down levels.   |   |
| 17. Number of child protection plans             | GREEN ↑   | Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21 | 550   | 504    | The focus on appropriate, target early intervention and active management has led to a reduction of children who are the subject of a child protection plan of over a quarter since March 2018 when 687 children were the subject of a plan |   |
| Children are able to reach their potential       | 18. Timeliness of completing Education, Health and Care Plans | AMBER ↑  | Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021 | 58.7%  | 48%   | 69% of EHCPs were issued in 20 weeks in June. In the last 12 months 48% have been issued in 20 weeks. The last 5 months have shown sustained improvement with the last 2 months being above the national average. This is despite the fact that demand remains at last year's level (despite COVID-19) and 34% above 2018 levels    |

| WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED |  |           |         |  |  |                |   |  |
|--|--|-----------|---------|--|--|----------------|---|--|
| OUTCOME  | INDICATOR  | OUT-LOOK  | MEASURE | TARGET   | RATE / LEVEL   | COMMENTARY     |   |  |
| Care Services Support Independent living   | 19. People needing short-term support can access an effective service  | NOT RATED | ↑       | Maintain the number of hours of reablement delivered             | Targets will be set during Quarter 2   | 5090           | Figures are affected by COVID-19. We will monitor this area locally until September and then set monthly targets. Levels of reablement and people receiving reablement have both increased month by month in the quarter, but the number of people needing no on-going care has fallen. |  |
|  |  |           |         | Number of people receiving reablement                            |  | 657            |   |  |
|  |  |           |         | % of people who need no ongoing care after the end of reablement |  | 40%            |   |  |
|  | 20. Number of people with control over their care                      | GREEN     | ↔       |  | % of people with safeguarding concerns who define the outcomes they want   | > 90%          | 94.7%   | This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process  |
|  |  |           |         |  | Number of people with personal budgets remains above the national average  | > 90%          | 91%   | 91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally  |
|  |  |           |         |  | % of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average  | > 17%          | 25%   | 25% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally   |
|  |  |           |         |  | % of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average   | > 40%          | 44%   | 40% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally  |
|  | 21. Number of people delayed leaving hospital                          | GREEN     | ↑       |  | Reduce the number of people delayed in hospital awaiting <b>health</b> care  | 22             | 8   | Due to the COVID-19 pandemic, monitoring has been suspended by Government until 30 June. This means hospitals will not need to report data till July at the earliest, which we will then publish in the report to Cabinet in September. Locally, we have continued to monitor delayed transfers of care. The figures given are the local figures for the snapshot at the end of June |
|  |  |           |         |  | Reduce the number of people delayed in hospital awaiting <b>social</b> care  | 6              | 1   |  |
|  |  |           |         |  | Reduce the number of people delayed in hospital awaiting both <b>health and social</b> care  | 26             | 11  |  |
|  | 22. People needing social care are supported to stay in their own home | GREEN     | ↑       |  | Maintain the number of home care hours purchased per week  | > 21,000 hours | 22,480  | -  |
|  |  |           |         |  | Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)   | < 39 people    | 4   | 4 people so far in the year therefore pro rata 16 in year  |
|  |  |           |         |  | Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%) | > 76%          | 92%   | -  |
|  |  |           |         |  | Increase to the national average the percentage of older people in long term care who are supported to live in their own home  | > 57%          | 60%   | -  |
|  |  |           |         |  | There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21   | 60             | 5   | Admissions are lower than expected due to COVID-19   |

| WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE |   |          |   |  |                            |  |
|--|---|----------|---|--|----------------------------|--|
| OUTCOME  | INDICATOR                                   | OUT-LOOK | MEASURE   | TARGET                                       | RATE / LEVEL               | COMMENTARY   |
| Everyone has access to good homes and jobs   | 23. Infrastructure delivery supports growth | RED      | Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)   | 95% (cumulative target to end of March 2021) | 26% (position as at of Q1) | This measure covers the Major Infrastructure Capital Programme. Rate is for Q1 20/21 actuals plus commitments against Feb 2020 Budget for 20/21 financial year. COVID-19 and other factors means the figure is lower than would be expected at this time of the year and suggests end of year figure will be lower than target. Full review of the pipeline of work is ongoing currently to re-baseline the programme.   |
|  | 24. Number of new homes                     | AMBER    | We support the delivery of new affordable housing starts by March 2021 [the target is being reviewed for confirmation in Summer 2020]   | 1,322 homes to March 2021                    | Rate not available         | This is a 6 monthly measure and is due to be reported in October 2020. Discussions are ongoing between OCC and MHCLG (Ministry for Housing, Communities and Local Government) to review and re-set the target in light of the impact of COVID-19 on the construction sector.   |
| Businesses are able to grow and develop  | 25. Support for a strong local economy      | AMBER    | Number of businesses given support by Trading Standards interventions or fire risk inspections  | 880  | 544                        | Our Trading Standards team have still been able to support businesses during the COVID-19 pandemic, such as continued scale verifications as a Notified Body and responding to enquiries relating business closure requirements. Due to the fire protection team remaining in lockdown throughout Q1, it has not been possible to audit any premises. Processes are being put in place to restart the auditing work; however, this will take time to get back up to speed.   |
|  |   |          | Rate of participation in innovation funding bids or new projects in support of the Smart Oxford programme   | 20   | 13                         | Rate is to the end of June. On track to achieve annual target. However, the bids are influenced by external factors such as government releasing funding and political events.   |
|  |   |          | Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget   | >75%   | 70%                        | Rate is for June. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID. The VPACH project (Virgin Park & Charge, which will use existing Virgin Media cabinets to reduce the cost of installing roadside EV chargers) has a RAG status of red, as IUK have suspended the project due to change of scope for Project Lead. However, the impact of this on OCC is minimal as a decision was made to draw back involvement on the project. |
| People and communities have excellent transport and broadband connections                              | 26. Level of disruption to journeys         | AMBER    | Reduce the number of failed utility works inspected   | <15%   | 12.7%                      | From 723 sample A/B/C inspections conducted in June (including all follow up inspections) 92 failed. This equates to 12.7% failure rate. There is a reducing number of failed works.   |
|  |   |          | Increase in the number of days' works on the highway saved via the Council's duration challenges  | 5% over 19-20 rate                           | Rate not available         | Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data.   |
|  |   |          | Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)   | <5%  | 0.06%                      | The reported rate is for June. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored.  |
|  |   |          | Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme) | <1%  | 0%                         | No permits that entered the system went deemed.  |



|  |  |                       |   |  |                     |   |  |
|--|--|-----------------------|---|--|---------------------|---|--|
|  |  |                       | Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle. | 100% by end of Mar 2021  | 70% as at end of Q1 | 4-year inspection programme is in place and underway despite current restrictions with COVID-19. 70% of the planned annual programme covering 58 parishes has been delivered during Q1. A revised measure is being developed to better reflect the service delivery and will be reported from next month. |  |
|  |  |                       | Average excess waiting time for buses on frequent services (minutes)                                | 5 mins   | 0 mins              | COVID-19 has reduced the number of buses on the network. Combined with reduced traffic levels, it indicates there are no delays currently on the network.   |  |
|  | 27. Enhanced digital connectivity for residents and businesses | A<br>M<br>B<br>E<br>R | ↑   | The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband     | 79,600              | 78,240  | Rate is to end of June. COVID-19 has slowed take up of services across Oxfordshire as suppliers were not entering customer premises to install. The team was also asked not to issue any public communications around the programme so areas that are now live do not know they can place orders for later connection. |
|  |  |                       |   | The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband | 99%                 | 97.7%   | Rate is to end of June. Figure is for Oxfordshire as a whole delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise.  |
|  |  |                       |   | The % of premises in Oxfordshire without access to:  |                     |   |  |
|  |  |                       |   | <ul style="list-style-type: none"> <li>At least Basic Broadband (at least 2Mb/s)</li> <li>OFCOM 'acceptable' broadband (10Mb/s)</li> </ul> | <=0.1%<br><=0.5%    | 0.25%<br>0.86%  | Rates are to end of June. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall.   |

## ANNEX B – RISK

This annex shows the main risks facing the Council and gives a snapshot (dated 15 July 2020) 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.

