

Cabinet – 17 December 2019

BUSINESS MANAGEMENT & MONITORING REPORT

October 2019

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

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to:
 - (a) note the contents of this report;
 - (b) approve the virements set out in Annex C – 2a and note the virements set out in Annex C – 2b.

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan at the end of October 2019.

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness. This report sets out the Council's activities from 1–31 October 2019.
4. These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next three years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹

¹ 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>

6. This report summarises performance, risk and finance, reflecting the Council's commitment to transparency and improved performance management. Further performance information is provided in three annexes:
 - Annex A: performance
 - Annex B: risk
 - Annex C: finance
7. This report also helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April, councillors unanimously agreed to take greater action on carbon emissions, including an ambitious target to become carbon neutral by 2030 for our own estate and activities. 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 the issue of climate change.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

8. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions.
9. 48 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards our ambitions, is called the Outcomes Framework.
10. The Outcomes Framework enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.
11. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help us to provide updates on activity in these important areas. These outcomes and indicators are not given a RAG rating but are shaded grey, and the measures which support them are marked as "no target set".
12. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. In this report all but one of the indicators for which RAG assessments have been made are rated either Green or Amber. No additional outcomes are considered at risk of becoming Red in the next reporting period (November).
13. In this report there are five significant changes to highlight:
 - The indicator "Timeliness of completing Education, Health and Care Plans" (EHCPs) has been assessed as Amber in October, having been assessed as

Red in September. So far this calendar year 45% of completed EHCPs have been within 20 weeks. Our monthly performance continues to improve: 42% in August; 59% in September and 65% in October – despite a 28% increase in requests for assessments compared to last year.

- The indicator “number of children the subject of Child Protection Plans” has been rated Green in October, having been rated Amber in September. This reflects that numbers have now been safely brought close to target level.
 - The indicator ‘level of investment attracted’ has been rated Green in October, having been rated Amber in September. This is due to the Council’s success in securing £102m of Housing Infrastructure Fund money for major improvements to the A40
 - The indicator “Proportion of people walking and cycling” has been rated Amber in October, having been rated Green in September. This is due to a drop in overall reported cycling levels in the period 2016-18 as recorded by the Government’s Active Lives Survey, compared with 2015-17.
 - The indicator “levels of energy use” has been assessed as Amber in October, having been assessed as Green in September. This is because the rate of conversion of streetlights to LED is slower than we originally anticipated. Management action has been taken to address this, both through working with our existing supplier to accelerate their work, and also by procuring a new supplier who will be able to expedite the completion of the entire programme. We will continue to monitor the effectiveness of these actions.
14. These changes mean that in October only the indicator “Number of people delayed leaving hospital awaiting social care” is assessed as Red. This indicator forms part of the overall Oxfordshire system performance on delayed transfers of care (DTC). The system performance has remained challenged, with contributing factors being the performance and effectiveness of reablement, the availability of home care and the recruitment and retention of care staff. We have been reviewing the performance across the Urgent Care System, with the leads for this work being allocated to the Director of Adult Social Services in conjunction with the Chief Nurse at Oxford University Hospitals Trust. They are confident that their focus on this area will start to show improvements in subsequent reports.
15. The information below provides a snapshot of progress towards Corporate Plan outcomes in October 2019, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

Performance highlights

- The quality of our adult social care providers remains high: 91% of providers are rated good or outstanding. This compares with 84% nationally. No social care providers in Oxfordshire are rated inadequate.
- Over 3,000 Oxfordshire residents and businesses responded to our consultation (jointly with Oxford City Council) on proposals to reduce traffic congestion and improve journey times into and around Oxford. The ‘Connecting Oxford’ proposals included new bus routes, traffic restrictions on main routes, and improved walking and cycling provision. Responses will be considered by the Cabinets of both councils in January 2020.

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



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

Performance highlights

- As part of our commitment to help people to live “safe and well” our Trading Standards team have been out testing electric blankets for fire safety. As well as finding a low rate of failure we have been taking this opportunity to offer advice on a range of issues from loneliness to keeping warm in Winter and active lifestyles.
- We have exceeded our second quarter (Jul-Sep) targets for both invitations to NHS Health Checks and residents’ take-up of those checks.

Area for improvement

- Overall levels of cycling have dropped across the county. Data shows 591,00 cycling journeys made in 2016-18, compared with 612,000 in the period 2015-17. We are in the process of reviewing and validating the data now with a view to ensuring that robust performance monitoring is included in the Council’s Local Transport and Connectivity Plan, which is in development now.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Amber	Was Green



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

Performance highlights

- The rate of attendance at Library Services programmes this quarter (Jul-Sep) has increased by 23% over the same period in 2018. Reading programmes have included the Summer Reading Challenge (for young people), Oxfordshire Reads (for young people and adults) and Digital Summer (for 8-13 year olds with interactive fiction, building robots, gadgets, circuits and 3D printing). We also progressed a county-wide programme "making every contact count" based on health and wellbeing.

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



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

Performance highlights

- The growth in early help assessment (1,745 assessments for the year) continues and this is having a positive effect on demand for social care. This reflects work by the Council and its partners in providing support, help and guidance to children and families who do not meet the threshold for social care. In October the Department for Education published comparative activity data for children's social care which showed that Oxfordshire had fewer referrals, social care assessments

and child protection investigations than similar authorities. Numbers of children the subject of child protection plans have fallen in the last 2 months and are now at target level.

- Timeliness of completing Education, Health and Care Plans has improved from Red last month to Amber in October, as 65% of assessments completed in the month were completed on time. This was despite an increase in requests (28% more this calendar year than last year).

Areas for improvement

- Caseloads are currently higher than target. As part of the introduction of our new Family Safeguarding Plus model, the Council is investing significant extra resource to increase the number of qualified social workers within the service with the effect of reducing overall caseloads.
- The number of looked after children is in line with other authorities' numbers but remains higher than our own stretching target. Introducing the Family Safeguarding Plus model will reduce the number of children becoming looked after through child protection concerns.
- The number of school exclusions in Oxfordshire remains better than other authorities' numbers. However, the number is higher than our target. Revised aspirational aims for reducing exclusions are being set in conjunction with schools, reflecting the latest national data and acknowledging that it is Heads and Governors who have the power to exclude. The Council provides support and challenge to schools e.g. the introduction of a behaviour and attendance helpline for schools. We are also re-commissioning alternative provisions to reflect the needs of children/young people, parents and schools locally

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



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

Performance highlights

- The Adult Social Care Outcomes Framework, which measures how well care and support services achieve the outcomes that matter most to people, was published on 22 October 2019. Areas of high performance include: high levels of direct payments; services which provide independence with fewer people placed in care homes, and people who use services feeling safe. The framework identifies the need to increase the availability and effectiveness of reablement (with the positive impact this will have on delayed transfers of care) and the need to reduce social isolation and improve access to information.
- Over a third (36%) of people we support receive a direct payment to organise their own care. This is up from September (33%) and compares with 28% nationally. This supports people to live independently and to have control over their own care.

Areas for improvement

- Delayed transfers of care remain high and our system is currently rated 147th out of 149 upper tier and unitary councils. A review of activities associated with improvements is underway and will be detailed in future reports to Cabinet and Performance Scrutiny Committee. Whilst the performance in this report relates to the period up to 31 October the impact of the changes is showing in performance from November onwards.
- The Council's preferred pathway out of hospital for people who need care is via reablement. The service is currently performing below contract levels across the year so far, though for the month of October delivered above the contracted level of hours. An action plan has been agreed with our provider which is being overseen by the Council and Clinical Commissioning Group. The Council recognises the integral link between reablement and homecare and will ensure opportunities are maximised as both areas are transformed moving forward.
- We are currently reviewing the way we commission home care to help adults with social care needs to live at home. Changing how we commission home care will provide greater certainty for providers and help them to recruit confidently, so enabling us to both increase both the availability of home care and the outcomes achieved.

