

Divisions: N/A

CABINET REPORT - 22 JUNE 2021

BUSINESS MANAGEMENT & MONITORING REPORT March 2021

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

RECOMMENDATIONS

Cabinet is RECOMMENDED to:

- (a) note this month's business management and monitoring report;**
- (b) note the annual review 2020/21;**
- (c) note the virements set out in Annex C-2b;**
- (d) note the summary of financial position for 2020/21 along with the year-end position on general balances and earmarked reserves as set out in Annex C;**
- (e) approve the underspend £5.9m should be transferred to balances.**

Executive Summary

1. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – March 2021.

Introduction

2. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
3. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
5. The Annual Performance report is Annex D and it contains a summary of performance during 2020-21, highlighting achievements under each of our strategic priorities and COVID response.
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
 - d. Annex D: Annual Performance Report 2020-21

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

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, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.
8. However, as can be seen in Annex A of this report, some services' performance has been 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 March 2021, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.

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

Performance highlights

- 94% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally. It should be noted that routine inspections were suspended during lockdown and when they are restarted will include new standards.
- The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – March –114 customers surveyed 98.25% were happy with the service they received from Customer Services.
- 6,752 contacts recorded from all channels. 6,033 contacts were resolved at first point of contact.

Areas for improvement

- Total public enquiries recorded on FixMyStreet in relation to potholes and other carriageway issues in March was 1,346 (29%) Of these:
 - 391 (29%) are now repaired.
 - 796 (59%) were closed without action.
 - 116 (9%) are still awaiting a decision from office.
 - 43 (3%) are waiting for Skanska to repair.

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

- 9.3% 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.
- 49.9% 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.
- 53.2% 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.

Areas for improvement

- 76.73% of emergency call attendances made within 11 minutes and 86.6% of emergency call attendances made within 14 minutes. Not reaching the 80% and 95% targets respectively.
- 605 people alive as a result of our “365 Alive” prevention, protection and emergency response activities, subsequently missing the 971 target. There are a couple of elements for this measure that have led to not meeting target:
 - The low number of Co-Responding calls which is an area outside of our control, but we are reviewing our scope and target in this area for 2021-22.
 - Unfortunately, we have seen an increase in road related fatalities in Oxfordshire. To address this, we are looking at new ways to inform road users to attempt to influence their behavior and reduce casualties. Technological developments are being trialed not only in vehicles but also in education

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

- The percentage of highway maintenance construction, demolition and excavation waste diverted from landfill is at an average of 97.9% between April and February (data reported one month in arrears). Achieving over and beyond the 90% annual target.
- The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target. Target of 6% has been achieved.
- 66.95% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs), which sits above the 59% target.

Areas for improvement

- A total of 709 led lanterns were installed in March 2021 making for an overall quantity of lanterns fitted with LED technology of 19,470 from our total of 59,631 or 32.7%. This is around 1,000 units below our revised target for the year and can be attributed to slow delivery of lighting columns. The current programme continues into 2021/22 separately from the works already planned and will contribute to the target that has been set for the end of March 2022. The energy consumption of the lanterns replaced as part of the 2020/21 programme are trending to be slightly lower than projected in the project plan which is encouraging.
- 3.01% of household waste sent to landfill is 0.01% over the 3% target. However, due to the temporary suspension of some of these services at the beginning of the year the amount of waste landfilled has dropped to a low level. Over 95% of residual waste continues to be sent to Ardley ERF for energy recovery.

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	Amber	No change
	11. Reduced carbon impact of our transport	Green	No change
	12. Air quality	Amber	No change
	13. Household waste re-used, recycled or composted	Green	Amber

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

Performance highlights

- Throughout the year Children Services have worked hard to improve the timeliness of Education, Health and Care plans. This has now hit the target level and is in line with the national average. This has been delivered by strong management action; improved processes and targeted resources.
- In June 2018 over 750 children were the subject of a child protection plan. The number had grown both locally and nationally for over a decade. Children's services and its partners knew it had to do something to stem the growth in numbers. Family Solutions services were strengthened, and staff have worked with families to deliver the plan's objectives as quickly as possible, so children safely come off the plan. We are now down to under 475, the lowest since 2012/13.
- 97.8% of families received a new birth visit either face to face were risk assessed or virtually.

Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). The MASH is staffed to deal with 350 contacts per week and so far, this year there have been over 550 contacts. The additional 7 temporary staff agreed by the council have been recruited and have helped to deal with this additional work. However along with all teams the current stage of the virus and lockdown is putting additional pressures on this team.
- The number of children we care for is above (worse than) the target level, and higher than this time last year. This has been driven by a slowdown in children and young people who leave the system as people are unable to move through e.g. as family court sittings have reduced during COVID-19. The pattern is reflected nationally. The implementation of the Family Safeguarding Plus Model was planned to help manage and reduce demand and support savings. However, with the changing risk to managing children in the community this is particularly challenging at present given the limitations of education and community protective factors during the three lockdown periods.

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	Green	No change

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

Performance highlights

- We continue to support independent living by increasing the amount of home care we purchase to support people at home. We are currently purchasing over 5,000 more hours of home care per week than at the start of the year. This has meant that more people are supported at home and fewer people have been placed in care homes. Over a hundred new people this year have been supported with care in extra care housing.
- People are supported to have more control over the delivery of care. More people have a personal budget than the national average, and more people organise their care through a direct payment where they are provided with the cash to purchase the care
- 92% of people with personal budgets remains above the national average.
- 23% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average
- There has been a 25% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home.
- 90.4% 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%).

Areas for improvement

- The national data shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract.

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

- 95% of iHub's live projects are progressing on schedule and on Budget. There is a reliance on external partners to reach time and deliver milestones.
- IHub service have continued to maintain a good success rate of bids at approximately 20%, which is very high compared to a typical rate of 10%. This is good news as the competition for bids has grown rapidly in the last year. It is built on years of work developing both a good reputation and a large strong network, which helps lead to more well-developed projects when they are submitted for various funding rounds.
- Average excess waiting time for buses on frequent services (minutes) is running at 46 seconds, well below the 5 mins target. Bus punctuality has improved with the reduction of vehicles on the network during Lockdown3.
- 99.6% of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband.
- Delivery of 122% of the planned programme for number of highway trees surveyed within the 4-year cycle. Inspecting 84 parishes by the end November 2020, despite challenges with COVID-19. 73 parish surveys need to be undertaken by March 2022. The service has started surveying parishes due in 2021/22 to enable ability to front load at beginning of April 2021, and 22% have been completed.

Areas for improvement

- 82% of agreed programme for the year 20/21 has been spent as of 31st March against the original budget agreed by Council in Feb 2020, the latest budget was £36.6 m, 91% has been spent against the latest budget.

SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	Green	No change
	24. Number of new homes	Amber	No change
Businesses are able to grow and develop	25. Support for a strong local economy	Green	No change
People and communities Have excellent transport and broadband connections	26. Levels of disruption to journeys	Green	No change
	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
LR21	County Elections May 2021	8 Medium Risk	↔	Risk reviewed

18. The table above provides a summary of the Council's leadership risks at 23rd April 2021. 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 March the Leadership Risk Register has no score changes. Please review Annex B for details.