| REF | Risk Title  | Risk Cause<br>Description of the trigger that could make the risk happen   | Risk Effect<br>Description of the consequences of the risk, positive or negative   | Risk Owner                      | Inherent (gross) risk level (no controls) |             | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) |             | D'tion of travel | 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<br>Poor timeliness and prioritisation of services leading to poor engagement from partners and the community.<br>Potential for legal requirements not being met.<br>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<br>Failure to balance budget and/or maintain capital investment strategy in infrastructure.<br>Financial – significant overspend in annual budgets<br>Over-reliance on voluntary groups acting without co-ordination | Jane Portman & Stephen Chandler | 5   | 4           | 20  | 5   | 4           | 20               | ↔        | Risk reviewed - risk manager updated, no further changes.                      | 07/07/2020 |
| 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.<br>Reduced trust in the Council and partners.<br>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  | 5   | 3           | 15               | ↔        | Risk reviewed - risk manager updated, no further changes.                      | 07/07/2020 |
| 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.<br>• Reduced delivery of affordable housing and related impact on the community<br>• 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.<br>• Additional strain on the highways network that could restrict the county's ability to improve productivity<br>• Lack of a strategic framework for future growth in the county.<br>• Constraint on economic development                          | Paul Feehily                    | 5   | 3           | 15  | 5   | 3           | 15               | ↔        | Risk reviewed - no changes. Further review and update to follow.               | 13/07/2020 |
| 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 | Pandemic lockdown, relaxation and reinstatement of lockdown could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion.<br>Possible triggers are likely to be: change in government guidance;<br>local decisions making regarding pandemic response;<br>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.<br>Impact on Council's ability to deliver Covid-19 Response services.<br>Potential reduction in public trust if the council is not seen to be acting appropriately.  | Yvonne Rees                     | 4   | 3           | 12  | 4   | 2           | 8                | ↔        | Risk reviewed - Risk owner updated. Risk cause and mitigating actions updated. | 09/07/2020 |

| REF | Risk Title  | Risk Cause<br>Description of the trigger that could make the risk happen  | Risk Effect<br>Description of the consequences of the risk, positive or negative  | Risk Owner     | Inherent (gross) risk level (no controls) |             | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk   | Residual risk level (after existing controls) |             | Mitigating actions<br>Further actions required   | D'tion of travel | Comments   | Last Updated |
|-----|---|---|---|----------------|---|-------------|---|---|-------------|--|------------------|--|--------------|
|     |   |   |   |                | Impact                                    | Probability |   | Impact  | Probability |  |                  |  |              |
| LR5 | <b>Management of partnerships (non-commercial)</b><br>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:<br>• 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)<br><br>Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention) | Claire Taylor  | 4   | 2           | <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 and recovery 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           | <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>   | ↔                | Risk reviewed - Existing controls updated.   | 06/07/2020   |
| LR6 | <b>Supply chain management</b><br>ensuring effective delivery through the supply chain  | The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures   | Delays to meeting service requirements or service provision.  | Lorna Baxter   | 4   | 2           | 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           | 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.<br><br>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. | ↔                | 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. | 13/07/2020   |
| LR7 | <b>Delivery of statutory duties</b><br>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<br>•Financial penalties - Local Government Ombudsman/Regulators/Central Government<br>•Damages liability to residents and commercial counterparties<br>•Central Government intervention   | Sukdave Ghuman | 4   | 3           | Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules)<br>Support role of Finance, Legal and Procurement<br>Audit function<br>Legal Compliance and Service Plan<br>Service Level Agreements between directorates and Legal  | 4   | 1           | Ensure support functions are fully resourced<br>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.<br>Scheme of Delegation (Finance) reviewed to reflect current management structure   | ↔                | Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate.   | 07/07/2020   |
| LR8 | <b>Corporate governance creating</b><br>and embedding an effective and robust management and governance system that provides accountability and         | 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.<br>Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting)<br>Elements of the Covid-19 response may be compromised or delayed.  | Sukdave Ghuman | 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           | Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.<br><br>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 has been endorsed by Corporate Governance Assurance Group and reviewed by the Audit Working Group ahead of Audit & Governance Committee consideration in July. Based on best practice advice from CIPFA.  | ↔                | Risk reviewed - Risk owner and mitigating actions updated.   | 07/07/2020   |
| LR9 | <b>Workforce management</b><br>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:<br>•Recruitment and retention issues<br>•Increased costs of agency staff<br>•Increased costs in training and development<br>•Underperformance or lack of delivery   | Claire Taylor  | 3   | 4           | <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           | Development and adoption of sector relevant workforce plans<br>Development of new People and Organisational Development strategy<br>The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.<br>Development of new Learning & Development strategy, including apprenticeships<br>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.   | ↔                | Risk reviewed - HR workforce planning training to take place across CDC & OCC during Quarter 3.  | 22/07/2020   |