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



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

Performance highlights

- The Council's bid (in close partnership with West Oxfordshire District Council) for £102m of the Government's Housing Infrastructure Fund (HIF) money was successful. The money is to be invested in major improvements to the A40, which will help to reduce congestion, improve journey times for all modes of transport and encourage walking and cycling.
- The rate of failed inspections of highway repairs undertaken by utility companies has improved again since September. While still below our target rate we have moved closer (19% in October vs. 15% targeted) and are taking action which will help to improve performance further this quarter. A lower failure rate will mean fewer delayed journeys for residents and businesses.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Strong investment and infrastructure are secured	Level of investment attracted	Green	Was Amber
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of transport connectivity	Amber	No change
	Level of access to online and digital services	Green	No change

Managing risk

16. The table below provides a summary of the Council's "leadership risks". Leadership risks are 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.
17. There are no new or closed leadership risks to report this month. No risk's score has changed since the previous report.
18. In this table, the "residual score" is the most significant. The residual score is our assessment of a risk's likelihood and potential impact once all controls – such as existing management activities – have been taken into account. Higher scores indicate more significant risks.

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score
1	Demand management	10	10
2	Safeguarding of vulnerable adults and children	15	10
3	Growth Deal	15	15
4	Local resilience, community resilience, cohesion	4	2
5	Management of partnerships (non-commercial)	8	6
6	Supply chain management	8	8
7	Delivery of statutory duties	12	4
8	Corporate governance	4	2
9	Workforce management	12	6
10	Organisational Change and Service Design	16	8
11	Financial resilience	15	10
12	Property and assets (maintenance cost)	12	8
13	Health and safety	12	8
14	Business continuity and recovery	6	4
15	Cyber security	16	12
16	ICT Infrastructure	12	8

19. The full Leadership Risk Register is attached in Annex B

Summary of the Council's financial position

20. Based on expenditure to the end of October 2019, there is a forecast directorate overspend of **£3.6m**. This is partly offset by a net underspend on Corporate Measures, including interest earned, of **-£0.3m**.

Directorate	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance October 2019/20	Forecast Outturn Variance 2019/20	Forecast Outturn Variance September 2019/20
	£m	£m	£m	%	
Children's Services	118.1	121.3	+3.2	2.7%	+2.4
Adult Services	183.9	184.5	+0.6	0.3%	+0.3
Communities	113.3	113.3	0.0	0.0%	0.0
Resources	28.8	28.6	-0.2	-0.7%	0.0
Total Directorate Position	444.1	447.7	+3.6	0.8%	+2.7
Corporate Measures	-444.1	-444.4	-0.3	-0.1%	0.0
Overall Surplus/Deficit	0.0	3.3	+3.3		+2.7

21. 80% of planned savings totalling £36.8m are on track to be delivered in 2019/20. £5.1m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. These will either be delivered in 2020/21, or where they can no longer be achieved, will be addressed as part of the Service & Resource Planning process for 2020/21.

22. See Annex C for further details and commentary.

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 OCTOBER 2019

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	AMBER	↑	% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	41% (Aug '19)	Summer '18 to Summer '19 average was 46.5%. The latest available figure (for August) is up from that previously reported (31% in May). The next data will be included in November's report.
				% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	61% (Aug '19)	Summer '18 to Summer '19 average was 55%. The latest available figure (for August) is up from that previously reported (56% in May). The next data will be included in November's report.
				To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sept '19)	The Ombudsman's annual report (Sept 2019) showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints in the period April 2018 – March 2019.
	Rates of customer satisfaction	AMBER	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	51% (May 19)	Summer '18 to Summer '19 average was 34.5%. The latest available figure (for August) is up from that previously reported (48% in May). The next data will be included in November's report.
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	80%	80% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	114%	115% - The current forecast for general balances at 31 March 2020 is £22.0m. This is £2.7m higher than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	0k	Reserves are forecast to be £65.3m at 31 March 2019. There has been no change to the use of reserves this month.
				Total Directorate outturn variation	=< 1% variation	0.8%	Based on expenditure to the end of September 2019, there is a forecast directorate overspend of £3.6m . As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of £2.2m from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.
				Total outturn variation	0%	0.0%	£3.6m of the Corporate Contingency is currently unallocated it may be possible to use this to offset the directorate forecast overspend of £3.6m. There is also an underspend of -£0.3m on Strategic Measures.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection/audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	On track	Our HM Inspectorate of Constabulary and Fire & Rescue Services Action Plan was agreed at Performance Scrutiny on 7 November. Teams are working through agreed actions.
The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	91%		91% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the council			
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	One Public Estate (OPE) is a Government seed-funding programme incentivising local partners to consider opportunities for co-location and property asset rationalisation. Our OPE projects are progressing. Draft reports on two projects have recently been presented and are being finalised before consideration by partners.

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	GREEN	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	3,594	5,697	Trading Standards have carried out their re-vamped electric blanket testing at different venues, with a failure rate of 17% which is lower than last year. A range of partners were on site to provide advice and assistance on topics such as loneliness, keeping warm during winter and active lifestyles.
				Number of children better educated to live safer and healthier lives	8,017	56,169	We continue to over-achieve in this area due to the way we approach our fire prevention campaigns. The outturn includes the figure for the Countryfile live event (approx. 20,000 people). We will review this target in December.
	Emergency response times	GREEN	↔	More people alive as a result of our prevention, protection and emergency response activities	621	435	The number of Co-responding calls is affecting the overall outturn for this measure. It ceased in all but one of our fire stations in September 2017 due to national pay negotiations and the position is still not clear
				% of emergency call attendances made within 11 minutes	80%	90.95%	Performance continues above target for emergency response times
				% of emergency call attendances made within 14 minutes	95%	97.57%	
	Prevalence of healthy lifestyles	GREEN	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	89%	90.5%	Our second quarter targets have been exceeded. Quarter 3 (Oct-Dec) Data available 5th Feb 2020.
				% of eligible population 40-74 who have received a NHS Health Check since Apr '15	44.1%	44.6%	
	Numbers of people receiving support for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3460	Although currently reported figure shows 3460 please note that this equates to 5 Four Week Quits short of the target rate, and this target will be reached when late data for this quarter is received with Q2 data (9 December 2019).
				Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of opiate users in treatment.	>6.6%	9.9%	We continue to exceed local targets and England averages
				Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of non-opiate users in treatment.	>36.6%	48.4%	We continue to exceed local targets and England averages
Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a % of the total number of ALCOHOL ONLY users in treatment.				>38.6%	%	We continue to exceed local targets and England averages	
Proportion of people walking & cycling	AMBER	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey. The targets are for annual increases over the baseline of 5% (cycling) and 2% (walking).	Cycling 634,000 Walking 3,000,000	591,000 2,941,000	Comparing the 2016-18 average with the 2015-17 average has seen a slight drop in overall cycling levels, although there is a particularly notable drop in Cherwell District which requires further explanation and understanding, as levels of cycling have either remained stable or increased in other Districts.	
People play an active part in their communities	Rates of volunteering	GREY	-	Number of environmental volunteer hours generated through County Council activities	No target set	52,850 hours (18-19)	Annual measure, next due to be reported in April 2020. In 2018/19 Thames Valley Environmental Records Centre activities generated 1,264 hours of volunteer time and the Lower Windrush Valley Project 520 hours. Oxfordshire's Community Action Groups recorded 51,066 volunteer hours from events and activities run by the groups in this network in 2018-19.
				Number of volunteer hours contributed to library, museum & history services		3,712 hours in October	<ul style="list-style-type: none"> Library volunteer hours: 2,866.25 hours contributed in October. Museum Service volunteer hours: 672.5 hours contributed in October. History Centre volunteer hours: 174 hours contributed in October.
	Prevalence of services provided by communities	GREY	-	Number of town or parish councils with devolved service responsibilities	No target	127	At 31 October there are 127 agreements with town or parish councils and 4 with district councils. Devolution of services is proactively being promoted
				% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services	No target set	See right	October: 58% of £1.89m allocated = £1,102,317 of which: <ul style="list-style-type: none"> 64% to Community Groups = £703,126 23% to Town/Parish councils = £252,700 13% to direct services = £146,491