Financial Management

Summary of the Council's financial position

20. This section provides a summary of the financial position for the 2020/21 financial year as reflected in the draft Statement of Accounts. The position includes the financial impact of COVID-19 for 2020/21.
21. Ernst and Young, Oxfordshire County Council's external auditor, will carry out their audit of the Council's draft 2020/21 Statement of Accounts in the summer, once they have been completed in early June, and it is possible that changes may be made to the accounts during this period which may alter the position presented within this report. The statutory deadline for the publication of the audited accounts is September 2021.
22. It is expected that the results of the external audit will be reported to Audit and Governance Committee in July or September 2021, at which stage that Committee is expected to approve the audited 2020/21 Statement of Accounts for publication.
23. At 31 March 2021, there is an underspend of **£5.9m** on directorate services. This position includes **£56.3m** of costs arising from measures to address the COVID-19 pandemic. Corporate Measures, which includes the costs of borrowing, is reporting a breakeven position. At the year end, there was a balance of **£14.2m** remaining of the COVID-19 budget and this has been transferred to the COVID-19 reserve for use in 2020/21.

Directorate	Final Budget 2020/21 £m	Outturn 2020/21 £m	Outturn Variance 2020/21 £m	Outturn Variance 2020/21 %
Children's Services	133.9	130.5	-3.4	-2.6%
Adult Services	197.3	197.3	0.0	0.0%
Public Health	0.8	0.8	0.0	0.0%
Environment & Place	63.6	65.5	+1.9	3.1%
Customers, Organisational Development & Resources	35.3	34.4	-0.9	-2.7%
Commercial Development, Assets & Investments	49.9	46.4	-3.5	-7.0%
Total Directorate Position	480.8	474.9	-5.9	-1.2%
Corporate Measures	-506.4	-506.4	0.0	0.0%
COVID -19 Budget	21.0	21.0	0.0	
Contribution from (-)/to (+) Reserves and Balances	4.6	4.6	0.0	
Total Outturn Position	0.00	-5.9	-5.9	

24. As part of the Medium Term Financial Strategy agreed by Council on 11 February 2020 a contribution of **£4.6m** to general balances in 2020/21 was approved. As part of this report, it is proposed that the underspend of **£5.9m** should be transferred to balances. After taking these into account, general balances at 31 March 2021 were **£34.6m**. This compares to the risk assessed level for 2020/21 and of **£23.4m** and **£28.8m** for 2021/22 as set out in the Medium-Term Financial Strategy (MTFS) approved by Council in February 2021. This position reinforces the sound financial position the Council is in.
25. The table below sets out the position relating to COVID-19 spend and funding during 2020/21. In total the Council has received **£67.2m** of government grants during 2020/21 for COVID-19 of which, **£24.4m** were unringfenced and **£42.8m** ringfenced. Un-ringfenced COVID-19 funding available in 2020/21 totaled **£53.5m** comprising the grants received in 2020/21 as well as **£14.2m** unringfenced COVID-19 support grant carried forward from 2019/20 and **£14.9m** of in-year savings. This has been used to fund **£39.3m** of expenditure and lost income and the balance of **£14.2m** will be placed in the COVID-19m for use in 2021/22 and beyond. As set out in Annex C-5b, of the **£42.8m** ringfenced funding received in 2020/21, in line with terms and conditions of the individual grants, the unspent amount of **£12.7m** has been carried forward for use in 2020/21/22. Of this sum, **£9.9m** relates to the Contain Outbreak Management Fund.

Directorate	Non-Ringfenced Funding £m	Ringfenced Funding £m	Total £m
COVID-19 Spend			
Children's Services	4.6	2.4	7.0
Adult Services	8.1	18.0	26.1
Public Health	0.0	1.8	1.8
Environment & Place	4.7	0.9	5.6
Customers, Organisational Development & Resources	7.1	6.5	13.6
Commercial Development, Assets & Investments	1.9	0.0	1.9
Corporate Measures	12.9	0.0	12.9
Total Spend	39.3	29.6	68.9
Funded by			
Residual 2019/20 COVID-19 Support Grant	-14.2		-14.2
2020/21 Grant	-24.4	-42.8	-67.2
2020/21 In-Year Savings	-14.9		-14.9
Total COVID-19 Funding	-53.5	-42.9	-96.4
<i>Balance Carried Forward to 2021/22</i>	<i>-14.2</i>	<i>-12.5</i>	<i>-26.7</i>
<i>To be returned to Grant Issuer*</i>		<i>-0.8</i>	<i>-0.8</i>

*relates to Infection Control grant passported to care providers, Lateral Flow Test Grant and Bus Services Support Grant

26. After adjusting for savings which could not be delivered in year due to the impact of the COVID-19 pandemic, 98% of planned savings totaling £21.3m have been delivered in 2020/21. £0.5m of savings that have not been 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 COVID-19. 100% of the £14.9m additional one-off savings agreed as part of the Revised Budget approved by Council in September 2020 have been achieved.

27. See Annex C for further details and commentary.

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June 2021

ANNEX A – PERFORMANCE DASHBOARDS – March 2021

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	
	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)	50%	60%	Of the ten actions required, six have been closed. We expect to close one more in April 2021, two in Q3 of 2021/22 and the last in Q4 2021/22
				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%	94%	94% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally. It should be noted that routine inspections were suspended during lockdown and when they are restarted will include new standards
Our services improve	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%	29%	<p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in March was 1,346. Of these:</p> <ul style="list-style-type: none"> • 391 (29%) are now repaired. • 796 (59%) were closed without action. Of this group, 4% were the responsibility of other organisations 42% did not meet our intervention criteria 42% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) 11% were duplicates of other reports • 116 (9%) are still awaiting a decision from officers. • 43 (3%) are waiting for Skanska to repair. <p>Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions.</p> <p>The 59% of issues in the 'closed without action' group represents about 796 reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a systems upgrade on the projects list for Spring 2021.</p> <p>This information is reported in arrears to enable inclusion of full month activity.</p>

			<p>Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public</p>	<p>+4 per month</p>	<p>4</p>	<p>The Volunteer Coordination team have now retrained over 30 of the existing SuperUsers (SUs) onto the new FMS system with a few more to confirm training dates. This has worked very well, and the response has been positive.</p> <p>The training has been successfully piloted with 4 new SU volunteers. Service team are going to continue with booking up the training for the new volunteers whilst continuing to improve on the training and system. With the greater numbers service will be in a better position to analyse the data and make comparisons with towns and parishes.</p> <p>It is very encouraging to see that the defects reported this month have increased suggesting that the SU's are more confident with the new FMS version. Also received some very encouraging reports of SU's liaising with the Highways officers, e.g. for out of scope defects and sending of photos.</p> <p>There have also been discussions with East Sussex Council, who are keen to know about the scheme.</p>
			<p>Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received</p>	<p>>85%</p>	<p>98.25%</p>	<p>The Customers Service Centre undertakes a customer satisfaction survey one week every month.</p> <p>Latest satisfaction survey – March –114 customers surveyed 98.25% were happy with the service they received from Customer Services. 0.8% where Neutral. 0.87% was dissatisfied.</p> <p>98.25% of customers where happy with the experience they received from individual officers.</p>

				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	94%	6,752 contacts recorded from all channels. 6,033 contacts (89%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	10%	<p>During March, the Customer Service Centre received 15,475 inbound calls, up 3,934 (34%) against February and made 8,117 outbound calls. The abandonment rate increased from 6.3% to 10%</p> <p>March was a very busy month for School Admissions as 1st was Secondary Allocation Day. Compared to February, we received 2,261 calls – all mainly about allocations for year 7. 86% of calls were answered by the advisors.</p> <p>Blue Badge calls increased to a level they have not been at since October 2020. This is likely due to the easing of lockdown during March.</p> <p>Calls to Residential Parking increased slightly, and the new CPZs went live, which resulted in more permits being issued.</p> <p>Calls to Children Social Care increased to a level they have not been at since Oct-Nov 2020. Calls to Adult Social Care also increased slightly.</p>
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	Financial indicators contained in the Financial Strategy are on track	100%	64%	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.
				General balances remain at or above the risk assessed level	100%	148%	Balances are £34.6m at 31 March 2021 compared to a risk assessed level of £23.4m.
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-1.2%	At year end, there is a directorate underspend of -£5.9m.
				Capital projects are delivered on time and within budget	>80%	73%	During the year, 12 schemes were completed. Of these, five (42%) were completed within their baseline budget. If annual programmes are taken into account, and weighted by monetary value, 73% of the completed capital programme was delivered within the original budget approval.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	100%	During the year two internal audits were undertaken relating to financial systems. These were Payroll (Amber) and Pensions Admin (Green).

