

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

BUSINESS MANAGEMENT & MONITORING REPORT
November 2020

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

RECOMMENDATIONS

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

Executive Summary

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

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
4. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
6. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
 - a. Annex A: performance
 - b. Annex B: risk
 - c. Annex C: finance
7. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, such as those services in particular locations such as highways. The second lockdown from the 5th November to 2nd of December had an obvious impact on services such as libraries, museums and trading standards. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the new lockdown.

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

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

8. However, as can be seen in Annex A of this report, some services' performance continues to be disrupted by the need to vary or suspend normal operations as part of our planned COVID-19 response.
9. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. Since then we have been taking action across all our main areas of influence: our schools, our supply chain, our policy making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change (see Annex A indicators 10 to 13).
10. The report also supports our commitment to inclusion and equality, which is enshrined in the Council's vision of "Thriving communities for everyone in Oxfordshire" and the newly agreed Equalities, Diversity and Inclusion Framework, Including Everyone. We know that the data and commentary in this report does not tell the whole story of how the Council is working to address inequality: that commitment also runs throughout services and activities which are not reported here. However, this report helps to demonstrate our commitment in action. We also know that inequality persists in Oxfordshire for a variety of reasons and we will continue to use our knowledge and influence to ensure that our services perform well for everyone.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

11. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
12. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
13. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.

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

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

Performance highlights

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

Areas for improvement

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

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our services improve	1. Improvement following external inspection/audit	Green	No change
	2. Listening to residents	Amber	No change
We deliver value for money	3. The Council is financially resilient	Green	No change
	4. Effective financial management and governance	Green	No change

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

Performance highlights

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

Areas for improvement

- Percentage of emergency call attendances made within 11 minutes is within 4% of the stretch target of 80%. However, it has dropped from 79.96% in October to 76.88% in November (-3.08%).
- Making Every Contact Count conversation initiated with residents by Cultural Services staff has dropped by 87% from Nov 2019. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart due to COVID-19 as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020).

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

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

Performance highlights

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

Areas for improvement

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

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

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

Performance highlights

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

Areas for improvement

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

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

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

Performance highlights

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

Areas for improvement

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

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

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

Performance highlights

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

Areas for improvement

- The Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget) is reporting at 73% by 30th November, against a cumulative target of 95% to end of March 2021. This means 73% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve our target by end of March 2021.
- Fix My Street reported a number of issues categorised as defects to be fixed within the 28 day period, most are picked up by officers through routine inspections rather than public. In the majority of road Classifications inspectors discover over 90% of the safety defects for repair. B roads is the only classification where inspectors find just over 80% of the safety defects for repair. Approximately, 15% of safety defects are on A/B roads. Of this number 10% is Drainage, 30% are Footways/Cycleways and 60% are Minor Carriageways (which is mostly potholes). At present the data between Footways (pavements) and Cycleways are not distinguished, as they are often the same.

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

Risk Management

16. The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from services to the leadership level due to the potential scale of their impact.
17. The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children-	20 High Risk	↔	Risk reviewed
LR2	Safeguarding of vulnerable children	15 High Risk	↔	Risk reviewed
LR3	Capital Infrastructure Programme Delivery	10 Medium	↔	Risk reviewed
LR4	Local resilience, community resilience, cohesion	8 Medium Risk	↔	Risk reviewed
LR5	Management of partnerships (non-	6 Low Risk	↔	Risk reviewed
LR6	Supply chain management	8 Medium Risk	↔	Risk reviewed
LR7	Delivery of statutory duties	4 Low Risk	↔	Risk reviewed
LR8	Corporate governance	2 Low Risk	↔	Risk reviewed
LR9	Workforce management	9 Medium Risk	↔	Risk reviewed
LR10	Organisational Change and Service Design	12 Medium Risk	↔	Risk reviewed
LR11	Financial resilience	10 Medium Risk	↓	Risk reviewed
LR12	Property and assets	6 Low Risk	↔	Risk reviewed
LR13	Health and Safety	8 Medium Risk	↔	Risk reviewed
LR14	Business Continuity and recovery plans	8 Medium Risk	↔	Risk reviewed
LR15	Cyber security	12 Medium Risk	↔	Risk reviewed
LR16	ICT Infrastructure	8 Medium Risk	↔	Risk reviewed
LR17	COVID-19 Community and customers	16 High Risk	↔	Risk reviewed
LR18	COVID-19 Business continuity	20 High Risk	↔	Risk reviewed
LR19	Safeguarding of vulnerable adults	10 Medium Risk	↔	Risk reviewed
LR20	Demand management - adults	12 Medium Risk	↔	Risk reviewed

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

Financial Management

20. Summary of the Council's financial position

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

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

25. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. On 15 December Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. This will be included in the next report. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. Furthermore, the financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.
26. As previously reported the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. The payment has been made to the County Council and is to help put in place additional public health and outbreak response measures. The Council is working with the City and District Councils and other partners to agree the most effective use of the funding. The proposal will be reported to Cabinet in February.
27. The current forecast for general balances at 31 March 2021 is £30.5m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.7m are returned to balances.
28. 84.6% of planned savings totalling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.
29. See Annex C for further details and commentary.

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ANNEX A – PERFORMANCE DASHBOARDS – November 2020

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Our services improve	1. Improvement following audit or inspection	GREEN	↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	90%	100%	There were 10 main actions highlighted in the report by HMICFRS, 50% have been completed and we are carrying out assurance and audit checks.
			↔	The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	93%	93% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally
	2. Listening to residents	AMBER	↔	Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	19%	<p>During November 252 reports were received through FixMyStreet relating to potholes, cycleways or flooding on A or B roads. Of those, 84 (33%) have (or will have) been repaired within 28 days as 'safety defects.</p> <p>168 (67%) have been closed as 'Investigation complete' without ordering a specific immediate repair.</p> <p>However, of those 168 – just under half are items we would never fix (because they are not our responsibility, or are below our intervention thresholds) and the other half are being programmed in as part of wider scheduled works such as patching or road resurfacing for example. The timeframes for these types of works vary and are not currently recorded as "action for repair"</p> <p>It is worth noting that on those same A or B roads during November our own Officers found and ordered immediate repairs for 504 issues of this nature during their routine (statutory) inspections.</p>
				Increase the number of FixMyStreet Super-User Volunteers from among members of the public	+4 per month	0	Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers. The new system is planned to go-live end of December, ready for the volunteer coordination team to start the training program. Contact has been made with the current Super-Users to confirm their interest in continuing and re-training with the new system. The response has been very positive.
			Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	98.48%	<p>The Customers Service Centre undertakes a customer satisfaction survey one week every month.</p> <p>Latest satisfaction survey – November – 66 customers surveyed 98.48% were happy with the service they received from Customer Services.</p> <p>1.5% where Neutral.</p> <p>0% was dissatisfied.</p> <p>98.49% of customers where happy with the experience they received from individual officers.</p>	

			<p>Increase the % of callers whose enquiry is resolved at the first point of contact</p> <p>>75%</p> <p>83%</p> <p>6,948 contacts recorded from all channels. 6,157 contacts (83%) were resolved at first point of contact.</p>	
			<p>Reduce the % of calls to the Customer Services Centre which are abandoned by the caller</p> <p><5%</p> <p>11%</p> <p>During November, the Customer Service Centre received 12,740 inbound calls and made 7,453 outbound calls. The abandoned level improved from 10.9% to 9.3%. Overall demand to the CSC reduced in November and the inbound call volumes are on par with the same time last year (down 7%).</p> <p>Demand on Adult Social Care dropped in November compared to September and October and is on par with November 2019. The Shield line increased due to the lockdown and Library colleagues were assisting on these calls.</p> <p>Registration calls remain high compared to November 2019, with a slight reduction of 6% since October.</p> <p>Contact for Waste services increased during November, with people asking if the HWRCs would be open during lockdown. Call volumes almost doubled compared to October.</p>	
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	<p>Financial indicators contained in the Financial Strategy are on track</p> <p>100%</p> <p>66%</p> <p>The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience.</p>
			<p>General balances remain at or above the risk assessed level</p> <p>100%</p> <p>130%</p> <p>Balances are forecast to be £30.5m at 31 March 2021.</p>	
	4. Effective financial management and governance	GREEN	↔	<p>Directorates deliver services and achieve planned performance within agreed budget</p> <p>< +/-1% variation to net budget</p> <p>-0.2%</p> <p>Based on expenditure to the end of September 2020 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.1m.</p>
			<p>Capital projects are delivered on time and within budget</p> <p>>80%</p> <p>n/a</p> <p>No variation is reported at this point in the year.</p>	
			<p>Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)</p> <p>100%</p> <p>94%</p>	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	AMBER ↔	Number of vulnerable children and adults helped to live more secure and independent lives	4106	4614	We are still carrying out Safe and Well visits in line with Covid-19 guidance. We continue to ensure prioritisation for critical and high-risk households. The Trading Standards team continue to work successfully on doorstep crime and scams involving the elderly residents. They have also been working with Fire Cadets on test purchasing of e-cigarettes and vaping liquid.
			Number of children better educated to live safer and healthier lives	9575	252	As we continue to follow both Government and OCC guidance to remain COVID safe and protect others, much of our work across our risk reduction activities for children and young adults across all of Community Safety Services continues to be paused.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.
			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	87% drop from Nov 2019	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020)
6. Timeliness of emergency response	AMBER ↓	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	708	369	Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are on track in all other areas of the measure overall as Co-responding is only one element of the overall measure.	
		% of emergency call attendances made within 11 minutes	80%	76.88%	We are only 3% below our stretch target of attending 80% of incidents within 11 minutes. We are always seeking to improve but our average response time of 8mins 44secs in November is excellent for a fire and rescue service covering a large rural area.	
		% of emergency call attendances made within 14 minutes	95%	88.64%		