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN ↑	A and B Classified road network where carriageway maintenance should be considered	33%	33.72%	Slightly over target but Oxfordshire's network condition is broadly becoming stable with the additional investment. There has been a very slight change from 32.48% in 2018, to 33.72% in 2019, a change of 1.24%, or 25Km. This variance could be due to a change in survey provider where a +/-variance of 2% was a known risk.
			Defects posing immediate risk of injury are repaired within 24 hours	100%	99.83%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.80%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 23% Closed without action: 65% Remaining open: 13%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in September was 605. Of these: <ul style="list-style-type: none"> 138 (23%) are now repaired. 391 (65%) 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. 61 (10%) are still awaiting a decision from officers. 15 (2%) are waiting for Skanska to repair. This information is reported in arrears to enable inclusion of full month activity.
			Km of total highway network resurfaced as % of total	0.6%	2.17%	As at 31 st October the programme for this work has delivered a total value of 2.17% of the whole network. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection, therefore will need to be reviewed in light of the expected budget for the coming years.
	% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.23%	Rate is the average for April to September. (Data is reported one month in arrears.)		
	Funding secured through planning obligations	GREEN ↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	100%	2 new agreements were completed during October, both within 6 months of the decision date.
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	96%	In October we secured (through s.106 agreements) various developer contributions associated with specific development applications. These potential contributions (to be paid when developments progress) amounted to 96% of the overall funds we sought when consulted by District Councils on the corresponding planning applications.
	Levels of public transport use	GREEN ↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> Satisfaction with overall journey Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	34.8m	34.5m	Bus targets represent a 1% annual increase in millions of journeys taken. The next bus and rail surveys will take place in Autumn and December. Outcomes will be known in Spring 2020
				36.2	35.8	
93%				tbc	The survey is carried out in December – results are expected in March 2020. The rail target represents a 5% annual increase in millions of journeys taken (based on 10% increase between 2017 and 2018)	

	Rates of access to cultural services	GREEN	↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% annual increase	See right	On track to achieve 5% annual increase. Benchmarking is being established quarterly during 2019/20. Attendance at Library Services 2019 quarter 2 (Jul-Sep) programmes increased by 23% over 2018 quarter 2. The Museum Service and History Centre activities are presented on an annual program, and the services performance indicator provides for that annual comparison.
				Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	The 2018/19 CIPFA benchmarking comparison data is due to be available in February 2020.
Our local environment is protected	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	68%	109 Major Planning applications were received this month. The teams completed 79 responses in October.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	Two Minerals and Waste planning applications were determined in October, both within target. Year to date = 20 out of 20 within target.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	Not yet available	2018/19 annual emissions data is being processed. We expect the figures to be published in Q3 (December).
	Levels of energy use	AMBER	↑	% of streetlights fitted with LED lanterns by March 2020	22%	21.22%	To date 12,654 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 21.22% of the total street lighting assets. The current supplier (Bouygues), has as part of their contract delivered 1,098 units which is below the anticipated delivery profile of this particular stage of project.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	(100%) 100%	(100%) 80%	Percentages refer to progress towards the adoption of new standards, not implementation of fleet improvements. Taxi emissions standards were adopted by Oxford City in Jan 2019 Bus Euro 6 LEZ was agreed by city and county in June. An application to the Traffic Commissioner for implementation is in progress. Formal consultation on the 'Red Zone' element of the programme is due in Autumn 2019. Initial work is under way on the Green Zone' element.
Proportion of household waste re-used, recycled or composted		GREEN	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total 60%	a) 29.09% b) 29.61% c) 0.25% Total 58.95%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils. The forecast end of year position is slightly below target, as recycling rates are plateauing with a change in residents' behaviour.
				% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.57%	On track at the end of September. A target of under 3% by 2020 is proposed in the County's Joint Municipal Waste Management Strategy. The Council are continuing to investigate ways to deliver against this.
				% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	59.06%	Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of HWRC sites.
				% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year. The next is due in March 2020.

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	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	80.3%	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, staff vacancies, patient choice and babies born early – will continue to be closely monitored.
				Percentage of births that have received a face to face New Birth Visit	95%	98.7%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	93%	Performance is achieving the target
				Percentage of children who received a 2-2½ year review	93%	89.3%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.8%. Patient choice and staff vacancies impact on this indicator.
				Babies breastfed at 6-8 weeks of age	60%	61.7%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN	↑	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	96%	Figures for the autumn term 8,090 places taken up, out of forecast number of 8,396 3 and 4 year olds.
	Number of looked after children	AMBER	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	793	Small increase in numbers. Rated Amber because of the volatility of the number and its impact on budget and workload
	Numbers of children's social care assessments	GREEN	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1,745	Extrapolated figures from April - Oct
				Not to exceed the level of social care assessments in 2018-19	6,250	7,228	Figure is projected based on activity so far this year. The last 11 weeks have all been above the weekly target. Annual rate still below that of similar authorities
Number of children the subject of protection plans	GREEN	↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	623	623 at the end of October – 618 on November 11	
Number of children's cases held by permanent staff	AMBER	↑	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	74%	In the short term we are reviewing long standing cases to see if they can be closed or stepped down to early help. Next year the introduction of the Family Safeguarding model will reduce demand for services	
			Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	76%		
Children are able to reach their potential	% of children with a place at their 1 st preference school	GREY	-	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREY	-	% of children attending primary schools rated good/outstanding by Ofsted	No target set	85.1%	-
				% of children attending secondary schools rated good/outstanding by Ofsted		87.0%	-
	Children missing education	AMBER	↔	Persistent absence rates in primary schools (%)	6.8%	6.8%	The education service is actively providing support and challenge to school. The Engagement Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot.
Persistent absence rates in secondary schools (%)				12.2%	14.6%	Re-commissioning of alternative provision is underway to reflect the needs of children/young people, parents and schools locally.	

			Reduction in permanent exclusions to 44 or fewer	< 44	72	Exclusions last year were higher than the target, but relative performance is good. Targets are currently being reviewed for this academic year based on latest local and national data. The permanent exclusions aim has been set at 69 (30% below the last reported national rate)	
	Levels of educational attainment	GREEN	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	64%	Annual only measures.
KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'				> 0	-		
KS4: average attainment 8 score per pupil				48.2	46.8		
KS4: average progress score				0.07	0		
KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average				43%	47		
16-18: average point score per pupil (A level)				No target set			
16-18: average point score per pupil (Tech level)							
16-18: average point score per pupil (Applied General students)							
	Timeliness of completing Education, Health and Care Plans	AMBER	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020	75%	54%	75% is the target for the year. So far this calendar year 45% of completed EHCPs have been within 20 weeks (55%; April; 27% May; 56% June; 41% July, 42% August; 59% in September and 65% in October). There has been a 28% increase in requests for assessments compared to the last year.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	Number of home care hours purchased	AMBER	↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,719	Marginal increase in the month. Home Care 2020 project is reviewing how we commission and purchase care, which will help strengthen the market. The drop in home care hours is partly offset by the high level of direct payments, which allow service users alternative ways to meet their care needs
	Number of hours of reablement delivered	AMBER	↔	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,397	After 7 months of the year reablement levels are 6.2% below contract levels. However, for the month of October 5% more reablement was delivered than contract. The average amount of care provided per person is higher than expected when the contract was specified meaning less people are supported.
	Number of people with control over their care	GREEN	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
				% of people with safeguarding concerns who define the outcomes they want	> 90%	95%	-
				% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	36%	Over a third of people who live at home take their care in the form of a direct payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	RED	↔	Reduce the number of people delayed in hospital awaiting social care	6	8	Latest national figures for September (8.4) are worse than the target but are the lowest since April. Local figures for October have dropped to under 8
				Reduce the number of people delayed in hospital awaiting both health and social care	26	43	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest national figures for September were 52.1. Local figures for October have dropped to 43. An action plan is in place with the provider of reablement to deliver the required improvement. This is overseen by both the council and the clinical commissioning group.
Proportion of older people supported in the community	AMBER	↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.6%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above	
Homes and places support independent living	GREEN	↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	A revised market position statement on Extra Care Housing was published in September. Our target was revised (from 4,500 by 2026) to reflect this.	
			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%	91%	-	