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	↔	Number of vulnerable children and adults helped to live more secure and independent lives	6250	5649	This measure is doing well and on track to meet the year-end target. The Trading Standards team have continued to support reports of scams and doorstep crime, and the Fire Service crews, and Home & Community Advisers have continued to carry out Safe and Well visits during lockdown in a COVID safe way.
			Number of children better educated to live safer and healthier lives	14640	440	Unfortunately, the government restrictions have significantly affected this measure and we've not achieved our target. The prevention teams have adapted to online sessions and holding our Fire Cadets meeting online, and even this has not been to full capacity.
			% 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	<p>Owing to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against these targets. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, how we measure and monitor travel by cycling and walking is being reviewed with targets to be reset, with more specific indicators developed to measure the impacts of our interventions where we have approved Local Cycling and Walking Infrastructure Plans, (currently Oxford and Bicester, with others at the planning stage).</p> <p>The 2021/22 proposed targets below have been identified for approval by the Active Travel Programme Board:</p> <ul style="list-style-type: none"> • OC1: OCC will plan for 38% of all Oxford to Oxford work journeys to be by bicycle by 2031 (representing a 50% increase from 11,000 to 17,000 commuter cycle journeys a day compared to 2011) • OC2: OCC will plan for a 50% increase in all cycle journeys within Oxford for all purposes by 2031 (representing an increase from 300,000 to 450,000 in cycle journeys a week by Oxford residents) • BCW 1: OCC will plan for at least a 200% increase in cycling (tripling) and 50% increase in walking for trips within Bicester from 2020 to 2031 <p>In addition, the Programme Board is considering the overall headline measures for this area, which would require baselines to be re-established and targets agreed/set:</p> <ul style="list-style-type: none"> • To increase the % of cycling and walking in Oxfordshire by promoting modal shift to active travel. • To increase the % of people who feel safer when walking and cycling, including on journeys to school.

			Increase in Making Every Contact Count conversations (encouraging behavior changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	99% drop from Feb 2020	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, and closed again from January 2021)
6. Timeliness of emergency response	A M B E R	↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	971	602	There are a couple of elements for this measure that have led to not meeting target: 1) The low number of Co-Responding calls which is an area outside of our control, but we are reviewing our scope and target in this area for 2021-22. 2) Unfortunately, we have seen an increase in road related fatalities in Oxfordshire. To address this, we are looking at new and ways to inform road users to attempt to influence their behavior and reduce casualties. Technological developments are being trialed not only in vehicles but also in education
			% of emergency call attendances made within 11 minutes	80%	76.73%	We are only 3% below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year (75.49%).
			% of emergency call attendances made within 14 minutes	95%	88.6%	Our average response time in March was 8mins 23secs.
7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	G R E E N		Rate of successful quitters per 100,000 smokers 18+	> 2,919	2774	Data runs a quarter in arrears, Q4 2020/21 data be published 7th July 2021. The 2020/21 target has been adjusted to >2919 per 100,000 due to the impact of COVID-19 that correlates to the relief given to the provider of the service
			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%	9.3%	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%	49.9%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	53.2%	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%	99.7%	Cumulative rate and covers all defects April to February. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.2%	Cumulative rate and covers all defects April to February. (Data is reported one month in arrears.)
			Kilometers 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) -100% b) -100% History Service a) -100% b) -100%	Museum Service: In person engagement February March 2021: - Visitors = 0 (March 20 = 4654) School children = 0 (March 20 = 272) In the community = 0 attendees (March 20 = 243) Museum Service unable to deliver to schools and groups in the community. All service points closed in response to Lockdown 3 History Service: In-person engagement March 2021: 0 visitors (February 2020 = 280) 0 attendees at events (February 2020 = 106). History Centre was closed to all visitors under national lockdown.
			Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service: Online/remote engagement. March 2021 = 22,622 available) representing a 100% increase over March 2020 NB Museum collection Heritage Search website engagements are included in History service total below. History Service: Online/remote engagement March 2021 = 67.113 engagements representing a 9% decrease from February 2020. This includes answering 182 e-mail enquiries, a decrease of 14% on March 2020, as the remote enquiry service was largely shut down under lockdown, with no access to physical archive collections. Library Services: Online engagement (social media and website visits) for February 2021 is 202,760
			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) -53% b) -78% c) -97%	A phased re-opening of the library network commenced in July 2020. As of 5 November 2020, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National Lockdown from January.

						<p>a) Active users Feb 2020 = 81219. Active users Feb 2021 = 38,086 - this is a reduction of 53%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output). While this is concerning, it is worth noting that registered borrowers have only dropped by around 10%.</p> <p>b) New borrowers Feb 2020 = 2211. New borrowers Feb 2021 = 484. (drop of 78%) (NB Libraries closed in Feb 2021).</p> <p>c) Daily visits Feb 2020 = 204,369. Daily visits Feb 2021 = 6,847 (drop of 97%). The drop is due to the service operating a limited service from only 14 libraries in Feb 2021.</p>	
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	AMBER	↔	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. Target of 6% has been achieved.
				% of streetlights fitted with LED lanterns by March 2021	40%	31.5%	<p>A total of 709 led lanterns were installed in March 2021 making for an overall quantity of lanterns fitted with LED technology of 19,470 from our total of 59,631 or 32.7%. This is around 1,000 units below our revised target for the year and can be attributed to slow delivery of lighting columns.</p> <p>The current programme continues into 2021/22 separately from the works already planned and will contribute to the target that has been set for the end of March 2022. The energy consumption of the lanterns replaced as part of the 2020/21 programme are trending to be slightly lower than projected in the project plan which is encouraging.</p>
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
	11. Reduced carbon impact of our transport network	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	<p>140 (for Park and Charge Project by end October 2021)</p> <p>7.5% of all car parking spaces in the county by end of 2025. (OCC policy rate to monitor with the Districts on an annual basis)</p>	Rate not available	<p>Chargers on the pilot car park were installed on the 9th April and following a period of testing these are planned to be 'soft' launched later that month with an official launch in May.</p> <p>Due to external issues 2 planned car parks have had to be dropped from the project and the team is now working on alternates to replace these. The remaining 21 car parks will now have chargers installed between July 2021 and December 2021 after which usage data will be monitored until end March 2022.</p> <p>The Oxfordshire EV Infrastructure Strategy was adopted by OCC on the 16th March and is now in the process of also being adopted by all the district and city councils in Oxfordshire. This sets a target 7.5% of car parking spaces being electrified by the end of 2025.</p> <p>Annual target relates to the Park and Charge project only. 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> <p>The first on-line communication event aimed at encouraging residents to move to EVs took place on 18th March 2021. Over 450 people viewed the event with a high degree of interaction and involvement. The next event is due to take place around the official opening of the pilot car park.</p>