7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+	> 3,564	2423	The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020. Quarter 2 data published on 7th December 2020.
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	10.2%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	48.5%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	56.4%	We continue to exceed local targets and England averages

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	GREEN	↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.5%	Cumulative rate and covers all defects April to October. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	99.7%	Cumulative rate and covers all defects April to October. (Data is reported one month in arrears.)
				Kilometres of highway resurfaced as % of total	3.07%	2.68%	The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
	9. Engagement with cultural services	AMBER	↔	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -53% b) -53% History Service a) -96% b) -100%	Museum Service: The Oxfordshire Museum & Museums Resource Centre closed for all but 2 days this month owing Lockdown 2. The Oxfordshire Museum visitors = 526 (November 2019 = 11,203) Museums Resource Centre visitors = 0 (November 2019 = 15). In person engagement with schoolchildren =365 (November 2019 = 880). Service unable to deliver 'activities' on site and in the community = 0 attendees (November 2019 = 741) History Service: In-person engagement November 2020: 11 visitors (November 2019 = 339) 0 attendees at events (November 2019 = 90). History Centre was under lockdown for most of November 2020, so was open to visitors for only 6% of its November 2019 hours, and with limited seating and pre-booking only. The service was unable to deliver or host events on site.
				Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service Online engagement (social media and website visits and emails) up 38% overall on November 2019. Web activity down, but social media interaction increased by 159% on November 2019. History Service: Online/remote engagement November 2020 = 88,489 engagements representing a 27% decrease from November 2019. This includes answering 279 e-mail enquiries, an increase of 15% on November 2019. Library Services: Online engagement (social media and website visits) for November is 252,096 The figure for Quarter 2 (July/Aug/Sept) was 541,191
				Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -34% b) -76% c) -94%	A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers.

						<p>a) Active users Nov 2019= 81,182. Active users Nov 2020 = 53,340 – this is a reduction of 34% but represents a 7% increase on Oct 2020. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output)</p> <p>b) New borrowers Nov 2019 = 2038. New borrowers Nov 2020 = 484. (NB Libraries closed most of Nov 2020).</p> <p>c) Daily visits Nov 2019 = 210,810. Daily visits Nov 2020 = 13,079. (NB Libraries closed most of Nov 2020). The drop is due to the service operating a gradual and phased re-opening and reintroduction of services since lockdown restrictions were eased from July 2020</p>	
	10. Reduction in carbon equivalent emissions from OCC's activities	GREEN	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	8%	This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target.
				% of streetlights fitted with LED lanterns by March 2021	40%	28.1%	In November a total of 582 assets were converted to LED technology. As at 30 November 2020, a total of 16,740 lanterns have been upgraded to LED. This represents 28.1% of the 59,631 streetlights within the County and that just under 1% of the stock were upgraded in a single month. It is still projected that a further 918 streetlights will be converted by the end of December (1,500 total including November).
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
Our local environment is protected, and climate change is tackled	11. Reduced carbon impact of our transport network	GREEN	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available	<p>Park and Charge project was delayed due to COVID-19 impacts on project partners. The revised timing plan for charger installation has now been confirmed and agreed with project grant funder, Innovate UK. Work on the pilot car park in Bicester started on time with the chargers being available for public use at the end of January 2021. In addition, the communication work to educate potential users on the positives of using an EV and informing them about the availability of chargers in their area commenced at the end of November.</p> <p>The remaining 23 car parks will have chargers installed between June 2021 and October 2021 after which usage data will be monitored until end March 2022.</p> <p>The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board but the planned mapping work that will assist with target setting has been delayed due to a delay in project funding. It is now anticipated this should be complete by the end March 2021.</p> <p>Annual target relates to the Park and Charge project only. This has now been reviewed by the commercial partners in the project. As a result, it is now expected that 140 chargers in 24 car parks will be installed. Success of charging installation is not under the control of OCC, but we can facilitate/influence the project. (Note 140 relates to number of chargers - each charger is a twin socket making 280 charging spaces countywide).</p>

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.7%	Rate is the average for April to October (data is reported one month in arrears).
12. Air quality	A M B E R	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available from November. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions will also soon be underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	A M B E R	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 28.97% b) 30.48% c) 0.2% Total 59.65%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty; please note we use forecasts as the performance measures are based on tonnage and we do not yet know this for the whole year and won't until May 2021 when tonnage data for March 2021 has been verified. We produce the forecasts based on actual data for the previous months, i.e. for October reporting actual data for April - August 2020. Waste tonnages currently continue to be influenced by the COVID-19 restrictions and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty, the rate of housebuilding, and seasonal factors that influence green waste volumes.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	2.83%	Most of the waste landfilled is bulky waste from the HWRCs and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	65.27%	HWRCs reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances. The increase from August (65.18) is mainly due to wood being sent to a different processor with a higher recycling rate that is yet to be validated.

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life	14. Prevalence of healthy children	↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	No Data	During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.
			Percentage of births that have received a face to face New Birth Visit	95%	97.8%	All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)
			Percentage of children who received a 12-month review	93%	No Data	This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.
			Percentage of children who received a 2-2½ year review	93%	No Data	This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.
			Babies breastfed at 6-8 weeks of age	60%	No Data	This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indicator is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	No Data	This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.
	15. Number of children we care for	↑	A M B E R	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	777

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5953	The service is staffed for 140 assessments per week. Referrals (and hence assessments) fell during lock down and the subsequent school holidays.
	17. Number of child protection plans	GREEN	↔	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21.	550	536	Although performance is positive there is a risk that the number of children the subject of a plan may increase as return to school and police incidents are beginning to trigger child protection investigations and notably an increase in the number of children presenting with very serious harm.
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	AMBER	↔	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	49%	In the last 12 months 49% of plans have been issued in 20 weeks, compared with a latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Targets will be set during Quarter 3	5384	Figures are affected by COVID-19. This is the last year of the current reablement contract and we want to review the overall pathway by which patients leave hospital and this will change the requirement of the existing service. An example of this being the Home First pilot (Home First has been running since mid-July. The aim of the scheme is to return patients to their own home as quickly as possible. The scheme is delivered in partnership between the Council; Oxford University Hospital Trust; Oxford Health NHS Trust and the CCG). During the first quarter the figures were affected by COVID-19 with fewer people admitted to and leaving hospital. Also, people in the community were less willing to have ne people in their own homes. As we move to the end of the financial year we will transition to a new contract, which will all affect the level of reablement provided. These combined makes difficult to rate this measure at the moment, but as this is such a key contract we want to continue reporting on the level of activity.
				Number of people receiving reablement		1698	
				% of people who need no ongoing care after the end of reablement		41%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.1%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
				Number of people with personal budgets remains above the national average	> 90%	91%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
				% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
				% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	45%	45% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 40% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting health care	22	10	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
				Reduce the number of people delayed in hospital awaiting social care	6	6	
				Reduce the number of people delayed in hospital awaiting both health and social care	26	19	
	22. People needing social care are supported to stay in their own home	GREEN	↔	Maintain the number of home care hours purchased per week	> 21,000 hours	24,424	There has been a 16% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home
				Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	12	12 people so far in the year therefore pro rata 18 in year
				Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	90.9%	The service keeps delivering ahead of target.
Increase to the national average the percentage of older people in long term care who are supported to live in their own home				> 57%	59.5%	Increasing home care being purchased and fewer care home admissions	
There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21				60	13	13 nominations in the year to date, though admissions are higher (at over 50)	

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	AMBER	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	73% (position as at 30 th Nov)	This measures the capital infrastructure major programme and means 73% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve 100% by end of March 2021.
	24. Number of new homes	AMBER	We support the delivery of new affordable housing starts, 1322 by March 2022	1,322 homes to March 2022	637 homes estimated to March 2021	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. Discussions with MHCLG (Ministry for Housing, Communities and Local Government) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy	AMBER	Number of businesses given support by Trading Standards interventions or fire risk inspections	2260	1688	Our continued commitment to delivering audits by our fire protection team is continuing to yield results, despite the restrictions around Covid-19. The Trading Standards team has continued to undertake some of its business intervention activities particularly in Road Traffic (weight restriction enforcement) and business related Covid-19.
			Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	32	Rate is April to end of November. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. This month we have submitted a number of SBRI (Small Business Research Initiative) bids with partners around Geospatial mapping innovation and projects.
			Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	92%	Rate is for November. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID-19. A number of projects that were delayed or behind schedule have been completed which reflects the improved figure.

People and communities have excellent transport and broadband connections	26. Level of disruption to journeys	GREEN	↔	Reduce the number of failed utility works inspected	<15%	13.5%	From 1,231 sample A/B/C inspections conducted in November (including all follow up inspections) 167 failed. This equates to 13.5% failure rate.
				Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and DfT data is expected to be available from May 2021.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0.13%	The reported rate is for November. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in November by Highway Officers, and data confirms there were 0.13% Non-Compliant Defects. November rate calculated as total number of return repairs/visits to own works (NCDs) 4 divided by total potholes fixed 3,171 = 0.13%
				Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.
				Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	100%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November, despite challenges with COVID-19. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of March 2021.
				Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	Service frequencies have been restored to pre-COVID levels as of 30 August. The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, to be signed off by OCC and bus operator Directors.
	27. Enhanced digital connectivity for residents and businesses	GREEN	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,258	Rate is to end of September. Connections across Oxfordshire picked up markedly over the Summer with over 1,000 premises being connected. This quarter saw the closure of the Better Broadband for Oxfordshire Programme (BBfO) programme. This programme had an original target of 64,500 premises to be connected which now stands at over 79,000 achieved. Targeted percentage superfast coverage was 90%, now standing at 97.9%. Targeted take-up of services was 20% and is currently above 74%. All achieved whilst accruing an underspend of c £3m.