| REF  | Risk Title  | Risk Cause<br>Description of the trigger that could make the risk happen   | Risk Effect<br>Description of the consequences of the risk, positive or negative   | Risk Owner    | Inherent (gross) risk level (no controls) |             | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk  | Residual risk level (after existing controls) |             | Mitigating actions<br>Further actions required   | Direction of travel | Comments   | Last Updated |
|------|---|--|--|---------------|---|-------------|--|---|-------------|--|---------------------|--|--------------|
|      |   |  |  |               | Impact                                    | Probability |  | Impact  | Probability |  |                     |  |              |
| LR10 | <b>Organisational Change and Service Design</b><br>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.<br><br>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.<br><br>It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.<br><br>Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings.<br><br>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 | 4   | 4           | <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           | <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>   | ↔                   | 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. Monthly dashboards are now being produced and reported to CEDR. | 15/07/2020   |
| LR11 | <b>Financial resilience:</b><br>ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy | The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time.<br>CV-19 grant funding not at the required level to meet needs of services.       | Significant overspend at year end leading to:<br><ul style="list-style-type: none"> <li>extensive use of general balances, taking them below their risk assessed level</li> <li>extensive use of earmarked reserves resulting in no funding available for earmarked purpose</li> <li>further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP)</li> </ul> Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP. | Lorna Baxter  | 5   | 3           | <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           | Modelling work with Pixel and CCN to understand the impact of reduced council tax and business rates for 2021/22.<br>Taking part as LGA case study to help with lobbying position for further funding. Further refining of financial impact once recovery position becomes clearer.<br><br>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 require detailed scenario planning linked to Recovery to maintain financial resilience.<br><br>In July CEDR instigated an in year budget strategy for 20/21, to identify options for managing a potential in year pressure of £15M. options are being considered on 15 July with proposals to be prepared for an extraordinary Cabinet in August (date TBD).<br>For 21/22 savings targets have been set, and Services are tasked with identifying options for meeting the savings targets, in line with the Budget Planning timetable | ↔                   | The impact of Covid19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long term impacts beyond the current year; however the financial pressures in          | 08/07/2020   |
| LR12 | <b>Property and assets</b><br>(maintenance cost)  | Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.   | Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.  | Steve Jordan  | 4   | 4           | Property, Investment and Facilities Management function redesign to get the right professionals running the service<br>Develop Property Strategy which would determine where to prioritise efforts/spend on assets<br>Install right systems to enable us to keep on top of managing information about our assets   | 3   | 2           | Control activities are prioritising compliance (i.e. 'nice to haves' can wait)<br>Taking more long term views on use/potential use of certain assets.<br>New asset condition surveys <b>have</b> indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.<br>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.<br>The FM team redesign is well underway - need to complete this.  | ↔                   | All of mitigation actions referred to are now in place and activities ongoing. The right team/expertise now inhouse dealing with this with a   | 07/05/2020   |
| LR13 | <b>Health and safety: ensuring effective</b><br>arrangements are in place to meet our duties  | Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and 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  | 4   | 3           | <ul style="list-style-type: none"> <li>H&amp;S policies and procedures have been reviewed and adopted</li> <li>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 COVID-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, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.</li> </ul>   | 4   | 2           | <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 to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe.</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>   | ↔                   | Risk reviewed - mitigating actions and comments updated.<br><br>Approach and systems for managing risk of COVID-10 regularly reviewed and updated inline with government and PHE advice.   | 13/07/2020   |
| LR14 | <b>Business continuity and recovery plans</b><br>Resilience to a additional significant disruption during the Covid-19 Response                           | A further disruption occurs that puts additional pressure on business continuity arrangements.   | Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services  | Yvonne Rees   | 4   | 4           | 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.<br>Covid-19 Command Structure and support cells in place and operating effectively.<br>Review of London Bridge undertaken by corporate leads (Command structure moving into Recovery on 1st August)  | 4   | 2           | Continue to review business continuity arrangements that are in place and provide cross organisational support to areas under pressure.<br>Urgent Review being undertaken in Quarter 2 to update and share lessons learnt from organisational resilience during initial Covid period.  | ↔                   | Risk reviewed - Risk owner updated. Existing controls and mitigating actions updated.  | 09/07/2020   |