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			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	97.9%	Rate is the average for April to February (data is reported one month in arrears).
12. Air quality	AMBER	↔	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 in 2021/22. 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 are also 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	GREEN	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 30.13% b) 29.87% c) 0.19% Total 60.19%	The figures are the forecasted end of year position and reflect the combined effort of OCC and the City and district councils. Overall household waste tonnages are 7% higher than last year due to the impacts of the pandemic however despite the challenges residents and authorities have pulled together to achieve a slight increase on this indicator compared to the previous year.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	3.01%	This is the forecasted end of year position. Most of the waste landfilled is bulky waste from HWRCs or collected from residents by the district and city councils. Due to the temporary suspension of some of these services at the beginning of the year the amount of waste landfilled has dropped to a low level. Over 95% of residual waste 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%	66.95%	This is the forecasted end of year position. The increase in performance compared to previous years is primarily as a result of the wood being processed at a different facility which reports a higher recycling rate.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life	14. Prevalence of healthy children	AMBER ↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	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 were 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 were 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 were 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	AMBER ↔	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbors during 2020-21.	750	776	The number of children we care for is higher (worse) than 12 months ago when it was 767 and the target of 750 as fewer people are leaving the cared for system in part due to backlogs in family courts.

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5,961	The service is staffed for 140 assessments per week. However, the weekly variation in demand, which in the year ranged from 42 (Christmas week) or 76 (second lowest week) to 195 incoming assessments impacts timeliness and caseloads. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities.
	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 neighbors during 2020-21.	550	475	Although performance remains positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	GREEN	↑	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%	60%	In the last 12 months 60% of plans have been issued in 20 weeks, in line with the 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	Monitoring	5502	Figures are affected by COVID-19.
				Number of people receiving reablement		2600	
				% of people who need no ongoing care after the end of reablement		40%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.2%	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%	92%	92% 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%	23%	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 39.5% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting health care	22	8	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	7	
				Reduce the number of people delayed in hospital awaiting both health and social care	26	11	
	22. People needing social care are supported to stay in their own home	GREEN	↔	Maintain the number of home care hours purchased per week	> 21,000 hours	25,282	There has been a 25% 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	17	
				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%	90.4%	The service continues to deliver above 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%	60%	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	104	104 new funded placements in the year so far though not all through formal nominations

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE /	COMMENTARY
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	GREEN ↔	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)	82% (position as at 31 March)	This measures the capital major infrastructure programme and means 82% of agreed programme for the year 20/21 has been spent as of 31st March against the original budget agreed by Council in Feb 2020, the latest budget was £36.6 m, 91% has been spent against the latest budget.
	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	658 homes estimated to March 2021	<p>The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG).</p> <p>Discussions with (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar.</p> <p>MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.</p>
Businesses can grow and develop	25. Support for a strong local economy	GREEN ↑	Number of businesses given support by Trading Standards interventions or fire risk inspections	3409	2212	We have not reached our target for this year despite the fantastic work achieved by the Trading Standards team with their business intervention work. Other work in this measure has been affected by the COVID-19 restrictions.

		<p>Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition</p>	20	41	<p>Rate is April to end of March. Ihub service have continued to maintain a good success rate of bids at approximately 20%, which is very high compared to a typical rate of 10%. This is good news as the competition for bids has grown rapidly in the last year. It is built on years of work developing both a good reputation and a large strong network, which helps lead to more well-developed projects when they are submitted for various funding rounds.</p> <p>There does seem to be a trend of smaller competitions thus smaller pots of funding, which requires some extra management from OCC but also allows for even more sector opportunities.</p> <p>This year Ihub service have leveraged innovation funding to also support corporate services, beyond the project delivery itself. This is particularly in areas such as the Climate Action Programme and working closely with the Climate team. Service have also brought various new mobility data sets and tools this year, from a variety of projects, together to provide a unique and useful mechanism for evaluating and monitoring new schemes, such as Active Travel and LTNs. Building such data and tools from scratch would have otherwise cost the Council £100k's.</p> <p>These tools will continue to be built upon for wider work. We have also delivered the EV infrastructure Strategy, resources funded via an Innovate UK project, meaning Oxfordshire is one of the first Authorities to have a detailed strategy and will support the drive for Zero Emission Zone in Oxford and EV's across the county. This is again a piece of work that would otherwise of cost upward of £100k to deliver without non-traditional Innovation funding, IHub has leveraged.</p> <p>IHub service continue to look at wider corporate opportunities, both in terms of new Innovation projects but also opportunities to leverage existing and previous projects to support the Councils day to day activities.</p>
		<p>Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget</p>	>75%	95%	<p>Rate is for March. There is reliance on external partners to reach time and delivery milestones.</p>

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%	28%	From 947 sample A/B/C inspections conducted in March (including all follow up inspections) 268 failed. This equates to 28% failure rate. This is above the target of 15% and mainly due to one area with extensive failures by one company. The failures largely relate to the quality of the reinstatements. Action and this is being pursued through escalation with the company concerned and issuing of a fixed penalty notices.
				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 data from the Department for Transport 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%	0.6%	The reported rate is for February. 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 February by Highway Officers, and data confirms there were 8 Non-Compliant Defects. February rate calculated as 8 return repairs/visits to own works (NCDs) divided by 2,620 total potholes fixed.
				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	122%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November 2020, despite challenges with COVID-19. 73 parish surveys need to be undertaken by March 2022. The service has started surveying parishes due in 2021/22 to enable ability to front load at beginning of April 2021, and 22% have been completed. 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.
				Average excess waiting time for buses on frequent services (minutes)	5 mins	46 secs	The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now 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	79,340	Rate is to end of March. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in Q3 2020 via BT Openreach and in Q1 2021 Airband have begun to connect premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously. Please Note: Lockdown 3 has affected connection numbers as Openreach, whilst taking orders, would not provide the final connection in homes. NOTE - Broadband Programme has moved to Customers, Organisational Development & Resources Directorate.

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			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	99.6%	Rate is to end of March. 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.
			The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> • At least Basic Broadband (at least 2Mb/s) • OFCOM 'acceptable' broadband (10Mb/s) 	<=0.1	0.22% 0.70%	Rates are to end of March. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the rates for KPI refs SPO11 and SPO12 increase, these figures will fall. COVID-19 has impacted the planned pace of fibre rollout in the county which has in turn effected the reduction in % of both 2 & 10m/bps properties/businesses, however, a plan is in place to address this.