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

ANNEX B – LEADERSHIP RISK REGISTER – November 2020

OCC Leadership Risk Register

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

LR2	<p>Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding</p>	<p>Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.</p>	<p>Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.</p>	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	<p>Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children. Detailed updated guidance for social workers implemented to ensure all children receive home visits. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.</p>	5	3	15	<p>Weekly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people. Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.</p>	↔	<p>100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35%. Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as all children are being seen via face-to-face visits to family homes, schools and placements. This is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed -No changes</p>	11/12/2020
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						LR3	Capital Infrastructure Programme Delivery	Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which		HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. .Reduced delivery of affordable housing and related impact on the community .Lack of investment in	Paul Feehily	Owen Jenkins				
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Pandemic control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be; change in government guidance; local decisions making regarding outbreak control and the government Tier system; lack of compliance with outbreak control measures.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Yvonne Rees	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being reviewed by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.	↔	No adjustments made. Meeting be scheduled by Lord Lieutenant for Oxfordshire key leaders but date yet to be confirmed. Risk reviewed - Comments updated	09/12/2020

LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV- 19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: meet desired outcomes for residents, achieve efficient delivery take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to 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	Robin Rogers	4	2	8	.Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges .Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts .Formal/informal meetings with main bodies and sector representatives .Participation and engagement in local partnerships, forums and project / policy development work .The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme .Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements .Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. .Systems recovery structures in place to deliver Recovery strategy and on-going response to CV-19 .New liaison arrangements in-place with VCS for Covid-19 response to cover community response, VCS resilience and recovery planning	3	2	6	.Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bilateral. .New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 .Community development strategy and approach to be produced and implemented jointly with VCS and partners .Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk	↔	Risk reviewed - No changes	16/12/2020
LR6	Supply chain management ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Steve Jorden	Jeremy Richards	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Procurement Team is now providing ELT members and identified Contract Mangers a quarterly report of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. This quarterly report is complemented with a monthly report which sets out any changes to supplier risk scores. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.	↔	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting. Risk Reviewed - Risk Owner updated	16/12/2020

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LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	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 	Sukdave Ghuman	Glenn Watson	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 function •Legal Compliance and Service Plan •Service Level Agreements between directorates and Legal •Dedicated specialist teams for information rights and complaints resolution 	4	1	4	Ensure support functions are fully resourced Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure. Information rights, complaints and Ombudsman cases tracked	↔	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking Complaints Service – taking remedial action to preserve the service due to temporary absences/sickness; Monitoring Officer aware; additional assistance drafted from Governance Service; and action plan with HR to secure effective staffing resource. Risk reviewed - Comments updated	16/12/2020
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Ghuman	Glenn Watson	2	2	4	<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 - Amendments made to the Constitution to facilitate virtual/remote public meetings. .System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. .Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. •Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. •Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. 	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Polices updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC. Constitution Review led by Monitoring Officer at both Oxon CC (scheduled for Jan - March 2021) and Cherwell DC (completed Dec 2020)	↔	Risk reviewed - Mitigating actions updated.	16/12/2020

LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff • Increased costs in training and development •Underperformance or lack of delivery	Claire Taylor	Karen Edwards	3	4	12	.On-going monitoring of issues and HR data .Key staff in post to address risks (e.g. strategic HR business partners, reward manager) .Ongoing service redesign will set out long term service requirements. .Temporary dedicated resourcing support.	3	3	9	Development and adoption of sector relevant workforce plans. Development of new People and Organisational Development strategy. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.	↔	Risk reviewed - No changes	04/12/2020
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance. The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore, inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio, but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	Tim Spiers	4	4	16	.All projects identify benefits to be delivered and long-term financial implications (upfront costs and savings), supported by project plans .Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process .Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services .All project resourcing considered monthly; roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity . Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. .Where joint activity is planned the Partnership Working Group review progress and delivery. .Capacity and expertise are managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. •CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management.	4	3	12	•Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required . Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects . Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium-Term Financial Planning process . CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. . Align work with CDC programmes wherever possible to achieve increased benefits.	↔	There will be delays to planned work. However, the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing. Monthly dashboards are now being produced and reported to CEDR. Further work required to ensure programme of work is fully aligned as outlined in mitigating actions. Ongoing work is being undertaken as outlined in mitigating actions. Further impact of second wave to be established. There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the next quarter. Risk reviewed by Manager and Owner - Comments updated.	11/12/2020

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LR11	Financial resilience : ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to: .extensive use of general balances, taking them below their risk assessed level . extensive use of earmarked reserves resulting in no funding available for earmarked purpose . further savings or income generation required in year or across the life of the Medium-Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	Ian Dyson	5	3	15	. Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. . Progress against future year's savings is also tracked monthly, and if necessary, addressed as part of the Service & Resource Planning process . Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG . Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting . Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks . Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020. . s25 report of Chief Finance Officer	5	2	10	↓	'The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer-term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed, The action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time. Risk reviewed - Likelihood reduced to 2, reflecting the mitigations put in place, the 20/21 position and the degree of certainty around 2021/22. Mitigation refreshed and updated	11/12/2020
LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jorden	George Eleftheriou	4	4	16	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	6	↔	All of mitigation actions referred to are now in place and activities ongoing. The right team/expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance. Additional budget allocated to the team to carry out further works Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected. Risk reviewed - No changes	09/12/2020

LR13	<p>Health and safety: ensuring effective arrangements are in place to meet our duties</p>	<p>Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and wellbeing risk.</p>	<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) 	Steve Jordan	Paul Lundy	4	3	12	4	2	8	↔	<p>As of 2nd Dec, return to Tier System (Ox T2). CEV staff who cannot work from home can return to frontline duties following risk assessment.</p> <p>As of Risk Assessments reviewed in light of guidance changes and safe systems of work appear effective. There has been 0 RIDDOR cases of COVID due to occupational exposure.</p> <p>Further work is underway to improve support for people working from home as part of Agile strategy.</p> <p>Review of H&S governance, resources and structures commenced to meet future organisational needs and objectives.</p>	09/12/2020
LR14	<p>Business continuity and recovery plans Resilience to an additional significant disruption during the Covid-19 Response</p>	<p>A further disruption occurs that puts additional pressure on business continuity arrangements.</p>	<p>Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services</p>	Yvonne Rees	Rob MacDougall	4	4	16	4	2	8	↔	<p>Absence levels are being monitored but have not risen to significant levels</p>	09/12/2020

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LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home.	A serious and widespread attack (like WannaCry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are still receiving PSN whilst going through present submission. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a coordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The Government continues to provide grant funding to assist with the public health response and containment of future further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable.	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Briefing paper produced for CEDR on latest status and next steps to ensure priority is maintained in this critical area. Risk reviewed - Existing Controls and Comments updated.	11/12/2020

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LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive homeworking during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	Alistair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational. Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services. Staff resources are assigned to the most in demand IT requirements. An expanded duty team will support delivery of critical services out of hours. New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks. Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave. A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December. Installation of more cost-effective DR is underway. Completion by Jan 2021.		↔	Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work. IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working. Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. Risk reviewed - Existing controls, Mitigating actions and Comments updated.	04/12/2020	

LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	<ul style="list-style-type: none"> •Possible reductions in frontline service delivery, events, meetings and customer contact. • Economic hardship impacting local business and potentially the local workforce. •Impact on vulnerable residents who may find it harder to access services. • Increased demand on both frontline and enabling services. •Prolonged risk of social isolation and the mental and physical consequence thereof. 	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services •Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery. •Communications stepped up, to support remote working, reinforce national guidelines and set out the current organizational response. •Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened. •Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). •Mutual aid with regional Thames Valley partners enables a tactical response to community resilience. •Engagement with suppliers to manage impacts across the supply chain •Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day •Provision of additional body storage as temporary place of rest to support the current mortuary provision. •Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance <p>Nov 2020 - Now in national restrictions and service provision is varied from BAU to reduced service offer to closure of customer facing activities and sites. Focus is still working with Districts / City and volunteers to provide assistance to those that need it.</p>	4	4	16	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> <p>Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20</p> <p>Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan</p> <p>Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels.</p> <p>Review of current BCP's underway.</p> <p>Progression on the reopening of cultural services sites on a phased approach</p> <p>CSC contact volumes at OCC are back to normal and in social care teams, the complexity of assessments being conducted has increased.</p> <p>BCP review completed and lessons learnt incorporated within.</p> <p>Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.</p> <p>An Oxfordshire Local Contact Tracing Service has been introduced to contact cases of COVID-19 that NHS Test and Trace are unable to reach. These cases would then be advised to isolate and asked about details of their close contacts which would then be fed back into NHS Test and Trace for follow up</p> <p>National restrictions commenced 5th November</p> <p>Support to the new CEV residents commenced with county wide response</p> <p>National restrictions ended 2nd December and the County moved into Tier 2. Track and trace work continuing and has reached over 500 cases locally. Demand through to the ASC element of the Customer Service Centre has created additional complex needs as a result of covid19, and a range of business grants have been introduced in recent months</p>	↔	Risk reviewed - Mitigating actions updated.	09/12/2020
LR18	Covid-19. Business Continuity : managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<ul style="list-style-type: none"> •Possible reductions in frontline service delivery, events, meetings and customer contact. •Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. •Requirement to reprioritise service delivery •Assess critical services and consider alternative methods of delivery •Requirement to offer mutual aid to partner organisations. • Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. 	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed, tested and are maintained and updated •Remote working in place • Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. •Regular updates from Director of Public Health, shared internally and externally. • Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). •Regular communication messages following Public Health advice •Sanitisers in washrooms/corporate buildings • Weekly sickness monitoring implemented • Agile working being tested further across services, ensuring equipment and access is in place. •Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces. •S tocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. 	5	4	20	<p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.</p>	↔	Risk reviewed - Mitigating actions updated	04/12/2020

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR19	Safeguarding of vulnerable adults: Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	Insufficient quality controls for care providers Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate manner Safeguarding concerns not being reported Failure to act when concerns are expressed about an individual being subject to abuse or neglect Poor / inappropriate information sharing amongst partners.	<ul style="list-style-type: none"> Vulnerable people not protected from abuse or neglect. Serious injury or death of a vulnerable adult Significant reputational damage for the council 	Stephen Chandler	Melanie Pierce	5	3	15	<ul style="list-style-type: none"> a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away. c. Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity. d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers) e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system. f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern. h. Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues. i. Cross partnership training plan in place 	5	2	10	<p>Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However, received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire is higher than elsewhere as evidence by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place.</p> <p>No additional actions required but we will respond to any issues raised in the on-going monitoring</p>	↔	Risk reviewed - Comments updated	15/12/2020
LR20	Demand management - Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand. Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Rachel Pirie	4	4	16	<ul style="list-style-type: none"> a. The service has an agreed model for predicting demographic pressure and this is funded by the Council. b. investment in services to reduce demand (e.g. reablement) c. Pooled budget with health which allows whole system investment d. referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year e. Medium- and long-term impact from Covid not known. 	4	3	12	<p>Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPower rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment.</p> <p>Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.</p>	↔	Risk reviewed - No changes	15/12/2020

Forecast outturn 2020/21 at November 2020

Introduction

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

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. This virement will be included in the next report. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. Furthermore, the financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.