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Strong investment and infrastructure are secured	Level of investment attracted	GREEN	↔	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a “good” condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial growth has been lower than expected. This is currently affecting the available budget in future years
			↔	We participate in 20 innovation funding bids to support the Smart Oxford programme	20	12	We have submitted 12 bids to date. So far this year we have had announcements of success in 3 bids – 2 in Electric Vehicle charging innovation and 1 related to Air Quality and dynamic road management.
				Businesses given support by Trading Standards interventions/fire risk inspections	2,001	2,554	The Trading Standards team have done a significant amount of multi-agency work saving consumers thousands of pounds, and arresting rogue traders. This has been followed up with scams advice
				% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes. Next update will be provided in November’s report.
	Level of infrastructure investment required	GREEN	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We will define the measure for this activity during the 3rd quarter of the year (by December).
	Number of new homes	AMBER	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire.
				We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast for the number of affordable homes is currently below target as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can delivery as part of their existing projects/ Work is ongoing to understand how this can be improved during the remainder of the year.
	Levels of disruption to journeys	AMBER	↑	Failed utility inspections no higher than 15%	<15%	19.4%	From 531 sample A/B/C inspections conducted in October (including all follow up inspections) 103 failed. This equates to 19.4% failure rate. The issue has been addressed at HAUC (Highway Authority and Utilities Committee) and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans. The Council is moving to becoming a Permit Authority, which will give us greater powers of scrutiny and challenge. We expect this to bring an improvement in performance during quarter 3. Improvement Notices will be served on companies with category B/C failure rates higher than 10% within a 3 month period.
	Level of transport connectivity	GREY	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will progress this in 2019-20 including work to determine the correct measure. This needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality.

							A proposal is due to be worked up in partnership with bus operators as part of developing a shared vision and strategy for buses to inform development of the Council's updated Local Transport & Connectivity Plan for initial consultation later in the business year.
	Level of access to online and digital services	GREEN	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	77,533	We continue to progress well towards these targets.
				The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	97.5%	97.1%	
				The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM 'acceptable' broadband (10Mb/s) 	<0.3% <1.2%	0.3% 1.17%	
Local businesses grow and provide employment	Employment rates	GREY	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	No target set	See right	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
	Business numbers	GREY	-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)			See right
	Numbers of apprenticeships	GREY	-	Number of apprenticeships employed by the County Council and maintained schools	No target set	53	Since 1 April we have enrolled 53 new apprentices. At the end of September the total number of apprentices employed was 159.
	Levels of workforce	GREY	-	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	No target set	See right	End of October 2019: 4091.25 FTE This is higher than we reported at the end of September 2019 (4086.77 FTE)
			Total spend on agency staff	See right			End of quarter 2 (September 2019): £3,941,570. This is higher than we reported at the end of quarter 1 (June 2019: £3,774,950)

ANNEX B – RISK

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

Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
1	Demand management	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 and growth, 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	People not getting the support they need, not safeguarded, not achieving identified outcomes. More stress on carers. Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets	Phil Dart and Lucy Butler	5	2	10	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Business as usual - all services are tasked with managing activities within allocated budgets Transformation - reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector	5	2	10	Continue existing controls – ongoing work with partner agencies, voluntary sector and community to deliver effective early help and preventative service options. The next phase of Transformation must concentrate on managing demand and in particular supporting directly provided services and those that we commission, to develop a more preventative approach.	Ongoing		27/11/2019
2	Safeguarding of vulnerable adults and children	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection.	Potentially devastating impact to an adult, child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Lucy Butler & Stephen Chandler	5	3	15	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored monthly by CEF Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries. Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.	5	2	10	Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework.	Ongoing		15/10/2019
3	Growth Deal	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved	Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Simon Furlong	5	3	15	The overall Housing and Growth Deal programme is managed through the Growth Deal core team and governed through the HGD Programme Board. All programme management information provides a degree of risk control, including: Benefit map realisation Change management Programme framework Programme plans and reporting Live actions log	5	3	15	Resources are being mobilised from across OCC to increase capacity to deliver Growth Deal schemes. We have also allocated a Director to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The remit of this role is to focus on delivering the capital programme and establishing the appropriate internal processes to speed up delivery. This includes establishing a Programme Management Office and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. This will be in place by Spring 2020. The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020	March 2020	Existing programme management provides a degree of control over this risk and further mitigating actions are being implemented over the next 6 months to further reduce the likelihood of the risk occurring	16/10/2019
4	Local resilience, community resilience, cohesion	Significant unrest due to community tensions	Broad impact on Council's ability to deliver services if disruption affects particular locations, customers or staff	Simon Furlong	2	2	4	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions.	2	1	2	Continue existing controls and monitor community situations through all service contacts, Localities, Members etc.	Ongoing	(no change from last update) "Additional conversations led by Lord Lieutenant and Community Leaders with follow up meeting in January. Actions completed to ensure communication network in place to provide single consistent messaging via multiple trusted sources should it be needed.	28/11/2019

Leadership Risk Register

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					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
5	Management of partnerships (non-commercial)	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	Deterioration of key relationships could reduce the Council's ability to: <ul style="list-style-type: none"> • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	4	2	8	<ul style="list-style-type: none"> • Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges • Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and in some cases shared posts • Regular formal and informal meetings with main organisations and sector representatives • Participation and engagement in local partnerships, forums and project / policy development work • A workshop held in Sept 2019 reviewed the effectiveness of the Civilian / Military Partnership and will be taking forward recommendations • Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements • Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. 	3	2	6	<ul style="list-style-type: none"> • Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working • 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 • Community development strategy and approach to be produced and implemented jointly with VCS 	Various		21/10/2019
6	Supply chain management	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. .	Delays to meeting service requirements or service provision.	Loma Baxter	4	2	8	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.	4	2	8	The Provision Cycle transformation programme will, in part, seek to improve the commercial capacity and capability of the Council through applying a Category Management approach. This approach to embed increased capability to better monitor and manage this risk, resulting in category strategies that reduce the impact of failure through establishing supply chain contingency plans and improved monitoring tools to reduce the likelihood.	Ongoing		28/11/2019
7	Delivery of statutory duties	That the Council acts unlawfully by failing to deliver statutory responsibilities	<ul style="list-style-type: none"> • Litigation/judicial review • Financial penalties - Local Government Ombudsman/Regulators/Central Government • Damages liability to residents and commercial counterparties • Central Government intervention 	Nick Graham	4	3	12	<ul style="list-style-type: none"> • Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) • Support role of Finance, Legal and Procurement • Audit • Legal Compliance and Service Plan • Service Level Agreements between directorates and Legal 	4	1	4	Ensure support functions are fully resourced	Ongoing	An action plan is in place to ensure that we are addressing our statutory duties for the Deprivation of Liberty Safeguards for adults. An action plan is in development in relation to meeting our statutory duties for children with Special Educational Needs and Disabilities.	04/10/2019
8	Corporate governance	That the Council's corporate governance is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements	Inconsistent, uncompliant or potentially unlawful actions/decisions.	Nick Graham	2	2	4	<ul style="list-style-type: none"> • Council governance framework is regularly reviewed and updated by senior managers and members. • Constitution - updated and annually reviewed by Monitoring Officer and Full Council. • System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. • Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. 	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.	Ongoing		04/10/2019