ANNEX B – LEADERSHIP RISK REGISTER – March 2021

Risk Assessment Guidance

Level of Risk	How the risk should be manage
High Risk (15 - 20)	Requires active management - to manage down and maintain exposure at an acceptable level. Escalate upwards
Medium Risk (12 - 8)	Contingency plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile
Low Risk (1 - 6)	Good Housekeeping - may require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Impact	Most severe (5)	5	10	15	20
	Major (4)	4	8	12	16
	Moderate (3)	3	6	9	12
	Minor (2)	2	4	6	8
	Insignificant (1)	1	2	3	4
		Unlikely (1)	Possible (2)	Likely (3)	Very likely (4)
		Likelihood			

Risk Probability Key				
Score	1	2	3	4
Level	Unlikely	Possible	Likely	Very Likely
Probability	<10%	10 - 40%	41 - 75%	>75%
Timescale	It is unlikely to occur	Possible in the next 3 or more years	Likely to occur in the next 1 - 2 years	Occurred in the last year/very likely to occur in the next year

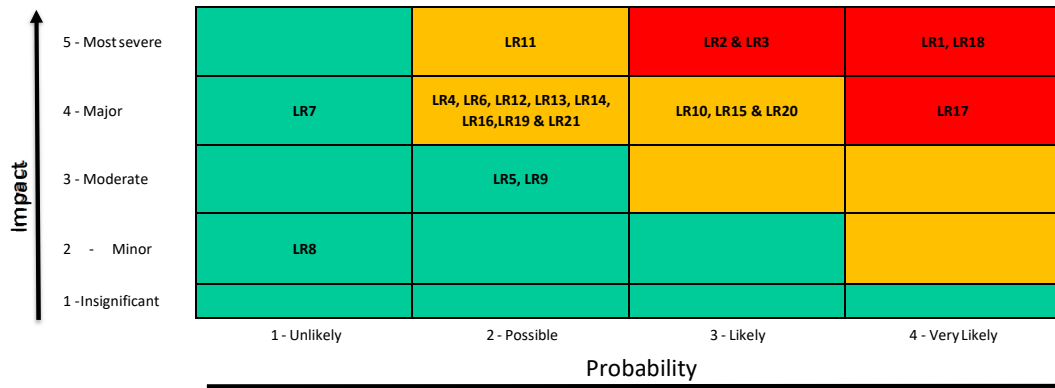
Risk Impact Key				
Score	Level	Financial *	Performance / Service Delivery	Reputation
1	Insignificant	Financial loss less than £500k / £2.5m in a year or negative variance against annual revenue or capital budget	Limited disruption to services	A few minor complaints and/or minimal local media attention No impact on council reputation or identity
2	Minor	Financial loss up to £1m / £5m in a year or negative variance against annual revenue or capital budget	Short term disruption to services that do not directly affect vulnerable groups	A number of complaints but minimal local media attention Minor impact on council reputation or identity with no lasting effects
3	Moderate	Financial loss up to £1.5m / £7.5m in a year or negative variance against annual revenue or capital budget	Loss of services that do not directly affect vulnerable groups	Extensive adverse local media attention Perception and identity of Council damaged / undermined in the short term with some rebuilding required
4	Major	Financial loss up to £2m / £10m in a year or negative variance against annual revenue or capital budget	Significant disruption of services directly affecting vulnerable groups	Extensive national media attention or sustained local media attention. Perception and identity of Council damaged / undermined with long term - major rebuilding required
5	Most Severe	Financial loss over £2.5m / £12.5m in a year or negative variance against annual revenue or capital budget	Loss of services directly affecting vulnerable groups	Ministerial intervention and/or public enquiry with sustained national media attention. Perception and identity of Council fundamentally damaged and undermined, potentially beyond repair

* The two figures denote different levels of financial impact: for Operational risk and Strategic risk

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

OCC Leadership Risk Register - As at 23/04/2021

Risk Matrix - Ratings (residual risk scores)



Risk Ref	Risk Title	Residual Risk Score	Direction of travel
LR1	Demand management -Children- : managing the impact of increased demand on council services	20	↔
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	15	↔
LR3	Capital Infrastructure Programme Delivery	10	↔
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	8	↔
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	6	↔
LR6	Supply chain management ensuring effective delivery through the supply chain	8	↔
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	4	↔
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	2	↔
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	9	↔
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	12	↔
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	10	↔
LR12	Property and assets (maintenance cost)	6	↔
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	8	↔
LR14	Business continuity and recovery plans Resilience to a additional significant disruption during the Covid-19 Response	8	↔
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	12	↔
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	8	↔
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	16	↔
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	20	↔
LR19	Safeguarding vulnerable adults.	10	↔
LR20	Demand management - Adults -	12	↔
LR21	County Elections May 20121	8	↔

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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	Dtion of travel	Action Completion date	Comments	Last Updated	
						Impact	Probability		Impact	Probability						
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 relating to COVID-19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial - significant overspend in annual budgets Over-reliance on voluntary groups acting without coordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk - strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. 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 including additional Covid funding for agency staff. Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. IMPOWER in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon west. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retaining and redeployment process in place to maintain provision, including children's residential care. 7 x Temp additional social workers have been deployed in the MASH and agency SVs retained and newly recruited in Family Solutions to assist in managing high caseloads, including a backlog of assessments. September to January has seen 35% increase in contacts to MASH and volatile demand for assessments, including weeks with very high numbers. This is linked to high levels of domestic abuse and police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. 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. The planned SEN Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	--	Ongoing	Early Help networks offering 'pre-front door' swift access to family support have continued to deliver multi-agency support: now have reached over 200 families. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. All outstanding assessments have been completed and agency staff released from this task. Refreshed performance framework has been brought in from beginning Feb to sharpen managers' focus on completing agreed actions within target timeframes. First 12 weeks of FSP have been reviewed by the FSP Board and results indicate good mobilisation of the new service, including swift access to help for parents. Child Protection numbers down <500 - lowest since 2012/13 due to focused effort on improving outcomes more quickly, stepping children down to CW. A review of SEN services, including ES, 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 DIE. Risk reviewed - No changes	23/04/2021
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	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.	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.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Orsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children. Detailed updated guidance for social workers implemented to ensure all children receive home visits subject to individual risk assessments. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Orsted are reviewed and investigated in a timely manner. Outcomes are reported to Orsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Electively home educated children are monitored.	3	15	Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DIE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DIE 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 DIE daily.	--	Ongoing	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 in SEN/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 on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - No changes	31/03/2021

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						Impact	Rating		Impact	Rating						
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 HIF2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF2 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 road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council subjecting to new development. Additional strain on the highways network that could restrict the county's ability to improve productivity Lack of a strategic framework for future growth in the county Constraint on economic development	Bill Cotton	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	2	10	The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high, however the probability is improving reducing the probability score and therefore the risk rating.	++	Ongoing	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed - Risk owner updated	01/04/2021
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. National and Local issues could create tensions or flashpoints in our communities Equally a united effort may increase community cohesion. Possible triggers are likely to be: change in government policy; local decisions making on contentious issues (i.e. full impacts of Brexit later in the year/ LTNs)	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.	2	6	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications, impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. Government Road Map to Recovery being reviewed by all relevant groups.	++	Ongoing	Risk reviewed - changes in cause, effect and mitigating actions	20/04/2021
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 COC, 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. Change in Portfolio Holder could lead to less effective relationship management.	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 Emily Schofield (Acting)	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 structures in place to deliver on-going response to CV-19 and plan for recovery • Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning	2	6	• Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals • New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 • Community development strategy and approach to be produced and implemented jointly with VCS and partners • Partners engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk • Support Democratic Services with new Member induction packs and support new Portfolio Holder through advising and briefing of relevant relationships to establish as priority.	++	Various	Risk manager risk cause and mitigation action added in light of upcoming Elections and departure of current Portfolio Holder.	12/04/2021
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 Jordan	Melissa Sage	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.	2	6	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.	++	Ongoing	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Risk Manager updated	01/04/2021