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

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

Children's Services

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

An in year overspend of £11.5m is forecast for the High Needs DSG, against a budget of £57.9m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project.

Education and Learning

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

Budget £29.8m

Key Issues

Variation breakeven

As reflected within the performance report, demand for EHCPs remains high and has led to issues with timeliness so far this year. This is likely to require investment to address both any backlog and resolve timeliness issues going forward. Existing directorate resources have been targeted at this area. The impact of this will be kept under review and reported in the next budget cycle.

RAG rating

Amber

Outcomes Achieved

Yes

Financial Impact of COVID-19

To date additional funding of £0.3m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.1m. The forecast for this year is currently £0.3m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.

Significant areas of spend to date are £0.088m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.

There is a risk that demand for Education, Health and Care Plans will increase now schools have returned which may increase workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by Covid-19 budget for costs and income losses.

In addition, lost income is forecast at £0.3m within Education and Learning as a result of the partial closure of schools. It is forecast that this will total £0.4m for the full year. Most is anticipated to be funded through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme, with £0.1m which cannot be claimed anticipated to be funded from the Covid-19 budget for costs and income losses.

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's allocation being £0.5m. In addition, a further £0.3m has now been announced for the spring term from January to March. This additional grant of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during

the period it applies to and that it will be sufficient to meet the additional costs incurred.

Since the last report the DfE has opened a second tranche of the Coronavirus Schools Fund, and a new scheme to claim for exceptional supply teacher costs.

Children's Social Care

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

Budget £30.7m

Key Issues

Variation breakeven

At present there are no variances reported in this area.

RAG rating

Green

Financial Impact of COVID-19

To date additional funding of £0.074m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently up to £1.2m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.

Outcomes Achieved

Yes

The main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£0.032m) and costs relating to isolation for Unaccompanied Children on arrival (£0.156m).

Additional spend on staff is now very likely following a significant increase in referrals and assessments following the period of lockdown and partial school closures. A significant proportion of this demand is also forecast to flow through to longer-term plans for children and families. On the basis of current trends, the cost in this year to meet this additional demand is forecast to be between £0.4m and £0.7m depending on the length of time additional resource is required. This will be linked to how long demand remains higher than capacity of the existing service and will be closely monitored.

Children's Social Care Countywide Services

Variation

A breakeven position is forecast for this service. This is after the virement from the contingency budget of £3.3m agreed by Council on 8 September which balanced the budget.

Budget £65.9m

Key Issues

Variation breakeven

The forecast here remains risky as packages for individual children can cost in excess of £0.2m per annum, and therefore a small change in demand or children with significant support needs can have a significant impact on spend within this budget.

RAG rating

Green

Outcomes Achieved

Yes

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

Financial Impact of COVID-19

To date additional funding of £0.814m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.3m. The forecast for this year is currently that there is £1.5m committed but spend could be as high as £3.5m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses. This demand hasn't yet arrived within the service, and therefore cost to date haven't risen as fast as originally anticipated. Demand is now high within the MASH and it is assumed that this will work through the social care system, resulting in increased demand for placements in the future. Work is currently underway to assess what this may be, but it is anticipated that some of this forecast will move in to 2021/22 financial year.

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

Children's Central Costs

Budget £5.6m

Variation breakeven

RAG rating
Green

Outcomes Achieved
Yes

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

Key Issues

No variance is reported at this time.

Financial Impact of COVID-19

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

Dedicated School Grant

High Needs	<u>Variation</u> The variation forecast is a forecast overspend of £11.5m.
Budget £57.9m	
Variation £11.5m (19.9%) overspend	<u>Key Issues</u> The variance of £11.0m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. Significant diagnostic work will be undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term.
RAG rating Red	
Outcomes Achieved Yes	
	<u>Financial Impact of COVID-19</u> There is a forecast cost of £0.5m due to the potential for costs to rise and loss of income due to the COVID-19 pandemic. This is a forecast for the risk of additional resources required for all SEN settings to maintain appropriate standards as schools reopen. These costs are unfunded and will increase the deficit on the High Needs budget.

Early Years	<u>Variation</u> £0.2m of Covid costs have been funded in the revised budget.
Budget £38.8m	
Variation breakeven	<u>Key Issues</u> The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend from prior year DSG were discussed at Schools Forum in November, so this is reported as breakeven at this time.
RAG rating Red	
Outcomes Achieved Yes	
	<u>Financial Impact of COVID-19</u> A package of provider support of £1.3m was agreed in April 2020. Spend to date is estimated at £0.5m with a further £0.3m committed. The forecast for this year is currently £1.3m. The Covid costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding

where children have been placed away from their usual setting.

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

Adult Services

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

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

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

Better Care Fund Pool

Budget £79.8m

Variation breakeven

RAG rating

Green

Outcomes Achieved

Yes

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

Financial Impact of COVID-19

Included in the breakeven position is £4.2m of expenditure relating to costs arising from the COVID-19 pandemic. These include a 10% payment made to contracted care providers in April, May and June 2020.

Because of a reduction in demand for care home placements £0.4m additional costs relating to the cost of voids within the council's block contract arrangements is included in the forecast. Work is continuing to monitor and review this and to take action to mitigate this where possible.

Key Issues

Notification has been received from the Oxfordshire Clinical Commissioning Group (OCCG) on the level of Better Care Fund grant that will be passed onto the council in 2020/21. This has now been confirmed to be £25.0m, a £1.3m increase on what had featured within the previous forecasts.

This forms part of the £26.3m minimum social care contribution that Oxfordshire was confirmed by NHS England on 7th December 2020. The remaining £1.3m will be retained by OCCG to fund interim beds as was agreed in 2019/20.

The increase in funding has been allocated to the relevant areas within the pool, this has resulted in a £1.1m underspend being reported which also includes a reduction in client contributions highlighted this month. This underspend will be transferred into reserves for use in 2021/22.

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

Hospital Discharge Scheme 1 ran from 19 March to 31 August 2020. All patients who were discharged from hospital during that period and who have on-going care needs which have been funded by the Scheme since then will be moved to business as usual funding arrangements by 31 March 2021.

New arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks until on-going care needs have been agreed and are now in operation. The funding for Scheme 2 is intended to support service activity that has been put in place specifically to support hospital discharge that is additional to business as usual provision, including for people who would ordinarily be self – funders, so is more limited than for Scheme 1.

The underlying level of demand for care home placements has reduced in 2020/21, following a slight increase in previous months, activity reports are indicating a reduction in numbers during October and November. Any underspend within care homes is being offset by an increase in home support activity.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

Adults with Care and Support Needs Pool

Budget £98.4m

Variation £0.2m underspend

RAG rating
Green

Variation

A £0.2m underspend is being reported for the pool. This assumes a further £0.1m underspend will be moved into reserves. This increased underspend is linked to further COVID related costs being identified within the forecast.

Financial Impact of COVID-19

Included in the forecast is **£2.1m** of expenditure relating to costs arising from the COVID-19 pandemic.

Outcomes Achieved
Yes

This is an increase of £0.1m from last month reflecting the voids costs associated with service providers not being placed whilst also paying for alternative care.

These also include a 10% payment made to contracted social care providers in April, May and June 2020.

Key Issues

The pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. So far, the COVID-19 pandemic has not increased demand in the pool, but this is continuing to be monitored.

The 2020/21 health contribution to the pool is £17.6m. This should cover the cost of a learning disability block contract held with Oxford Health, health costs associated with acquired brain injury service users, the OCCG contribution to the cost of transactional processing and a contribution to the health element of Learning Disability personalisation costs. Under the risk share arrangements agreed for 2020/21 the council is responsible for any variation against budgets for learning disabilities within the pool.

A further £0.3m increase in the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is being included within the forecast. The total pressure is now £0.7m with the council responsible for £0.5m and OCCG £0.2m through the risk share arrangements. This increase is offset by a reduction in the cost of High Functioning Autism as a result of several package changes and one service user moving into the Better Care fund pooled budget.

£0.3m net growth in expenditure covering the period until the end of the financial year is built into the forecast.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

As part of the 2020/21 service and resource planning process £2.75m one-off funding was built into the budget to support pressures relating to Mental Health and Autism within Oxfordshire. Temporary funding arrangements put in place for NHS providers in response to the COVID-19 pandemic mean that some of this funding has not been needed and remains available to meet future pressures. £2.1m is requested to be moved into reserves for use in 2021/22.