Leadership Risk Register




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					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
9	Workforce management	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	Claire Taylor	3	4	12	<ul style="list-style-type: none"> •On-going monitoring of issues and HR data •Key staff in post to address risks (e.g. strategic HR business partners, reward manager) •Transformation programme (service redesign element) will set out long term service requirements •Dedicated recruitment resource 	3	2	6	<ul style="list-style-type: none"> Development and adoption of sector relevant workforce plans Development of new People and Organisational Development strategy Development of new Learning & Development strategy, including apprenticeships 	March 2020		25/09/2019
10	Organisational Change and Service Design	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	4	4	16	<ul style="list-style-type: none"> • All projects clearly identify benefits to be delivered and the long term financial implications (upfront costs and savings), supported by project plans and milestones where appropriate • Clear financial benefits realisation articulated in all project plans, regularly monitored through monthly highlight reports and integrated with the council's business management monitoring report process • Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services • All project resourcing considered monthly, roles allocated and additional 3rd party support commissioned where there is a lack of internal capacity or skills • The Joint Audit & Governance and Performance Scrutiny (Transformation) Sub-Committee receives quarterly reviews of progress made, supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan • Where joint activity is planned the Partnership Working Group review progress and delivery. • Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. 	4	2	8	<ul style="list-style-type: none"> •Ensure that the entirety of the council's change agenda, including the current Transformation Programme is integrated into one overall programme of change that leads and informs the emerging Service and Resource Planning Process, and expand the scope of the programme where further savings are required • Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects •Ensure the Transformation Programme is fully aligned to, and supportive of the corporate priority setting and medium term financial planning process • CEDR to regularly review the council's full portfolio of change projects (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members 	Various		29/10/2019
11	Financial resilience	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; or not achieving planned savings and efficiencies on time.	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	5	3	15	<ul style="list-style-type: none"> • Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. • Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process • Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting • Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks • Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020 • s25 report of Chief Finance Officer 	5	2	10	<ul style="list-style-type: none"> Business cases for savings when they enter the MTFP must be more robust, with more emphasis on confidence levels, timelines and project plans. Budget challenge sessions undertaken in September 2019 with requirement to identify budget reduction options (savings or income generation) at a minimum of 15% of net directorate budgets 	Ongoing		30/10/2019
12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Simon Furlong	4	3	12	<ul style="list-style-type: none"> Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets 	4	2	8	<ul style="list-style-type: none"> Control activities are prioritising compliance (ie 'nice to haves' can wait) Taking more long term views on use/potential use of certain assets. New asset condition surveys may indicate additional financial pressures to bring maintenance of our assets to an acceptable condition. 	Ongoing		28-11-2019




Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
13	Health and safety	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.	<ul style="list-style-type: none"> Unsafe services leading to injury or loss Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions) 	Nick Graham	4	3	12	<ul style="list-style-type: none"> H&S policies and procedures have been reviewed and adopted Information and training programmes under way for managers and staff H&S Governance Board maintains oversight of policy and practice H&S Monitoring and Inspections help strengthen understanding and provisions Additional budget has been allocated (logged as a pressure) for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within Property, Investment & Facilities Management where the right expertise is now in-house to enable us to bring and maintain the right level of compliance in the organisation 	4	2	8	We will provide assurance on effective controls to the H&S Governance Board including: H&S monitoring will be carried out in selected services to assess compliance. Reporting of key data and issues to Leadership Teams. Ensuring staff receive the necessary health and safety training.	Ongoing		24/10/2019
14	Business continuity and recovery	If Business Continuity arrangements are insufficiently robust or inconsistently applied, this could restrict our ability to maintain the delivery of services to residents the expected standard.	Significant disruption to the delivery of essential Council Services which are not recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Simon Furlong	2	3	6	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.	2	2	4	Ensure all Business Continuity plans are completed, and that relevant training and exercising has been undertaken. This is being monitored by Audit and Governance with a further internal audit due in December 2019. Continued focus on delivering of effective Business Continuity Management delivered via the Extended Leadership Team and assured by the internal audit process.	Dec-19	Business Continuity Action Plan is progressing well: all plans now identified and 87% are in place. Next phase is to implement an exercising regime. Internal Audit expected in Quarter 4.	01/11/2019
15	Cyber security	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error	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	A robust plan is in place and under continuous improvement. OCC is Public Services Network and 'Cyber Security Essentials Plus' accredited. OCC is also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.	4	3	12	As part of the IT service redesign a joint OCC/CDC Cyber Security post will be created and recruited to, to undertake: •Sole responsibility for managing security threats and prevention methods. •Working with Information Management Team to ensure implications of GDPR on data security are understood and built in •Working with partners (e.g. police) to provide awareness training so that every OCC user is aware of their role in preventing cyber threats. •Documenting processes and policy to clearly define roles, responsibilities and procedures. •Maximising the use of technology to reduce cyber risks (network, application, monitoring). •Ensuring all suppliers meet cyber security requirements for new and existing contracts.	Mar-20		17/10/2019
16	ICT Infrastructure	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.	Claire Taylor	4	3	12	A successful procurement has been conducted and a supplier selected. Risk level remains the same at this stage in the project. The project's RAG rating is Green. Day to day risks are controlled by the service in partnership with the supplier.	4	2	8	The primary datacentre will be in and fully configured by the end of Q4 2019/20. The Disaster Recovery provision will also be refreshed and should be available on the same schedule.	Mar-20		29/10/2019

ANNEX C – Forecast outturn 2019/20 at October 2019





Key:

RAG status
 Red
 Amber
 Green

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

Children's Services

£3.2m (2.7%) forecast overspend

<p>Education & Learning</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.6m (2.2%) overspend</p> <p>Action Plan Not required</p>	<p>£0.3m overspend forecast in relation to SEN Home to School Transport. This forecast is based on current demand along with average growth seen in recent years. There remains a risk that demand will remain high in 2019/20 and increase the forecast spend in this area. To ensure the budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 has been approved which has reduced the forecast overspend from £2.5m to £0.3m.</p> <p>There is a potential pressure due to deficit balances in a school which has converted to academy status. The value is currently estimated at £0.3m-£0.4m. £0.1m of this relates to a school which has already converted and the deficit balance has been confirmed.</p>
<p>Children's Social Care</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.8m (2.5%) overspend</p> <p>Action Plan Not required</p>	<p>In relation to the Unaccompanied Asylum-Seeking Children budget, following a notification from the Home Office that the funding rate for under 18 young people will be increased from 1 April 2019, it is now expected the costs of this cohort overall will be met by the grant funding available.</p> <p>An overspend of £0.4m is reported within the Children's Social Care teams. £0.1m of this relates to spend on young people in care within the Looked After Children teams and £0.3m in relation to staffing pressures across Children's Social Care due to increased demand. The number of Child in Need and Child Protection cases has increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining steady, but with seasonal variations. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of</p>

vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing agency spend over the longer term. These teams will be part of the Family Safeguarding Model from June 2020.

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

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

Children's Social Care Countywide Services

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

RAG rating ▲

£1.7m overspend forecast due to savings which are currently not expected to be achieved relating to third party spend. Alternative savings are being considered and an update will be provided in future reports.

Direction of travel ↓

Variation £1.8m (3.4%) overspend

Overall no variance outside of savings is currently forecast within Corporate Parenting, with overall demand relatively stable and within the assumed budget. Placement mix particularly the number of residential placements, and demand need to be monitored carefully to identify any potential variances as the year progresses.

Action Plan
Being developed

DSG Funded Services

High Needs DSG Block

A **£12m to £14m overspend** is forecast against the in-year High Needs Block Dedicated Schools Grant. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.

RAG rating ▲

Direction of travel ↔

Variation £12m to £14m (23.2% to 27.1%) overspend

The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Over the last year this increased by just under 500 plans. Since the beginning of this financial year, the Council is issuing an average of 50 additional plans per month and this is having a significant impact on

Action Plan

SEND Sufficiency of Places Strategy approved by Cabinet in December 2018

team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £0.055m per place per annum plus transport costs.

The risk remains that the overspend will increase significantly due to exceptional demand for special school places, however the forecast range has narrowed from the £9m to £15m forecast earlier in the year as there is now greater certainty with the majority of special school and further education college secured in the new academic year.

Adult Services

£0.6m (0.3%) forecast overspend

Better Care Fund Pool



RAG rating

Direction of travel ↑

Variation £0.1m (-0.1%) underspend

Action Plan

Combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.

While an improvement plan is underway, the forecast reablement activity provided through the contract with Oxford University Hospitals NHS Foundation Trust continues to be lower than budgeted. The council's share of the underspend based on current activity would be **£0.8m**, this is a £0.1m increase from last month.

Home support capacity is broadly being maintained but the local market continues to be impacted by workforce availability. Based on current activity a forecast underspend of **£0.1m** is being reported. The forecast includes a £0.1m reduction in contingency home care costs, a £0.2m increase in residential short stay costs, a £0.1m increase in direct payment costs plus £0.9m uncommitted iBCF budget which is being utilised to offset the previously reported pressure within home support.