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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	-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	4	1	<ul style="list-style-type: none"> Ensure support functions are fully resourced (see separate section on Comments on Complaints Team). Action plan is in place to ensure we address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities, and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure, information rights, complaints and Ombudsman cases tracked 	--	Ongoing	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Complaints Service – taking remedial action to preserve the service due to two key members of staff leaving the Team; recruitment confirmed and persons appointed with 1 June start date. Monitoring Officer add Directorate Leadership Team aware. Additional temporary assistance drafted from Governance Service. Risk reviewed - Mitigating actions and comments updated	22/04/2021
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 decisions/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	2	1	<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. Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes 	--	Ongoing	Proposals for a Constitution Review for Oxon CC agreed by Audit & Governance Committee and Full Council in March agreeing a further review to be owned by the new incoming Council after the May 2021 elections. Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term. Project to ensure member development/induction in place post-election and that decision-making meetings can legally be held physically if not permissible virtually after 7 May	22/04/2021
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	3	3	<ul style="list-style-type: none"> 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. 	--	Apr-21	Risk reviewed - No changes	10/03/2021
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	The risk is that 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 redesigned 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 'tried 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	12	4	3	<ul style="list-style-type: none"> All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. CEDR and ELT review capacity and resource allocated to change projects in light of C-19 and either allocate additional resource or slow the pace of change in order to maintain operational resilience and C-19 response. 	--	Various	There will be delays to planned work and 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. 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 final quarter of the year as set out in the risk strategy. Risk reviewed - Mitigating actions updated	18/03/2021

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						Impact	Probability		Impact	Probability					
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: <ul style="list-style-type: none"> extensive use of general balances, taking them below their risk assessed level extensive use of earmarked reserves resulting in no funding available for earmarked purpose further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) 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	<ul style="list-style-type: none"> Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process. Additional costs, loss of income and non-achievement of savings are being tracked and inform data return 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	The financial impact of COVID-19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report. As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September. The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced in December. The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. The deficit on High Needs DSG funding is now on the leadership risk. CEF are developing plans for managing the in year deficit for 21/22 and a strategy going forward.	--	Dec-20	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. Risk reviewed - Mitigation actions refreshed and updated	23/04/2021
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 Jordan	George Elbethiou	4	4	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	Control activities are prioritising compliance (i.e. 'nice to have's' can wait) Taking more long term views on use/potential use of certain assets. New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition. Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity. The FM team redesign needs to be a priority and completed as soon as possible.	--	Ongoing	All of mitigation actions referred to are now in place and activities ongoing. The right team/experts now inhouse dealing with this with a plan in place to achieve full compliance and maintain programmes 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	13/04/2021
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringements on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and well being risk.	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	<ul style="list-style-type: none"> H&S policies and procedures have been reviewed and adopted Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19. Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs. 	4	2	COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are in line with government guidance. Even though positive outlook with reducing cases controls are expected to remain in place for longer term e.g. IPC procedures including PPE. Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: <ul style="list-style-type: none"> Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. As part of delivering the future and agile working a review is underway to ensure the health and safety is adequately considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health. Policies and procedures are regularly reviewed to ensure safe operating framework.	Ongoing	Ongoing - As per changes to government PH Guidance Ongoing	Demand for H&S support is increasing as services restore/increase activity whilst still operating within COVID-Secure environments. The review of Corporate H&S Policies Part 3 Arrangements (Service Level) is on track to be completed April 21. Lone worker mobile app project on track to commence roll-out in May 21. HSE Spot checks for COVID compliance of council services ongoing - no concerns raised and all compliant.	08/04/2021
LR14	Business continuity and recovery plans: Resilience to a additional significant disruption during the Covid-19 Response	Significant multiple disruption occur that require implementation of business continuity arrangements.	Essential Council 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	Vivonne Rees	Rob MacDougall	4	4	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans. Review of London Bridge undertaken by corporate leads across Oxfordshire system	4	2	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, lifting of restrictions and Oxfordshire System communications Agile working policy is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed and business impact assessments are being completed for 21/22.	--	Ongoing	Risk reviewed - changes in cause, effect and mitigating actions	20/04/2021

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OCC Leadership Risk Register																
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						Impact	Probability		Impact	Probability						
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannary in Health or Ransomware attacks in Hackney and Redcar) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	10	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are currently undertaking 'Cyber Essentials Plus' accreditation. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed to undertake: -Responsibility for managing security threats and prevention methods -Working with Information Management to ensure implications of GDPR on data security are understood and built in -Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats -Documenting processes and policy to define roles, responsibilities and procedures -Maintaining tech to reduce cyber risks -E-securing all new and existing suppliers meet cyber security requirements -Launched a 'Cyber Security Awareness' project to evaluate and improve Cyber awareness across the Council, including new e-learning material and security exercises. -Implemented 'Microsoft Cloud App Security' which protects our use of cloud services, providing advanced threat detection against ransomware, insider threats and data leaks. -Trailing an email banner to highlight external emails - providing protection, against phishing attacks, spoofed emails and scams.	--	Jul-20	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness. Risk reviewed - mitigating actions updated.	23/04/2021	
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 purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 responses. 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	Alastair Read	4	3	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 COVID-19 business requirements. We have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	IT	4	2	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 improvement will start this month for installation in November. This should be able to bring review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions. Customer contact demand will continue to be monitored and resource allocated to key priorities Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20 Involvement on the Health Protection Board supporting vulnerable customers if isolated due to track and trace protocols and in-line with Local Outbreak Plan 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. Review of current BCP's underway. Various central government grants are being used to support the community and residents eg COMF Additional customers are now classified as 'clinically extremely vulnerable' and being supported Vaccination outreach commenced Shielded has now been paused as at 31/3/2021 however there are still on going support for our customer base from local track and trace, vaccination outreach, community testing approach has been expanded and various grants available to certain types of incidents.	--	Apr-20	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. At present the service is runnig at Green, the DR is installed and I believe this risk can be closed. Risk reviewed - No changes	07/04/2021
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.	-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	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 organisational 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 enable a tactical response to community resilience. -Engagement with suppliers to manage impacts across the supply chain -Creation of a dedicated telephone 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 County is now in national lockdown and the CEV group of resident now have to follow strict new guidelines. The arrangement across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.	4	4	Urging review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge. The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions. Customer contact demand will continue to be monitored and resource allocated to key priorities Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20 Involvement on the Health Protection Board supporting vulnerable customers if isolated due to track and trace protocols and in-line with Local Outbreak Plan 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. Review of current BCP's underway. Various central government grants are being used to support the community and residents eg COMF Additional customers are now classified as 'clinically extremely vulnerable' and being supported Vaccination outreach commenced Shielded has now been paused as at 31/3/2021 however there are still on going support for our customer base from local track and trace, vaccination outreach, community testing approach has been expanded and various grants available to certain types of incidents.	--	May-20	Risk reviewed - Mitigating actions updated and score reduced	13/04/2021	
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 council's business on a day to day basis.	-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 -R equipment 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	Business Continuity Plans have been reviewed, tested and are maintained and updated -Remote working in place -Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. -Regular updates from Director of Public Health, shared internally and externally. -Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). -Regular communication messages following Public Health advice -Sanitizers in washrooms/corporate buildings - Weekly sickness monitoring implemented -Kilge working being tested further across services, ensuring equipment and access is in place. -Posters around the offices encouraging regular hand washing. Hand sanitizers available in washrooms and shared spaces. -Stocks of laptops being maintained/ weekly managers bulletin with guidance and support offered/ arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. - Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. - IT has build a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver.	5	4	The nature of the risk is such that national public health guidelines will determine the councils' response. IT has build a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.	--	On-going	Risk reviewed - No changes	10/03/2021	