Non-Pool Services	<u>Variation</u>
Budget £12.0m	A breakeven position is forecast for this service. No change from the previous month.
Variation breakeven	
RAG rating Amber	<u>Financial Impact of COVID-19</u>
Outcomes Achieved Yes	Included in the breakeven position is £1.4m of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs and a contribution to Homelessness costs in Oxford City.
	There is also a forecast loss of income of £0.1m due to the COVID-19 pandemic.
	Due to challenges related to staff recruitment we potentially have an underspend. We are reviewing our current position with staffing opportunities in the interim to meet the increased demand and activity this financial year.
	The forecast assumes that all the in-year savings agreed by Council in September will be achieved.
Commissioning	<u>Variation</u>
Budget £6.5m	A forecast overspend of £0.2m is being reported. This shows no change from the position reported last month.
Variation £0.2m overspend	<u>Key Issues</u>
RAG rating Green	The forecast includes one – off agency costs of £0.1m, plus £0.1m of staffing vacancy targets that are not expected to be achieved. The financial implications linked to the roll out of the new commissioning staffing structure need to be analysed, and an update will be provided next month.
Outcomes Achieved Yes	
COVID-19 Specific Grant Funding and Expenditure	<u>Infection Control Grant</u>
	The first tranche of the Infection Control Grant of £7.3m (part of the £600m national total) was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant

total) and to support wider workforce resilience measures (25% of the grant).

A second tranche of Infection Control Grant of £6.3m (part of £546m national total) has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant will be passed to care providers and people in receipt of direct payments at the discretion of the council in line with the relevant guidelines.

The council has received the first half of the grant, with the remainder expected to be available in December if the criteria have all been met. The funding is required to be fully spent by care providers by 31st March 2021. Each provider is required to report on the use of the grant monthly from November onwards.

As at 30 November, £1.9m was passed to care homes and £0.7m to domiciliary care providers to provide financial support with infection control measures.

Public Health

A forecast breakeven position after the assumed use of the grant to fund Public Health eligible spend.

Variation

Breakeven against
£31.2m ringfenced
grant

Variation

A breakeven position is forecast for this service.

Financial Impact of COVID-19

RAG rating

Green

There has been no increase in costs arising from the COVID-19 pandemic or loss of income due to the COVID-19 pandemic but there have been one-off savings due to reductions in service provision in line with national directives.

Outcomes Achieved

Yes

Key Issues

The forecast breakeven position is after taking account of **£1.7m** reductions in planned spend. This includes a **£1.4m** reduction in spend due to reduced activity in sexual health services due to COVID-19 together with expediting a move to home testing previously scheduled for 2021/22, this is a £0.2m reduction from last month, plus a further **£0.4m** reduction in spend on NHS health checks due to a mandated ceasing of the face to face service during the pandemic. There is also a **£0.2m** underspend relating to staff vacancies at the start of the year.

Offsetting these savings are cost pressures of **£0.1m** in residential rehabilitation for drug and alcohol users due to increased demand, a decrease of £0.1m from the last report and **£0.2m** cost pressure related to additional requirement under the grant to fund NHS pay inflation in contracts.

Work is progressing to agree £1.1m of spend elsewhere in the council that contributes to Public Health outcomes and is eligible to be funded by the grant in 2020/21.

The balance of the reported underspend will be transferred to the Public Health reserve.

COVID-19 Specific Grant Funding and Expenditure

Test and Trace Service Support Grant (£2.8m)

The council have received a £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. To date there have been £1.5m of commitments recorded against this allocation, it is anticipated that the grant will be fully spent by year end.

Contain Outbreak Management Fund

On 6 November the Department of Health and Social Care (DHSC) notified the Council that its allocation of this grant was £5.5m based on the England entering National restrictions on 5 November 2020. This grant is to help local authorities put in place proactive containment and intervention measures. Work is continuing on how this grant will be allocated. Updates will be included in future reports.

Environment & Place

A breakeven position has been forecast when compared to a budget of £63.4m. Following a small reorganisation, the Communities directorate has been replaced with Environment & Place. As part of this, Community Safety (£23.9m) has been transferred to the Commercial Development, Asset and Investments directorate.

Planning & Place	<u>Change from previous report</u>
Budget £4.9m	There is no change to the breakeven position previously reported.
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u> There is also a forecast loss of income of £0.1m of S38 income due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.
RAG rating Green	
Outcomes Achieved Yes	
	<u>Key Issues</u> The breakeven financial position includes a shortfall on the Travel Planning team income target of £0.3m. In 2020/21 this is mitigated by additional Road Agreement income, however there could be a future impact next year. There is also a risk of increased costs due to planning appeals against highways objections raised by the Council. . This could amount of £350k across 2020/21 and 2021/22 depending on the appeal process outcomes.
Growth & Economy	<u>Change from previous report</u>
Budget £0.1m	There is no change to the breakeven position previously reported.
Variation £0.0m (0.0%) breakeven	<u>Key Issues</u> There is an on-going risk of a revenue pressure resulting from any reduction in the planned capitalisation of salaries across Planning & Growth and/or adopting new charge-out rates that do not accommodate service overheads.
RAG rating Green	
Outcomes Achieved Yes	
Communities Management	<u>Change from previous report</u>
Budget £0.4m	There is no change to the financial position previously reported.
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.1m of COVID-19 related expenditure covering Communities Directorate. This primarily relates to costs associated with re-opening the Household Waste Recycling Centres.
RAG rating	

Green

Outcomes Achieved Key Issues
Yes None to be reported

Community Operations Change from previous report
There is no change to the financial position previously reported.

Budget £57.9m

Variation £0.0m Financial Impact of COVID-19
(0.0%) breakeven There is a forecast loss of income of £3.0m of income due to the COVID-19 pandemic. This relates to parking and permit income (£1.9m), Supported Transport (£0.9m) and Waste Management (£0.2m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.8m pressure will be funded by the COVID-19 budget for costs and income losses.

RAG rating
Green

Outcomes Achieved
Yes

Key Issues

The forecast for Waste Management remains the same as the previous month, however waste growth now seems to be fluctuating at between 7% - 11%, when compared to last year. If growth continues at these levels it could adversely impact on future years' budgets.

The current Highway Defects forecast exceeds the budget by £0.4m but the pressure will be managed in service by reducing spends elsewhere. Defects and Winter management will remain a risk until year end.

The recovery phase for Home to School Transport is largely complete and although there is a risk that social distancing restrictions may be reintroduced later in the financial year, the current forecast complies with Government Guidelines, which results in a largely Business As Usual return. Although there are still no firm figures on student growth from the start of the academic year, initial indications are that the growth assumed in the budget sufficient. The cost of additional transport needed for a limited number of larger schools requiring an increase in routes to satisfy current social distancing rules, will be funded through the a Local Transport Authority grant as set out above within Education and Learning.

Customers, Organisational Development & Resources

Annex C
Business Management Report November 2020

£0.3m (1.1%) forecast overspend compared to a budget of £27.0m, no change to the financial position previously reported. The forecast includes the transfer in of the Finance team (£6.5m) from Commercial Development, Assets and Investments directorate following the restructure.

Corporate Services	<u>Change from previous report</u>
Budget £2.0m	There is no change to the financial position previously reported.
Variation £0.0m (0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.2m of COVID-19 related expenditure covering COD Directorate. This includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.
RAG rating Green	
Outcomes Achieved Yes	
	<u>Key Issues</u> None to be reported

Human Resources & Organisational Development	<u>Change from previous report</u>
Budget £2.4m	There is no change to the financial position previously reported.
Variation £0.0m (0.0%) breakeven	<u>Key Issues</u> None to be reported
RAG rating Green	
Outcomes Achieved Yes	

Communications, Strategy & Insight	<u>Change from previous report</u>
Budget £2.5m	The forecast underspend is £0.3m. The variation has come about predominantly through staff vacancies, and the fact that we have been unable to recruit to positions during lockdown.
Variation £0.3m (13.1%) underspend	<u>Financial Impact of COVID-19</u> No changes, there is still a forecast loss of income of £0.02m due to the COVID-19 pandemic, relating to lack of provision of data assessment services. It is expected that most of the achieved income will be recovered from the Sales, Fees and Charges Income Guarantee scheme and
RAG rating - Green	
Outcomes Achieved	

Yes

any remaining pressure will be funded by Corporate Contingency

Key Issues

None to be reported.

COVID-19 Specific Grant Funding and Expenditure

Food and Essential Supplies (Covid-19) Grant

A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July 2020. Guidance set out that government anticipated the funds would be utilised within 12 weeks.

The funding allocations have been made to upper tier authorities, but councils are expected to collaborate with partners to make most effective use of the funding in the interest of residents.

The Joint District Community Hub Working Group coordinates the Oxfordshire system's community engagement and support activity in relation to COVID-19 and this group was consulted to agree the approach to allocating the funding.

The majority of the funding was passed to the City and District Councils based on a formula that replicated the national allocation. Three County wide schemes also received funding.

COVID Winter Grant Scheme

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December 2020 to 31 March 2021. The Council has worked with partners to agree the best route to distributing the funding to those who need it. It is expected that 50% of the funding will be received in early December with further funding released subject to an assessment of spend to date by the DWP. An update will be included in future reports.

Funding to support Clinically Extremely Vulnerable

On 2 November 2020 the DHSC notified the Council that it will receive £0.3m to support people on the Government's clinically extremely vulnerable list during the 4 week period

of National restrictions. This is based on £14.60 per person on the shielding list. The Council will work with partners to utilise the funding effectively.

ICT & Digital

Budget £9.8m

Variation £0.0m
(0.0%) breakeven

RAG rating
Green

Change from previous report

There is no change to the financial position previously reported.

Key Issues

The IT and Digital service continues to work to meet its in-year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed due to the COVID pandemic and that the service is currently responding to increased demand.