Since the beginning of the year equipment to enable service users to live independently at home has been delivered by a new service provider. The latest activity information implies a forecast overspend of **£0.3m**. The overspend reflects a £0.1m under accrual in relation to the previous provider and £0.2m relating to actual activity in 2019/20.

Based on current activity, the budget for care home placements is forecast to overspend by **£0.5m**, (1.1% of the total care home budget). The decrease of £1.0m from the previous month reflects confirmation of the uplift to the Better Care Fund in 2019/20. £0.8m additional funding is included in this report, as well as the use of £0.5m held in reserves to offset financial risk within this pool. The forecast also reflects 2 new high cost placements within the under 65 cohort and the effect of increasing costs of future placements. Over the year there is an increase in service user contributions being reported which is partly offsetting £1.0m of undelivered savings linked to changes to commercial arrangements.

The forecast also assumes that an estimated reduction in the income impairment, will not happen resulting in a pressure £0.4m, an updated impairment position will be reported next month.

£0.7m of the £1.4m held in reserves for 2019/20 Winter Pressures activity has been agreed to be used to support projects to enable hospital discharges. £0.5m is being used to provide short stay beds with the remaining £0.2m being available to support other urgent spend.

Adults with Care and Support Needs Pool

RAG rating ▲

Direction of travel

Variation £3.9m
(4.6%) overspend ↓

Action Plan

Mitigated by underspends in non – pool budgets.

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

The forecast includes a **£0.7m** overspend relating to increased packages, this is an increase of £0.5m from the figure reported last month and includes two new packages at a value of £0.2m.

£1.3m forecast overspend relates to the social care element of placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). Work to clarify all the placements and costs, to improve the ongoing visibility to Adult Social Care, and

to ensure that relevant health costs are recharged to the appropriate organisation, is continuing.

£0.5m overspend relates to sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.

There is a forecast overspend of **£0.1m** relating to service users with Acquired Brain Injury (ABI) with social care needs. Because of the unpredictability of their needs and the high cost of individual care packages this forecast will fluctuate month to month.

Savings totalling £2.4m are built into the council's contribution to the pool in 2019/20. Plans to implement these are progressing but based on current plans **£1.3m**, an increase of £0.1m from the previous month, are at risk of slipping to 2020/21 or not being achievable contributing to the overspend within the pool.

Non-Pool Services

RAG rating 

Direction of travel 

Variation -£3.2m
(-21.9%) underspend

Action Plan

Unallocated on-going base budget of **£2.8m** is currently being held outside the pooled budgets. **£1.7m** is funding built into the Medium-Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19.

However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.

A budget of **£0.7m** originally related to Care Act implementation and the withdrawal of the Independent Living Fund. This has been used to manage a range of demand led pressures in the pools in the last two years and continues to be available in 2019/20.

An exercise was undertaken to highlight any uncommitted budgets resulting in **£0.4m** budget being identified to offset existing pressures.

All of the **£2.8m underspend** is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.

A **£0.1m underspend** is reported within Adult Protection & Mental Capacity, arising as a result of vacant posts.

Within provider and support services, an estimated underspend of **£0.3m** is being reported, this is £0.1m increase from last month and reflects additional vacant posts being held.

There are additional costs of £0.2m for the review team. This pressure is being intended to be offset against underspends held elsewhere within staffing and infrastructure.

All other areas are currently reporting a breakeven position noting on-going challenges around the recruitment and sustainability of social work capacity required to support the implementation of the Medium-Term Financial Plan and on-going work.

Commissioning

The service is currently reporting a breakeven position.

RAG rating



Direction of travel



Variation £0.0m
Breakeven

Action Plan

Public Health

£0m (0%) breakeven position after a transfer of £0.5m to the Public Health reserve

RAG rating



Direction of travel



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





The forecast position includes a **£0.2m underspend** arising as a result of staff vacancies held within the service, **£0.3m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems, plus a further **£0.6m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend as other authorities move to the same refined costing tool, this is a further underspend of £0.1m from the previous month.

Action Plan

The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.5m.

Communities

£0.0m (0.0%) forecast breakeven

<p>Planning & Place</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.0m (0.0%) variance</p>	<p>Reporting a breakeven position with no variance from last month. Income levels are being realised as forecast, however, some risks are emerging through the current pause in South Oxfordshire DCs Local Plan-making process. If realised, the financial pressure would be more likely to be felt in 2020/21.</p>
<p>Community Operations</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.0m (0.0%) underspend</p>	<p>A breakeven position overall with underspends in Waste Management off-setting increased demand on highways maintenance and Parking Account pressures.</p> <p>£0.8m pressure on the Parking Account due to the combination of an historical downturn in parking income and increased running costs.</p> <p>£0.5m pressure on highway defects and winter maintenance, partly due to the recent bad weather.</p> <p>£0.2m pressure relates to a loss of trading income for the ITU as a result of a contract ending.</p> <p>£0.2m pressure relates to additional Depot Works over and above budget.</p> <p>£0.3m pressure relates to the pension costs resulting from structural changes in Cultural Services.</p> <p>£2.0m underspend is reported in Waste management due to savings in contract management costs (-£0.8m) and reduced tonnages in all waste streams being lower than budgeted for. The following table outlines this.</p>

Waste Management Outturn Variance		
Spend Type	Variance	Note
	£'000	
Tonnage	- 1,200	3.6% reduction in tonnage disposed, now forecast at 270kt (-£800k) and some price reductions (-£400k), mainly in ERF.
TOTAL	- 1,200	
Budgeted Tonnage		280 Kt
Budgeted Tonnage Targets		Notes
Recycling	58%	On target - tonnage down by 6Kt
Energy Recovery	38%	On target - tonnage down by 3Kt
Landfill	4%	On target - tonnage down by 1Kt
	100%	

Property & Investment

Although a nil variance is reported at present, the plans for reshaping the service post-Carillion continues, and there is a risk of short-term financial pressures. This includes risk of additional pressures following the asset condition surveys in bringing the estate to a safe/appropriate level of operation.

RAG rating



Direction of travel



Variation

£0.0m (0.0%) variance

Community Safety

There is an expected pressure on the On Call budget due to concerns around potential flooding in the county.

RAG rating



Direction of travel





Variation



£0.0m (0.0%) variance

Resources

£0.19m (-0.7%) forecast underspend

<p>Resources</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.2m (-0.7%) underspend</p>	<p>£0.1m <u>overspend</u> relates to a number of small pressures across HR and Democratic Services.</p> <p>£0.1m <u>overspend</u> reflects a pressure on the Legal Services budget. An increase in external and internal income receivable is forecast to partly-mitigate cost pressures previously reported. Legal costs continue to exceed the expenditure budget, reflecting the increased counsel costs and court fees for complex childcare and increased directorate demand necessitating additional resource across the team.</p> <p>£0.2m <u>overspend</u> relates to the unfunded costs of the interim Procurement team which will be in place for the remainder of the financial year. The ongoing pressure will be addressed as part of Provision Cycle service redesign which is to be implemented from April 2020.</p> <p>£0.1m <u>overspend</u> relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria.</p> <p>£0.7m <u>underspend</u> reflects the vacancies being held in the ICT service. The service will review its resourcing requirements to deliver the new IT strategy. The strategy sets out the 3–5year technology requirements for the organisation including savings targets. Departmental staffing budgets currently underspent will be considered alongside the strategy.</p>
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Corporate Measures

<p>General Balances</p> <p>RAG rating </p> <p>Direction of travel </p>	<p>The current forecast for general balances at 31 March 2020 is £22.0m. This is £2.7m higher than the risk assessed level of £19.3m as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. This position assumes that forecast Directorate overspend of £3.6m is met from the remaining corporate contingency budget of £3.6m, and the £0.3m underspend on strategic measures being returned to balances.</p>
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	£m	£m
General Balances at 1 April 2019		28.0
<i>Calls on Balances>Returns to Balances</i>		
Budgeted Contribution to Transformation Reserve	-6.0	
Northfield School Revenue Costs	-0.3	-6.3
Strategic Measures Underspend		+0.3
Projected Level of General Balances at 31 March 2020		22.0
Risked Assessed Level of General Balances 2019/20		19.3
<i>Level of surplus balances</i>		2.7

Reserves

Reserves are forecast to be **£65.3m** at 31 March 2020, a reduction of **£0.1m** since the last report which relates to a change in the forecast for the Public Health Reserve and Budget Priorities Reserve.