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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	Date of travel	Action Completion date	Comments	Last Updated
						Impact	Probability		Impact	Probability					
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.	<ul style="list-style-type: none"> Inefficient 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 Pearce	5	3	<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	<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 evidenced 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 - No changes	23/04/2021
LR20	Demand management - Adult: 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	Suzanne Westhead	4	4	<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 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 w d. referrals in 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	<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 other people's service as 5th highest in the country. High use of equipment - 29% more likely to have received equipment.</p> <p>Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs.</p> <p>ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.</p>	--		Risk reviewed - No changes	19/04/2021
LR21	County Elections May 2021 - delivery of safe and legally sound elections on 6 May 2021	Insufficient planning and staffing; Covid insecure polling stations and counts; lack of effective communication with stakeholders	Complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.	Yvonne Rees	Steve Jordan	4	4	<ul style="list-style-type: none"> Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects. Election Special Interest Group (SIG) with County and District election specialists (and County Deputy Returning Officer staff) each month as key part of planning the detail. Electoral Commission attendance of SIGs. 	4	2	<p>Plan and risk register in place and regularly reviewed.</p> <p>Weekly project board meetings chaired by the Returning Officer. Election Special Interest Groups monthly to aid detailed planning All polling stations risk assessed for Covid compliance</p>	↔		The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being risk assessed and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness. Detailed plans in place to deal with verification and count to ensure staff and candidates/agents are safe. Risk reviewed - Comments updated	23/04/2021

Summary of Financial Position for 2020/21

This Annex provides a summary of the financial position for the 2020/21 financial year which ran from 1 April 2020 to 31 March 2021. The report includes the financial impact of COVID-19 for 2020/21.

The information in this report will be used to compile the Council's Statement of Accounts 2020/21. Ernst and Young, the Council's external auditor, will carry out their audit of the accounts in the summer, and it is possible that changes may be made to the accounts during this period which may alter the position presented within this report.

The statutory deadline for the publication of the audited accounts is September 2021. The publication of the draft accounts and audit is expected to take place during June and July. It is hoped that the results of the external audit will be reported to Audit and Governance Committee in July 2021, at which stage that Committee is expected to approve the 2020/21 Statement of Accounts for publication. However, this may be delayed to the September Committee reflecting the extension of the deadline by the Ministry of Housing, Communities and Local Government due to the COVID-19 pandemic. The Statement of Accounts will be published on the Council's website.

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

Annex C – 1 (a) to (f)	Detail of Directorate Financial Position 2020/21
Annex C – 2	COVID-19 Un-ringfenced Expenditure and Income
Annex C – 3a	Earmarked Reserves
Annex C – 3b	Maintained School Balances
Annex C – 3c	Parking Account
Annex C – 4	General Balances
Annex C – 5a	Government Grants Summary
Annex C – 5b	COVID-19 Grant Detail

Introduction

The 2020/21 budget was set by Council on 11 February 2020 alongside the Corporate Plan for 2020 – 24 for Thriving Communities for everyone in Oxfordshire. The budget set out plans for a net investment in services of £28.4m including £9.1m for measures to manage demand and £4.8m for invest to save proposals.

The majority of the planning for the 2020/21 budget was completed well in advance of the discovery of the coronavirus. The World Health Organisation formally named the virus COVID-19 on 11 February, the same day that the budget was set. At that point there was little indication that the financial year would begin in a period of national lockdown which was announced by the Prime Minister on 23 March 2020.

Business Management Report Summary of Financial Position for 2020/21

The new financial year began on 1 April in an environment of significant uncertainty about additional costs and duties as a result of the pandemic, the impact on services, and what level of additional funding would be available from central government.

The Business Management and Monitoring Report to Cabinet in July 2020 noted that the COVID-19 pandemic was having a significant impact on the local government sector and had required authorities to commit expenditure that was outside of their agreed budgets and that councils were also experiencing significant losses in income from fees and charges. It was estimated that the financial pressure arising from these factors could be as significant as £50.9m for the Council.

At that point, the total funding received by the Council to meet the forecast pressure was £31.0m of which £30.7m was available to use in 2020/21 after £0.3m was applied in 2019/20. This created an estimated in year funding gap of up to 20.2m.

On 18 August, Cabinet agreed revisions to the budget that reprioritised £14.9m of Council resources towards managing the impact of COVID-19. The virements (budget movements) to enact the revised budget were approved by Council on 8 September 2020.

Following the agreement of the in-year budget, additional funding was announced by the Government. This included a further tranche of general emergency grant funding (£3.9m) and the Sales, Fees and Charges Income Compensation Scheme (for which the Council claimed £4.0m). This additional general funding, combined with other specific financial support for care providers, reduced the pressure in 2020/21 on existing Council resources.

As the year progressed, it became clear that there would be a long-term impact of COVID-19 on Oxfordshire's residents and communities and the Council's services that extends beyond the 31 March 2021.

The combination of increased funding and the revised profile of additional expenditure has created an underspend against the COVID-19 budget in 2020/21. The balance of £14.2m will be carried forward through reserves into 2021/22 to manage the ongoing financial impact of the pandemic.

The first Business Management and Monitoring report for 2021/22 will be reported to Cabinet in July and will set out the latest assumptions for 2021/22.

Overview of Financial Position

At the end of the year, there is a directorate underspend of £5.9m against the latest budget and a breakeven position for Corporate Measures¹. This position includes the transfer of £14.2m to the COVID Reserve.

Directorate	Final Budget 2020/21 £m	Net Expenditure 2020/21 £m	Variance 2020/21 £m	Variance 2020/21 %
Children's Services	133.9	130.5	-3.4	-2.6%
Adult Services	197.6	197.6	0.0	0.0%
Public Health	0.8	0.8	0.0	0.0%
Environment & Place	63.6	65.5	+1.9	3.1%
Customers, Organisational Development & Resources	35.0	34.1	-0.9	-2.7%
Commercial Development, Assets & Investments	49.9	46.4	-3.5	-7.0%
Total Directorate Position	480.8	474.9	-5.9	-1.2%
Corporate Measures	-506.4	-506.4	0.0	0.0%
COVID -19	21.0	21.0	0.0	
Contribution from (-)/to(+) Reserves and Balances	4.6	4.6	0.0	
Total Outturn Position	0.00	-5.9	-5.9	

In total the Council has received £67.2m of government grants during 2020/21 of which, £24.4m were unringfenced and £42.8m were ringfenced.

The table on the next page sets out the position relating to COVID-19 spend and funding during 2020/21. During 2020/21, the Council incurred additional expenditure and income losses of £68.9m due to COVID-19.

Un-ringfenced COVID-19 funding available in 2020/21 totals £53.5m. This reflects the COVID-19 grants received in 2020/21 as well as £14.2m unringfenced COVID-19 support grant received in March 2020 and carried forward from 2019/20, plus £14.9m of in-year savings. This has been used to fund £39.3m of exceptional expenditure and income losses. The balance of £14.2m will be placed in the COVID-19 Reserve for use in 2021/22 and beyond.