Outcomes Achieved

Yes

Culture & Customer Experience

Budget £10.5m

Variation £0.1m
(0.5%) overspend

RAG rating
Amber

Outcomes Achieved
No

Change from previous report

The forecast overspend has reduced by £0.2m to £0.1m. The forecast includes the cost of re-opening the libraries.

Financial Impact of COVID-19

Included in the above position is £2.5m of COVID-19 expenditure. These include the setting up, hibernation and decommissioning costs of the Temporary Place of Rest facility.

There is also a forecast loss of income of £1.6m of income due to the COVID-19 pandemic. This relates to closure of public libraries (£0.2m), cessation of music lessons (£0.6m) and cessation of all ceremonies and other Registration services (£0.8m). The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.4m pressure will be funded by the COVID-19 budget for costs and income losses.

Key Issues

The introduction of the latest National Restrictions from 5 November until 2 December 2020 have again impacted upon the Registration, Library and Music Service. These services have a reduced service offer and this is likely to see a second drop in expected income due to COVID-19 restrictions. .

Finance

Budget £6.5m

Change from previous report

There is no change to that reported in the previous financial report.

Financial Impact of COVID-19

Variation (0.0%) breakeven	£0.0m	Included in the breakeven position is expenditure of £1.3m relating to the costs of PPE purchased in response to the COVID-19 pandemic. This central stock was for use across the Council to ensure all that all front-line workers met COVID-19 regulations.
RAG rating Green		
Outcomes Achieved Yes		<u>Key Issues</u> None to be reported

Commercial Development, Assets & Investment

An underspend of **£1.4m** (2.8%) is forecast against the budget of £49.6m. The budget has increased by £17.5m when compared to the previous period. This is due to the transfer in of Community Safety team (£23.9m) from Communities directorate and a transfer out of the Finance team (£6.5m) to Customer, Organisational Development & Resources directorate following the restructure.

Property & Community Facilities Management		<u>Change from previous report</u> There is no change to that reported in the previous financial report.
Budget £17.4m		<u>Financial Impact of COVID-19</u> There is an underlying loss of income of £1.0m forecast due to the COVID-19 pandemic. This includes the loss of income on purchased meals across the Summer term and into the Autumn. The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.1m pressure will be funded by the COVID-19 budget for costs and income losses.
Variation -£1.5m (8%) underspend		
RAG rating Amber		
Outcomes Achieved Yes		<u>Key Issues</u> None to be reported.

Law & Governance and Procurement		<u>Change from previous report</u> There is no change to that reported in the previous financial report.
Budget £7.9m		<u>Key Issues</u>
Variation £0.2m (2.5%) overspend		Several legal cases requiring Counsel advice are at risk of leading to an overspend on this budget by the year end.
RAG rating Amber		The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Depending on the outcome of the Hub consultation and the timing of appointment to posts this is
Outcomes Achieved Yes		

likely to result in an in-year pressure, This will be reported more fully next month.

Community Safety

Change from previous report

Budget £24.0m

There is no change to the financial position previously reported.

Variation £0.1m
(0.4%) underspend

Financial Impact of COVID-19

RAG rating
Green

Funded costs currently include equipment costs and secondments to Ambulance services. Costs of Firefighter cover remain under review, as a recent spike, if it continues could further increase the overall predicted service COVID-19 related costs.

Outcomes Achieved
Yes

Key Issues

None to be reported

Corporate Measures

General Balances

As set out in the table on Annex C -4 the current forecast for general balances at 31 March 2021 is **£30.5m**, compared to the position at 1 April 2020 of **£28.7m**. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.7m are returned to balances.

RAG rating
Green

Reserves

On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be **£84.1m** at 31 March 2021 an increase of £1.1m from last month. The change reflects a reduction in the contribution of £0.1m to the Public Health Reserve and a £1.2m contribution to the Budget Prioritisation Reserve which has been earmarked to offset Adult Social Care pressures in 2021/22.

RAG rating
Green

This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve, agreed by Council in September 2020, to meet the expected shortfall on the Council Tax Collection Fund in 2021/22 arising from a lower than expected collection rate in 2020/21 as a result of an increase in eligibility for the Council Tax Reduction Scheme.

The position also includes a £22.3m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £11.5m during 2020/21. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

Grants As set out in Annex C-5a government grants totalling **£406.3m** will be received by the Council during 2020/21. This is an increase of **£6.7m** since the position reported last month.

RAG rating
Green

The grant funding that is being managed within the directorates and the associated spend against the funding is set out in the paragraphs above. A summary of this funding and how it has been allocated is set out in Annex C-5b. The main changes this month relate to updates to grants received that are passported to schools including the Teacher Pension Grant, Coronavirus Catch up Grant and Pupil Premium Grants.

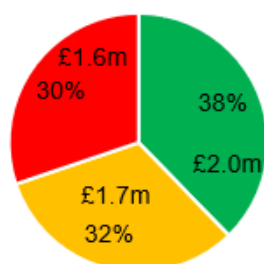
Medium Term Financial Plan Savings

The 2020/21 budget agreed by Council in February 2020, included planned savings of **£21.7m** of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2020.

RAG rating
Red

£16.4m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

Directorate Saving Plans



£2.0m, 38%, of Directorate savings plans have been or are forecast to be delivered by year end.

£1.7m, 32%, are assessed as amber and are at risk of not being delivered in full year.

A further £1.6m, 30% are assessed as red and are not expected to be delivered in year. The majority of these savings relate to income generation which has been

% of savings expected to be achieved
84.6%

affected by the COVID-19 pandemic.

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

£4.0m service redesign savings due to be achieved in 2020/21 were temporarily funded as part of the Revised Budget agreed by Council on 8 September 2020. Permanent savings proposals will be included in the 2021/22 Budget and Business Planning process.

The Revised Budget included additional one off savings proposals in 2020/21 of £14.9m. A significant proportion of the savings have already been delivered as a result of reduced activity up to 31 July 2020 as the Council put in place measures to comply with the Coronavirus Act, Health Protection Regulations and government guidance to manage the impact of the COVID-19 pandemic. It is expected that 100% of the in year savings will be achieved by year end.

Strategic Measures
RAG rating
Green

The table in Annex C - 4 sets out average in-house cash balances and average rates of return for November 2020. The current forecast outturn position for in house interest receivable is **£3.2m**, which is **£0.7m** above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest.

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.1m**, which is a breakeven position. This is £0.8m below the original budget which was reduced as part of the Revised 2020/21 Budget to reflect the impact of COVID-19 on the performance of the external funds.

Interest Payable is forecast to be in line with the budgeted figure of **£15.0m**.

On 8 September 2020 Council agreed to transfer £3.3m from the Corporate Contingency to support increased costs on the placement budget within Children's Social Care. In addition, £1.1m has been vired to services to fund the Green Book and Hay pay awards from April 2020 which were agreed at 2.75% in November 2020, 0.75% higher than the budgeted amount of 2%. The unallocated balance of the Corporate Contingency is £0.4m.

On 15 December 2020, Cabinet approved the virement which covers the COVID-19 expenditure for the period up to the end of October 2020 and the grant income budgets for tranches 3 and 4 of the COVID-19 support grant and the first claim of the Sales, Fees and Charges Compensation Scheme. Income losses not covered by the Compensation scheme totalling £1.6m will also be covered by this budget. The total financial impact of COVID-19 continues to be forecast at £52.3m in 2020/21. If this remains unchanged, after taking account of additional funding, by the year end the COVID-19 Budget will be utilised in full. If there is insufficient funding in the COVID-19 Budget to meet costs or lost income, this will need to be met from general balances.

The current forecast of additional costs and lost income relating to COVID-19 for the financial year could change and we continue to revisit assumptions and implications on a monthly basis.

As set out in the Corporate Debtors section below there is likely to be an increase in the debt impairment at the end of the year. This would need to be funded by Corporate Contingency or General Balances.

Debt and Loan Write Offs & Impairments
Corporate Debtors

COVID-19 impact: Customer debt attributed to COVID-19 has risen from £0.6m to £0.7m; this mix of developer contributions and rents. The increase this month is linked to rental income. Issues collecting income from individuals linked to financial hardship is not yet evident, but with formal legal proceedings recommencing in November 2020, more cases may come to light.

RAG rating

Amber The average collection rate has rebounded this month up to 93% and as with last month the collection rate for invoices greater than £10,000 in value is higher at 97%.

Debt requiring impairment (DRI) dropped by £0.25m this month, this is a consecutive drop, down to £0.72m from £1.08m in September. The DRI level is still above target by £0.2m, however with further arrears expected to be resolved within the next month it is forecast to reduce before year end to be in line with the level of impairment currently accounted for on the balance sheet.

Performance Indicators for this area are set out in Annex C-4.

Debt and Loan Write Offs & Impairments The invoice collection rate continues to be stable at just under 91%; just below the target and work is continuing to improve up to the target of 92%. The Days Revenue outstanding figure has decreased again this month, however, the over 1year debt has increased so it is the under 1 year where collection rate drops are being seen.

– Adult Contribution to Care Charges Debt requiring impairment (DRI) is up this month and is now £0.185m above the balance held. The ASC Income team continue to work through a detailed action plan linked to reducing the level of bad debt by year end. Bad debt levels this year are tracking those of last year and it is expected that there will be a reduction in February and March 2020 bringing the DRI down to £2.8m.

RAG rating
Red

As with last month there continue to be issues impacting debt collection, they include:; additional work linked to C19 impacts; working through cases held back whilst a “hold” was placed on legal action. External delays with Court of Protection, Probate office and HMCTS also persist.

Performance Indicators for this area are set out in Annex C-4.