| REF  | Risk Title  | Risk Cause<br>Description of the trigger that could make the risk happen   | Risk Effect<br>Description of the consequences of the risk, positive or negative  | Risk Owner    | Inherent (gross) risk level (no controls) |             | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) |             | Mitigating actions<br>Further actions required | D'tion of travel | Comments | Last Updated   |            |
|------|---|--|---|---------------|---|-------------|---|---|-------------|--|------------------|----------|--|------------|
|      |   |  |   |               | Impact                                    | Probability |   | Impact  | Probability |  |                  |          |  |            |
| LR15 | Cyber security assurance that effective controls are in place to prevent security issues.                     | Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home   | A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.   | Claire Taylor | 4   | 4           | 16  | 4   | 3           | 12   |                  | ↔        | There has been some delay to appointment of the Cyber Security Officer.<br><br>The IT Service continues to work with colleagues and partners to manage the cyber security threat. The joint post of IT and Cyber Security Officer has been filled by secondment as of 1st July 2020. IT technical resources from OCC | 08/07/2020 |
| LR16 | ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose                          | The server infrastructure, backup and disaster recovery hardware is at or past end of life   | There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive 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 | 4   | 3           | 12  | 4   | 2           | 8  |                  | ↔        | 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  | 08/07/2020 |
| LR17 | Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic | Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy. | <ul style="list-style-type: none"> <li>Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>Economic hardship impacting local business and potentially the local workforce.</li> <li>Impact on vulnerable residents who may find it harder to access services.</li> <li>Increased demand on both frontline and enabling services.</li> <li>Prolonged risk of social isolation and the mental and physical consequence thereof.</li> </ul>   | Claire Taylor | 5   | 4           | 20  | 4   | 4           | 16   |                  | ↔        | Risk reviewed - Mitigating actions updated.  | 04/07/2020 |
| LR18 | Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.             | Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.  | <ul style="list-style-type: none"> <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 | 5   | 4           | 20  | 5   | 4           | 20   |                  | ↔        | Risk reviewed - no changes.  | 22/07/2020 |



Division(s): N/A

## **PERFORMANCE SCRUTINY COMMITTEE 13 August 2020**

### **Revised Budget 2020/21**

#### **Report by the Director of Finance**

#### **Recommendations**

1. The Committee is RECOMMENDED to consider and comment on
  - a) the savings set out in Annex 1 of the Revised Budget 2020/21 report to Cabinet on 18 August 2020
  - b) the revised revenue budget for 2020/21 set out in Annex 2 of the Revised Budget 2020/21 report to Cabinet on 18 August 2020

#### **Executive Summary**

2. On 18 August 2020 Cabinet will consider a revised budget for 2020/21 and will be recommended to recommend the revised budget to Council on 8 September. The Revised Budget 2020/21 report and proposals will be published on 10 August 2020.
3. Performance Scrutiny Committee is invited to consider the information and proposals contained in the report and comment upon them. These comments will be published as an addendum to the Revised Budget 2020/21 report and taken into consideration by Cabinet in approving the revised revenue budget for 2020/21 at the meeting on 18 August 2020.

#### **Background**

4. On 21 July 2020 Cabinet agreed to ask officers to identify plans to address the potential overspend in 2020/21 arising from COVID-19 and report back to the next meeting with recommendations for action. This report sets out a proposal for a revised budget for 2020/21 which is the outcome of that work. The revised budget will address the risk of overspend and reflects the additional costs incurred by the Council in the response phase to the COVID-19 pandemic and the additional funding that has been received from central government.

5. The revised budget will provide a balanced budget for 2020/21 that includes budgets to meet the additional costs of COVID-19 to enable effective budget management.

## **Annexes**

6. The following annexes will be published on 10 August 2020:
  - 'Revised Budget 2020/21' report to Cabinet
  - Annex 1 – Budget Proposals
  - Annex 2 – Revised 2020/21 budget

## **Financial Implications**

7. This report is mostly concerned with finance and the implications are set out in the main body of the report.

## **Legal Implications**

8. There are no direct legal implications arising from this report save for the need for ongoing collaborative working between the Section 151 Officer and the Monitoring Officer. CIPFA guidance promotes the need for consultative working and collaboration between these respective roles to promote good organisational governance.

## **Climate Action Implications**

9. Considering and responding to the Climate Emergency must be embedded in how the Council operates and in all services the council delivers.

LORNA BAXTER  
Director of Finance

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August 2020