RAG rating



Direction of travel ↓

This includes a forecast mid-range deficit (between £12m and £14m) on the High Needs DSG grant reserve of £12m included in the Grants and Contributions Reserves. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

Unplanned Use >£250k

Medium Term Financial Plan Savings

The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 80% of savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2019.

RAG rating



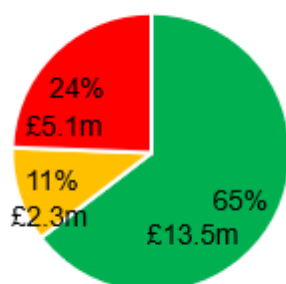
£15.9m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

Direction of travel



% of savings expected to be achieved
95%

Directorate Saving Plans



■ Green & Delivered ■ Amber ■ Red

£13.5m, 65%, of Directorate savings plans have been or are forecast to be delivered by year end.

£2.3m, 11%, are assessed as amber and are at risk of not being delivered in full year.

A further £5.1m, 24% are assessed as red and are not expected to be delivered in year.

The following Directorate saving plans are assessed as red:

Service redesign	£0.6m	Service redesign is underway for finance, strategic capabilities and the provision cycle. Implementation dates for these will mean that full year savings will not be achieved in 2019/20.
Children's Services – Review of Third Party Spend	£1.7m	As reported above, non-delivery of this saving has created an in-year budget pressure for which the service is seeking alternative savings to help manage.
Adult Services – Learning Disabilities	£1.1m	Savings totalling £2.4m are built into the council's contribution to the Adults with Care and Support Needs pool in 2019/20. Plans to implement these are progressing but savings are at risk of slipping or not being achievable and this has been included within the overspend reported for the pool.
Adult Services – Improvements to Acquired Brain Injury and Autism Pathway	£0.2m	
Adult Services – Commercial arrangements with care home providers	£1.0m	As reported above, the resulting in year budget pressure is partially offset by an increase in

		service user contributions within the Better Care Pool.
Communities - Parking Account Income	£0.5m	Additional income targets are not expected to be achieved. The resulting pressure is currently offset by other underspends within the Directorate.
Total Red Saving Plans	£5.1m	

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

The budget proposals currently being developed for 2020/21 to 2023/24 to be considered by Council in February 2020 will include plans to address the impact of slippage and non-delivery of savings on future years.

Grants

RAG rating



Direction of travel ↑

The council is expected to receive ringfenced and un-ringfenced government grants totalling **£337.2m** in 2019/20, an increase of £4.0m from the position reported last month.

The change from last month relates to the revenue element of the Housing and Growth Deal Infrastructure grant. In accordance with the Housing & Growth Deal Delivery Plan, £4m of the £30m funding for 2019/20 was due to be paid as revenue grant with the remaining £26m as capital grant.

Strategic Measures

RAG rating



Direction of travel ↑

The following table sets out average in-house cash balances and average rates of return for October 2019. The current forecast outturn position for in house interest receivable is **£3.3m**, which is **£0.9m** above budget.

Month	Average cash balance	Average rate of return
October	£408.85m	0.881%

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.8m**, which is in line with budget.

Interest Payable is forecast to be in line with the budgeted figure of **£15.2m**.

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.93%	>=0.98%

Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.75%	>=3.75%
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Debt and Loan Write Offs & Impairments

Indicators are stable for collection of corporate income; days revenue outstanding, debt requiring impairment and debt over one year are all improved. The average collection rate for the year remains below both the average for last year and target; however, the collection rate for invoices with a value over £10,000 was 100% for this period.

Corporate Debtors

Debt requiring impairment (DRI) has decreased marginally once again this month. 35% of the DRI relates to the developer contribution debt reported previously, this will likely end in mediation and take some months to resolve. Consequently, the DRI is unlikely to reduce materially over the next quarter.

RAG rating



Direction of travel



	Target	October 2019
Invoice collection rate	97.5%	94.6%
Avg. days outstanding	35	29
Debt requiring impairment	<£0.30m	£0.41m
Unsecure debt over 1 year	<£0.50m	£0.41m
Write offs as % of income Year to Date	<0.10%	0.37%

Debt and Loan Write Offs & Impairments

Both the invoice collection rate and days revenue outstanding continue to be stable with no material movement. Debt requiring impairment (DRI) is the same as last month, consequently it remains £0.33m higher than the current impairment balance. Indications are that planned savings (£0.35m) linked to reducing DRI in 2019/20 will not be met, consequently there will be a pressure of £0.35-£0.68m.

- Adult Contribution Charges

The position in relation to the number of complex high value cases and staffing remains the same as last month i.e. there is a significant number of cases (900) to manage and the team are not at full capacity; work continues to recruit to vacancies. Delays due to outside influences such as housing market, Court of Protection and Probate office continue to be a factor delaying resolution of cases. Prioritisation and review of approach to case work is ongoing to ensure priority cases are addressed in a timely way.

RAG rating



Direction of travel



Annex C - Business Management Report October 2019

	Target	October 2019
Invoice collection rate	92%	89.2%
Avg. days outstanding	100	103
Debt requiring impairment	<£2.00m	£3.00m
Unsecure debt over 1 year	<£1.60m	£3.04m
Write offs as % of income Year to Date	<1.0%	0.05%

Business Management Report
Position to the end of October 2019
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Children						
Gross Expenditure	368,782	-415	368,367	371,517	3,150	G
Gross Income	-255,037	4,747	-250,290	-250,290	0	G
	113,745	4,333	118,078	121,228	3,150	R
Resources						
Gross Expenditure	40,330	-101	40,229	40,363	134	G
Gross Income	-11,487	39	-11,448	-11,775	-327	R
	28,843	-62	28,781	28,588	-193	G
Communities						
Gross Expenditure	175,434	5,682	181,116	180,140	-976	G
Gross Income	-61,968	-5,833	-67,801	-66,851	950	R
	113,466	-151	113,315	113,289	-26	G
Adults						
Gross Expenditure	204,376	466	204,842	205,474	632	G
Gross Income	-20,349	-615	-20,964	-20,964	0	G
	184,027	-149	183,878	184,510	632	G
Public Health						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	0	0	0	0	0	G
Directorate Expenditure Total	818,872	5,633	824,505	827,445	2,940	G
Directorate Income Total	-378,791	-1,662	-380,453	-379,830	623	G
Directorate Total Net	440,081	3,971	444,052	447,615	3,563	G

Business Management Report
Position to the end of October 2019
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
					underspend - overspend +	
	£000	£000	£000	£000	£000	
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000	-290	-6,290	-5,990	300	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	204	-1,296	-696	600	
Contingency	7,629	-3,476	4,153	610	-3,543	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-9,339	-920	
Strategic Measures Budget	29,208	-3,562	25,646	22,083	-3,563	
Unringfenced Government Grants	-18,743	-409	-19,152	-19,152	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
Council Tax Requirement	369,065	0	369,065	369,065	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget Estimated outturn showing variance in excess of +/- 1% of year end budget
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Business Management Report
Position to the end of October 2019
Budget Monitoring

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
CEF1 Education & Learning						
Gross Expenditure	79,259	1,751	81,010	81,610	600	G
Gross Income	-54,797	1,041	-53,756	-53,756	0	G
	24,462	2,792	27,254	27,854	600	R
CEF2 Children's Social Care						
Gross Expenditure	34,717	262	34,979	35,779	800	R
Gross Income	-3,352	118	-3,234	-3,234	0	G
	31,365	380	31,745	32,545	800	R
CEF3 Children's Social Care Countywide Services						
Gross Expenditure	55,690	2,106	57,796	59,546	1,750	R
Gross Income	-3,882	-356	-4,238	-4,238	0	G
	51,808	1,750	53,558	55,308	1,750	R
CEF4-1 Delegated Schools						
Gross Expenditure	154,133	-4,819	149,314	149,314	0	G
Gross Income	-154,133	4,819	-149,314	-149,314	0	G
	0	0	0	0	0	G
CEF4 Other Schools						
Gross Expenditure	38,570	874	39,444	39,444	0	G
Gross Income	-38,354	-875	-39,229	-39,229	0	G
	216	-1	216	216	0	G