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Children's Services	132,371	132,371	0	0.0%	0	0	G
Adults Services	196,671	196,671	0	0.0%	0	0	G
Public Health	0	0	0		0	700	
Environment and Place	63,407	63,407	0	0.0%	-94	0	G
Customers, Organisational Development and Resources	33,582	33,882	300	0.9%	300	0	G
Commerical Development, Assets and Investments	49,584	48,190	-1,394	-2.8%	-1,300	0	R
Directorate Total Net	475,615	474,521	-1,094	-0.2%	-1,094	700	G

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	6,385	1,794	39.1%	1,594	200	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	0	0	0	0.0%		0	
Contingency	394	394	0	0.0%		0	
COVID-19 Contingency	18,267	18,267	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-9,649	-10,149	-700	-7.3%	-500	-200	
Strategic Measures Budget	35,278	36,572	1,094	3.1%	1,094	0	
Unringfenced Government Grants	-35,188	-35,188	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
Council Tax Requirement	391,445	391,645	0	0.0%	0	700	

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring - Children's Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CEF1	Education & Learning	29,823	29,823	0	0.0%	0	0	G
CEF2	Children's Social Care	30,709	30,709	0	0.0%	0	0	G
CEF3	Children's Social Care Countywide	65,871	65,871	0	0.0%	0	0	G
CEF4	Schools	404	404	0	0.0%	0	0	G
CEF5	Children's Services Central Costs	5,564	5,564	0	0.0%	0	0	G
Directorate Total		132,371	132,371	0	0.0%	0	0	G

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring - Adult Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
SCS1-1A	Better Care Pool	79,819	79,819	0	0.0%	0	0	G
SCS1-1B	Adults with Care and Support Needs Pool	98,362	98,162	-200	-0.2%	-200	0	G
SCS1-2 to SCS1-9	Other Adult Social Care	11,953	11,953	0	0.0%	0	0	G
	Subtotal Adult Social Care	190,134	189,934	-200	-0.1%	-200	0	G
SCS2	Commissioning	6,537	6,737	200	3.1%	200	0	R
Directorate Total		196,671	196,671	0	0.0%	0	0	G

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring - Public Health

	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
PH1& 2 Public Health Functions	30,607	30,007	-600	-2.0%	0	100	R
PH3 Public Health Recharges	633	633	0	0.0%	0	0	G
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0	G
Transfer to Public Health Reserve	0	600	600	0.0%	0	600	G
Directorate Total	0	0	0	0.0%	0	700	

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring - Environment and Place

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,927	4,927	0	0.0%	0	0	G
PG3	Growth & Economy	93	93	0	0.0%	0	0	G
COM1	Communities Management	438	438	0	0.0%	0	0	G
COM2	Community Operations	57,949	57,949	0	0.0%	0	0	G
Directorate Total		63,407	63,407	0	0.0%	0	0	G

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring - Customers, Organisational Development and Resources

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
COD1	Corporate Services	1,965	1,965	0	0.0%	0	0	G
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0	G
COD3	Communications, Strategy & Insight	2,491	2,491	0	0.0%	0	0	G
COD4	ICT & Digital	9,787	9,787	0	0.0%	0	0	G
COD5	Culture & Customer Experience	10,496	10,796	300	2.9%	300	0	R
COD6	Finance	6,450	6,450	0	0.0%	0	0	G
Directorate Total		33,582	33,882	300	0.9%	300	0	G

Business Management & Monitoring Report
Position to the end of November 2020
Budget Monitoring - Commercial Development, Assets & Investments

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CDAI1	Property, Investment & Facilities Management	17,383	15,883	-1,500	-8.6%	-1,500	0	R
CDAI2	Law & Governance	7,938	8,138	200	2.5%	200	0	R
CDAI3	Community Safety	23,999	23,905	-94	-0.4%	-94	0	G
CDAI4	CDAI Management Costs	264	264	0	0.0%	0	0	G
Directorate Total		49,584	48,190	-1,394	-2.8%	-1,394	0	G

Business Management & Monitoring Report: Children's Services
Position to the end of November 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-2,033	90,375
	Gross Income	-61,899	1,347	-60,552
		30,509	-686	29,823
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,378	32,950
	Gross Income	-3,260	1,019	-2,241
		33,068	-2,359	30,709
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	5,178	70,641
	Gross Income	-4,245	-525	-4,770
		61,218	4,653	65,871
CEF4	Schools			
	Gross Expenditure	190,476	5,861	196,337
	Gross Income	-190,260	-5,673	-195,933
		216	188	404
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-99	6,083
	Gross Income	-519	0	-519
		5,663	-99	5,564
	Expenditure Total	390,857	5,529	396,386
	Income Total	-260,183	-3,832	-264,015
	Total Children's Services Net Budget	130,674	1,697	132,371
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)				
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,141	57,939
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	Total Gross	215,549	2,334	217,883

Business Management & Monitoring Report: Adult Services
Position to the end of November 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	99	79,819
	Gross Income.	0	0	0
		79,720	99	79,819
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,004	98,362
	Gross Income.	-2	2	0
		95,356	3,006	98,362
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	12,468	45,382
	Gross Income	-19,582	-13,847	-33,429
		13,332	-1,379	11,953
	Total Adult Social Care	188,408	1,726	190,134
SCS2	Commissioning			
	Gross Expenditure	6,700	1,148	7,848
	Gross Income	-1,061	-250	-1,311
	Total Commissioning	5,639	898	6,537
	Expenditure Total	214,692	16,719	231,411
	Income Total	-20,645	-14,095	-34,740
	Total Adult Services Net Budget	194,047	2,624	196,671

**Business Management & Monitoring Report: Public Health
Position to the end of November 2020
Revenue Budget Monitoring**

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	1,518	30,835
	Gross Income	-228	0	-228
		29,089	1,518	30,607
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	0	0
	Gross Income	-29,722	-1,518	-31,240
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	1,518	31,468
	Income Total	-29,950	-1,518	-31,468
	Total Public Health Net Budget	0	0	0

Business Management & Monitoring Report: Environment and Place
Position to the end of November 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	11,412	2,510	13,922
	Gross Income	-6,198	-2,797	-8,995
		5,214	-287	4,927
PG3	Growth & Economy			
	Gross Expenditure	625	5	630
	Gross Income	-537	0	-537
		88	5	93
COM1	Communities Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
COM2	Community Operations			
	Gross Expenditure	100,345	2,558	102,903
	Gross Income	-41,386	-3,568	-44,954
		58,959	-1,010	57,949

**Business Management & Monitoring Report: Environment and Place
Position to the end of November 2020
Revenue Budget Monitoring**

	BUDGET 2020/21		
	Original Budget	Movement to Date	Latest Estimate
	£000	£000	£000
Expenditure Total	112,382	5,511	117,893
Income Total	-48,121	-6,365	-54,486
Total Environment and Place Net Budget	64,261	-854	63,407

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of November 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	1,751	214	1,965
	Gross Income	0	0	0
		1,751	214	1,965
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	-58	3,563
	Gross Income	-1,179	9	-1,170
		2,442	-49	2,393
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	-39	4,088
	Gross Income	-1,108	-489	-1,597
		3,019	-528	2,491
CODR4	ICT & Digital			
	Gross Expenditure	11,531	-701	10,830
	Gross Income	-317	-726	-1,043
		11,214	-1,427	9,787
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	1,642	18,212
	Gross Income	-8,408	692	-7,716
		8,162	2,334	10,496
CODR6	Finance			
	Gross Expenditure	9,820	-695	9,125
	Gross Income	-2,485	-190	-2,675
		7,335	-885	6,450
	Expenditure Total	47,420	363	47,783
	Income Total	-13,497	-704	-14,201
	Total Customers & Organisational Development and Resources Net Budget	33,923	-341	33,582

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of November 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-5,192	25,340
	Gross Income	-11,058	3,101	-7,957
	Total Property, Investment & Facilities Management	19,474	-2,091	17,383
CDAI2	Law & Governance			
	Gross Expenditure	6,637	2,520	9,157
	Gross Income	-797	-422	-1,219
	Total Law & Governance	5,840	2,098	7,938
CDAI3	Community Safety			
	Gross Expenditure	27,865	-1,039	26,826
	Gross Income	-3,120	293	-2,827
	Total Community Safety	24,745	-746	23,999
CDAI4	Management Costs			
	Gross Expenditure	0	264	264
	Gross Income	0	0	0
	Total Mangement Costs	0	264	264
	Expenditure Total	65,034	-3,447	61,587
	Income Total	-14,975	2,972	-12,003
	Total Commerical Development, Assets & Investment Net Budget	50,059	-475	49,584

Business Management Report
Position to the end of November 2020

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Jan	Nov	Pay inflation increment of 0.75% uplift for financial year 2020/21	CEF3-1	Corporate Parenting	P	3	0
				CEFATV	Adoption Thames Valley	P	9	-9
				VSMMGT	Strategic Measures	P	-3	0
			Pay inflation increment of 0.75% uplift for financial year 2020/21.	CEF3-1	Corporate Parenting	P	8	0
				CEFATV	Adoption Thames Valley	P	19	-19
				VSMMGT	Strategic Measures	P	-8	0
			Pay Award 2020 - Additional 0.75%	ACSNPOOL	Adults with Care and Support Needs Pool	T	0	0
				BCFPOOL	Better Care Fund Pool	T	34	-34
				CDAI1	Property & Investment	T	72	0
				CDAI2	Law & Governance	T	45	0
				CEF1-1	Management & Central Costs	T	11	0
				CEF1-2	SEND	T	21	0
				CEF1-3	Learning & School Improvement	T	3	0
				CEF1-4	Access to Learning	T	7	0
				CEF1-5	Learner Engagement	T	2	0
				CEF2-1	Management & Central Costs	T	36	0
				CEF2-2	Social Care	T	156	0
				CEF3-1	Corporate Parenting	T	62	0
				CEF3-2	Safeguarding	T	25	0
				CEF3-3	Services for Disabled Children	T	21	0
				CEF3-4	Youth Offending Service	T	8	0
				CEF5-1	Management, Admin & Central Support	T	3	0
				COD1	Corporate Services	T	3	0
				COD2	Human Resources & Organisational Dev	T	18	0
				COD3	Communications, Strategy & Insight	T	25	0
				COD4	ICT & Digital	T	51	0
				COD5	Culture & Customer Experience	T	82	0
				COD6	Finance	T	27	0
				COM1	Communities Management Costs	T	2	0
				COM2-1	Community Operations Management	T	6	0
				COM2-2	Infrastructure Operations	T	82	0
				COM2-4	Commissioning	T	6	0
				COM2-5	Integration & Improvement	T	4	0
				COM4-2	Fire & Rescue	T	20	0
				COM4-3	Emergency Planning	T	2	0
				COM4-4	Gypsy & Traveller Services	T	1	0
			COM4-5	Trading Standards	T	12	0	
PG2	Planning & Place	T	66	0				
PG3	Growth & Economy	T	5	0				
SCS1-1A	Better Care Fund Pool Contribution	T	34	0				
SCS1-1B	Adults with Care and Support Needs Po	T	0	0				

Business Management Report
Position to the end of November 2020

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

				SCS1-2	Adult Protection & Mental Capacity	T	23	0	
				SCS1-3	Provider & Support Services	T	31	0	
				SCS1-9	Adult Social Care Staffing & Infrastructure	T	100	0	
				SCS2	Joint Commissioning	T	51	0	
				VSMMGT	Strategic Measures	T	-1,121	0	
			Meridian Recovery Audit	CDAI2	Law & Governance	T	0	-300	
				VSMMGT	Strategic Measures	T	300	0	
CS	Jan	Nov	Special School: Mabel Prichard academises on 1 Nov 20	CEF4-1	Delegated Budgets	P	-442	442	
			Realignment of school grant allocation budgets	CEF4-1	Delegated Budgets	P	7,167	-7,167	
			Additional funding for Youth Justice grant Nov-Mar	CEF3-4	Youth Offending Service	T	7	-7	
COD	Jan	Nov	Building Bridges (CILIP) Project	COD5	Culture & Customer Experience	T	20	-20	
COM	Jan	Nov	Temp Staff Adjustment	COM2-2	Infrastructure Operations	T	-20	0	
				COM2-4	Commissioning	T	20	0	
Grand Total								7,114	-7,114

Business Management & Monitoring Report - November 2020
Cabinet - 19 January 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts.
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-31,861	-10,446	-10,346	-100	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal

Business Management & Monitoring Report - November 2020
Cabinet - 19 January 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-1,000	0	0	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	1,841	5,285	4,085	1,200	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-1,000	11,392	11,392	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	0	0	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	

Business Management & Monitoring Report - November 2020
Cabinet - 19 January 2021
Earmarked Reserves

	2020/21		
	Balance at 1 April 2020	Movement	Balance at 31 March 2021
	£000	£000	£000
Redundancy Reserve	548	2,000	2,548
Total Reserves	102,864	-19,754	84,110
*Includes DSG High Needs Deficit Reserve	-11,221	-11,114	-22,335

Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000
2,548	0
83,010	1,100

Commentary

General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
General Balances at 1 April 2020		28.7
Directorate and Strategic Measures Underspend		1.6
Projected Level of General Balances at 31 March 2021		30.3
Risked Assessed Level of General Balances 2020/21		23.4

Strategic Measures

Month	Average cash balance	Average rate of return
November 2020	£394.80m	0.81%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.81%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

Debt and Loan Write Offs & Impairments - Corporate Debtors

Corporate Debtors

Performance Indicator	Target	September	October	November
Invoice collection rate	97.50%	92.20%	86.00%	93.41%
Avg. days outstanding	35	25	26	26
Debt requiring impairment	<£0.30m	£1.05m	£0.99m	£0.72
Unsecure debt over 1 year	<£0.50m	£1.03m	£0.51m	£0.55m
Write offs as % of income YTD	<0.10%	0.000%	0.006%	0.000%

Adult Contribution to Care Charges

Performance Indicator	Target	September	October	November
Invoice collection rate	92.00%	90.30%	90.84%	90.87%
Avg. days outstanding	100	116	113	112
Debt requiring impairment	<£2.00m	£2.97m	£2.99m	£3.00m
Unsecure debt over 1 year	<£1.60m	£3.88m	£4.08m	£4.32m
Write offs as % of income YTD	<1.0%	0.880%	0.438%	0.006%

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued by	Esimite 2020/21 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	-341	0	117,065
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	113	0	38,752
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	-1,992	-442	57,939
	Subtotal DSG Grants		220,544	-2,220	-442	217,882
	School Grants					
R	Pupil Premium	DfE	5,255	0	1,616	6,871
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	0	224
R	PE and Sport Grant	DfE	2,350	0	0	2,350
R	Universal Infant Free School Meals	DfE	4,020	0	-47	3,973
R	Teacher's Pay Grant	DfE	1,430	0	235	1,665
R	Teacher's Pension Grant	DfE	2,771	0	2,764	5,535
R	Coronavirus Catch Up Premium	DfE	0	0	2,295	2,295
R	Coronavirus (Covid-19) Schools Fund	DfE	0	0	305	305
	Subtotal School Grants		16,050	0	7,168	23,218
	Other Children's Services Grants					
R	Youth Justice Board	YJB	548	0	7	555
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77
R	Staying Put Implementation Grant	DfE	225	46	0	271
R	Remand Framework	YJB	25	52	0	77
	Subtotal Other Children's Services Grants		2,719	164	7	2,890
	TOTAL CHILDREN'S SERVICES		239,313	-2,056	6,733	243,990

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued by	Estimate 2020/21 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Adult Services					
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099
R	Winter Pressures	MHCLG	2,292	0	0	2,292
R	Infection Control Grant 1	DHSC		7314	0	7,314
R	Infection Control Grant 2	DHSC		6314	0	6,314
	TOTAL ADULT SERVICES		10,391	13,628	0	24,019
	Public Health					
R	Public Health Grant	DHSC	31,329	-89	0	31,240
R	HIV PREP Grant	DHSC		122	0	122
R	Wayfinding Grant	SE		130	0	130
R	Track and Trace	MHCLG		2858	0	2,858
	TOTAL PUBLIC HEALTH		31,329	3,021	0	34,350
	Communities					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			519	0	519
R	Natural England	DEFRA	227	0	0	227
R	MaaS:CAV	Innovate UK		638	0	638
R	V2 Go Project	Innovate UK		132	0	132
R	OmniCAV	Innovate UK		235	0	235
R	Park & Charge	Innovate UK		580	0	580
R	Virgin Park & Charge	Innovate UK		26	0	26
R	Data Driven Safety Tool	Innovate UK		151	0	151
R	Quantum Gravimeter	Innovate UK		84	0	84

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued by	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	Resilient CAV	Innovate UK		25	0	25
R	Heart Park Project	DFT		90	0	90
R	GTC DfT Congestion Tool	DFT		59	0	59
R	CAVL4R	DFT		11	0	11
	TOTAL COMMUNTIES		227	3,345	0	3,572
	Customers & Organisational Development					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507
	TOTAL CUSTOMERS & ORGANISATIONAL DEVELOPMENT		837	522	0	1,359
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	MHCLG	40	-1	0	39
R	Building Risk Review Grant	HO		60	0	60
R	Protection Uplift Grant	HO		272	0	272
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		1,401	331	0	1,732

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued by	Estimate 2020/21 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278	177		455
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	500			500
U	Troubled Families Attachment Fees - Phase 2	MHCLG	143			143
U	Troubled Families Payment by Result	MHCLG		73		73
U	New Homes Bonus	MHCLG	4,137			4,137
U	Local Reform & Community Voices Grant	DfE	515	103		618
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	570	-13		557
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			5,144
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG		20387		20,387
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22
U	Wellbeing for Education Return Grant	DfE		112		112
R	Oubreak Containment Grant	DHSC		5,533		5,533
R	Support for Clinically Extremely Vulnerable	DHSC		305		305
U	Sales, Fees and Charges Compensation	MCLG		1,379		1,379
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		67,576	28,078	0	95,654

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued by	Estimate 2020/21 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS		54		54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	54.0	0	1,659
	TOTAL STRATEGIC MEASURES		69,181	28,132	0	97,313
	Total All Grants		352,679	46,923	6,733	406,335

Ringfenced

R Ringfenced

U Un-ringfenced

Issued by

DfE Department for Education

YJB Youth Justice Board

HO Home Office

DHSC Department of Health

MHCLG Ministry for Housing, Communities & Local Government

DfT Department for Transport

BEIS Department for Business, Energy & Industrial Strategy

DEFRA Department for Environment, Food and Rural Affairs

AC Arts Council

SE Sports England

COVID-19 Grant Detail
Cabinet 15 December 2020

Government Department	Directorate	Grant Name	Total Grant Funding £'000	Allocation to General Fund £'000	Allocation to be determined £'000	Allocation to schools £'000	Allocation to Providers and Voluntary Sector £'000	Allocation to District and City Councils £'000
Ringfenced Funding								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	518				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	2,295			2,295		
DWP	Customers and Organisational Development	Winter Grant Scheme	1,368		1,368			
Total Ringfenced Grants			21,901	-	2,726	2,600	14,621	1,954
Unringfenced Funding								
MHCLG	Strategic Measures	COVID-19 Emergency Grant Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
DHSC	Public Health	Clinically Extremely Vulnerable	305		305			
DHSC	Public Health	Contain Outbreak Management Fund	5,533		5,533			
Total Unringfenced Grants			42,254	36,304	5,838	112	-	-
Total COVID-19 Grant Funding			64,155					
Grants to OCC								

*£0.3m was applied to expenditure in 2019/20