Business Management Report
Position to the end of October 2019
Budget Monitoring

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend +	£000
CEF5 Children's Services Central Costs						
Gross Expenditure	6,413	-588	5,825	5,825	0	G
Gross Income	-519	0	-519	-519	0	G
	5,894	-588	5,306	5,306	0	G
Directorate Expenditure Total	368,782	-415	368,367	371,517	3,150	G
Directorate Income Total	-255,037	4,747	-250,290	-250,290	0	G
Directorate Total Net	113,745	4,333	118,078	121,228	3,150	R

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Position to the end of October 2019
Budget Monitoring

Communities Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
EE1	Planning & Place						
	Gross Expenditure	11,862	2,693	14,555	14,555	0	G
	Gross Income	-6,577	-2,760	-9,337	-9,337	0	G
		5,285	-66	5,219	5,219	0	G
EE2	Community Operations						
	Gross Expenditure	124,284	-13,893	110,391	109,415	-976	G
	Gross Income	-48,224	3,721	-44,503	-43,553	950	R
		76,060	-10,172	65,889	65,863	-26	G
EE3	Property & Investment						
	Gross Expenditure	12,822	16,578	29,400	29,400	0	G
	Gross Income	-4,324	-6,483	-10,807	-10,807	0	G
		8,498	10,095	18,593	18,593	0	G
EE4	Community Safety						
	Gross Expenditure	26,466	304	26,770	26,770	0	G
	Gross Income	-2,843	-311	-3,154	-3,154	0	G
		23,623	-7	23,616	23,616	0	G
	Directorate Expenditure Total	175,434	5,682	181,116	180,140	-976	G
	Directorate Income Total	-61,968	-5,833	-67,801	-66,851	950	R
	Directorate Total Net	113,466	-151	113,315	113,289	-26	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

Business Management Report
Position to the end of October 2019
Budget Monitoring

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEO1 Corporate Services						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	2,298	0	2,298	2,298	0	G
CEO2 Law & Governance and Human Resources						
Gross Expenditure	11,223	-1,158	10,065	10,500	435	R
Gross Income	-5,070	-75	-5,145	-5,405	-260	R
	6,153	-1,233	4,920	5,095	175	R
CEO3 Corporate Finance & Internal Audit						
Gross Expenditure	7,388	2,243	9,631	9,870	239	R
Gross Income	-2,599	115	-2,484	-2,551	-67	R
	4,789	2,358	7,147	7,319	172	R
CEO4 Assistant Chief Executives						
Gross Expenditure	19,421	-1,186	18,235	17,695	-540	R
Gross Income	-3,818	0	-3,818	-3,818	0	G
	15,603	-1,186	14,417	13,877	-540	R
Directorate Expenditure Total	40,330	-101	40,229	40,363	134	G
Directorate Income Total	-11,487	39	-11,448	-11,775	-327	A
Directorate Total Net	28,843	-62	28,781	28,588	-193	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

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R

Business Management Report
Position to the end of October 2019
Budget Monitoring

Adults Directorate	BUDGET 2019/20			Outturn	Projected	Projected
	Original	Movement	Latest	Forecast	Year end	Year end
	Budget	to Date	Estimate	Year end	Variation	Variance
	£000	£000	£000	£000	underspend - overspend +	Traffic Light Indicator
SCS1 Adult Social Care						
Gross Expenditure	196,700	640	197,340	197,972	632	G
Gross Income	-18,999	-474	-19,473	-19,473	0	G
	177,701	166	177,867	178,499	632	G
SCS2 Joint Commissioning						
Gross Expenditure	7,676	-174	7,502	7,502	0	G
Gross Income	-1,350	-141	-1,491	-1,491	0	G
	6,326	-315	6,011	6,011	0	G
Directorate Expenditure Total	204,376	466	204,842	205,474	632	G
Directorate Income Total	-20,349	-615	-20,964	-20,964	0	G
Directorate Total Net	184,027	-149	183,878	184,510	632	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Position to the end of October 2019
Budget Monitoring

Public Health Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
PH1 LA Commissioning Responsibilities - Nationally Defined						
Gross Expenditure	16,352	1	16,353	15,763	-590	R
Gross Income	0	0	0	0	0	G
	16,352	1	16,353	15,763	-590	R
PH2 LA Commissioning Responsibilities - Locally Defined						
Gross Expenditure	12,965	0	12,965	13,030	65	G
Gross Income	-228	0	-228	-228	0	G
	12,737	-1	12,737	12,802	65	G
PH3 Public Health Recharges						
Gross Expenditure	633	0	633	633	0	G
Gross Income	0	0	0	0	0	G
	633	0	633	633	0	G
PH4 Grant Income						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-29,722	0	-29,722	-29,722	0	G
	-29,722	0	-29,722	-29,722	0	G
Transfer to Public Health Reserve	0	0	0	525	525	G
Directorate Expenditure Total	29,950	0	29,950	29,950	0	G
Directorate Income Total	-29,950	0	-29,950	-29,950	0	G
Directorate Total Net	0	0	0	0	0	

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

Budget

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

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

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Business Management Report
Position to the end of October 2019

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	KS2 Moderation and KS1 Phonics Grant	CEF1-3	Education	T	24	0
				VSMMGT	Strategic Measures	T	0	-24
Grand Total							24	-24

Business Management Report
Position to the end of October 2019

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	Commissioning; SCS2 Business & Administration Restructure	SCS1-9	ASC Staffing & Infrastructure	P	619	0
				SCS2	Joint Commissioning	P	-669	0
				VSMMGT	Strategic Measures	P	50	0
			Commissioning; SCS2 Business & Administration Restructure-temp	SCS1-9	ASC Staffing & Infrastructure	T	-258	0
				SCS2	Joint Commissioning	T	279	0
				VSMMGT	Strategic Measures	T	-21	0
CEF	Dec	Oct	Remove ATV Reading staff budget re Post adoption Support worker G10/11	CEFATV	Adoption Thames Valley	P	-41	0
			Remove ATV Reading staff budget re Post adoption Support worker G10/11	CEFATV	Adoption Thames Valley	P	-7	48
			Extension of the Role of Virtual School Heads grant	CEF1-2	Additional & Special Education Needs	T	66	-66
			Teachers Pension Grant	CEF4-1	Delegated Budgets	T	2,927	-2,927
CS	Dec	Oct	Commissioning Budget Tidy:	SCS2	Joint Commissioning	P	-279	279
EE	Dec	Oct	Create Waste partnership staffing budget	EE1-4	Planning & Place	P	100	-50
				EE2-4	Commissioning	P	-50	0
SCS	Dec	Oct	Removing Pool Recharges	SCS1-9	ASC Staffing & Infrastructure	P	-66	0
				SCS2	Joint Commissioning	P	0	66
Grand Total							2,650	-2,650

Business Management Report - October 2019
Cabinet - 17 December 2019
Earmarked Reserves

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020			
	£000	£000	£000			
Schools' Reserves	17,309	-4,751	12,558	12,558	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,901	-2,102	799	799	0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	14,704	-19,309	-4,605	-4,630	-25	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	1,324	-692	632	632	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	325	138	463	463	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	328	150	478	478	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	2,659	-777	1,882	1,882	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	1,997	250	2,247	2,247	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,193	-982	2,211	2,211	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	0	3,000	3,000	3,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	0	500	500	500	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	4,890	-3,123	1,767	1,884	117	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	10,647	-1,000	9,647	9,647	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	555	494	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	31,188	1,517	32,705	32,705	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	280	-280	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Total Reserves	92,300	-26,967	65,333	65,425	92	