As set out in Annex C-5b ringfenced COVID-19 funding of £42.8m was received in 2020/21 of which £12.7m has been carried forward for use in future years reflecting the terms and conditions of the individual grants. Of the £12.7m carried forward £9.9m relates to the Contain Outbreak Management Fund.

¹ Corporate Measures includes capital financing, income from treasury management investments, general grant funding, business rate income and council tax income.

Business Management Report Summary of Financial Position for 2020/21

Directorate	Non-Ringfenced Funding £m	Ringfenced Funding £m	Total £m
COVID-19 Spend			
Children's Services	4.6	2.4	7.0
Adult Services	8.1	18.0	26.1
Public Health	0.0	1.8	1.8
Environment & Place	4.7	0.9	5.6
Customers, Organisational Development & Resources	7.1	6.5	13.6
Commercial Development, Assets & Investments	1.9	0.0	1.9
Corporate Measures	12.9	0.0	12.9
Total Spend	39.3	29.6	68.9
Funded by			
Residual 2019/20 COVID Support Grant	-14.2		-14.2
2020/21 Grant	-24.4	-42.8	-67.2
2020/21 In-Year Savings	-14.9		-14.9
Total COVID-19 Funding	-53.5	-42.9	-96.4
<i>Balance Carried Forward to 2021/22</i>	<i>-14.2</i>	<i>-12.5</i>	<i>-26.7</i>
<i>To be returned to Grant Issuer*</i>		<i>-0.8</i>	<i>-0.8</i>

*relates to Infection Control grant passported to care providers, Lateral Flow Test Grant and Bus Services Support Grant

The sections below set out the year end position in each directorate.

Children's Services

An underspend of £3.4m is reported by Children's Services against a budget of £133.9m. The directorate position includes £7.0m of COVID-19 spend, with £4.6m funded from un-ringfenced grants and £2.4m funded from ringfenced grants.

An overspend of £9.5m is reported for the High Needs DSG for 2020/21, against a budget of £57.9m. In line with regulations and prescribed accounting practice, this deficit will be carried forward to 2021/22 within an unusable DSG deficit reserve. The deficit recovery is being managed through the SEN Transformation Project.

Education and Learning

Yearend variation to budget

An underspend of £3.3m is reported for this service.

Budget £30.5m

Key Issues

Variation

£3.3m underspend
-10.8%

The majority of the variance relates to Home to School Transport which reports an underspend of £3.0m. £1.0m is due to reduced costs, primarily associated with the take up of Direct Transport payments and to a lesser extent increased take up of Bus Passes, instead of arranged transport. A further £1.0m in cost reductions is due to the 85% payments to providers throughout the year, for suspended routes. The balance of just under £1.0m is due to a variety of reasons, including the full year impact of negotiated bus contracts and the re-negotiation of high cost routes, and a reduction in the number of lone transport routes. An annual contribution of £0.6m from High Needs will be returned to the DSG High Needs Budget.

RAG rating
AMBER

Outcomes Achieved
Yes

In addition, a £0.2m underspend is reported within the Academies and New Schools service, which is the result of reduced numbers of conversions during the year. This is partly a result of school choice, but also a reflection of the pause in Ofsted inspections for schools during the pandemic, and therefore is likely to be a temporary reduction.

Financial Impact of COVID-19

Additional COVID-19 spend totalled £1.0m for Education and Learning services.

A further £0.8m relates to Home to School Transport, which was funded by a specific Department for Education grant reported within Environment and Place which was used to meet the additional costs of social distancing on home to school transport.

Demand for Education, Health and Care Plans continued to increase throughout the various periods of lockdown, which increased workloads for Educational Psychologists and the Casework Team resulting in additional costs of £0.2m.

£0.1m relates to the cost of laptops and virtual tuition for children during the first lockdown.

In addition, lost income is forecast at £0.2m within Education and Learning as a result of the partial closure of schools. This has been funded through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme.

Children's Social Care

Yearend variation to budget

An underspend of £1.0m is reported for this service.

Budget £30.5m

Key Issues

Variation

£1.0m underspend

-3.3%

The underspend within this service is made up of a number of variations. Significant variances include:

- An underspend of £0.3m within Leaving Care Service mainly relating to a reduction in demand for allowances.
- An underspend of £0.4m relating to Early Help Centres due to vacancies held following a pause on recruitment early in the year. Recruitment to these posts is now underway.
- The balance of £0.3m relates to a number of small variances across the service.

RAG rating

GREEN

Outcomes Achieved

Yes

Financial Impact of COVID-19

Reported spend on COVID-19 is £1.2m for Social Care.

As a result of the COVID-19 pandemic there has been an increase in spend on staffing during the year, and particularly since September 2020. This reflects an increase in demand within teams, particularly within the Multi Agency Safeguarding Hub (MASH) where contacts have increased by 34% this financial year compared to the same period last year. Demand has increased across frontline social care teams where children and families are remaining on a plan for longer than would normally be expected, contributing to an increase in overall cases. In addition the pandemic has also had a significant impact on the ability to attract and retain social care staff to front line roles, with increased caseloads, staff sickness, caring responsibilities, and increased staff turnover of both permanent and temporary staff due to the market at this time. This combination of demand and vacancies has therefore increased the number and cost of agency staff required to ensure the council continues to operate a safe service. The cost in this year to meet this additional demand was £0.9m.

Outside staffing, the main costs incurred to date relate to an increase in allowances to reflect universal credit increases totalling £0.1m and additional costs in supporting Unaccompanied Children of £0.1m which was funded by a specific DfE grant.

Children's Social Care Countywide Services

Yearend variation to budget

In May 2020 an action plan was agreed which set out plans to fund a forecast overspend through the use of an earmarked reserve of

Budget £66.8m	£0.8m and a transfer from the corporate contingency budget of £3.3m. The transfer from contingency was agreed by Council on 8 September 2020.
Variation £0.8m overspend 1.2%	Previously, a breakeven position was forecast for Corporate Parenting taking into account the planned contribution from reserve of £0.8m. Given the overall position of the directorate, this contribution has not been drawn down and will remain in reserve to meet investment in future years. By not using the reserve it results in an overspend of £0.8m being reported for this service due to decisions on funding rather than a change in activity.
RAG rating GREEN	

Outcomes Achieved

Yes

Key Issues

The overspend of £0.8m within this area is made up of a number of variances. Significant variances include:

- Additional planned expenditure of £1.2m relates to Corporate Parenting and Services for Disabled Children. As above this spend was expected to be met from a draw down of reserve funding. Given the overall position for the directorate it does not require the transfer this year and therefore the funds will be held in earmarked reserves to meet investments in future years.
- An underspend of £0.2m within the Youth Justice and Exploitation service due to a number of vacancies within the new service which are being recruited to.
- An underspend of £0.2m across a number of other services.

Financial Impact of COVID-19

Reported spend on COVID-19 within the Countywide Social Care service is £1.7m.

£1.6m of this is due to additional costs relating to placements and support for children we care for and children with disabilities. The remaining £0.1m relates to additional cover for demand and sickness within the Emergency Duty Team.

There remains a concern that demand hasn't yet arrived within the service, and therefore costs 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 completed so far anticipates that the forecast seen earlier in the year will move in to 2021/22 financial year and beyond.

Schools**Budget** £1.0m**Variation**
£0.1m overspend
8.2%Yearend variation to budget

An overspend of £0.1m is reported for this service.

Key Issues

The overspend of £0.1m relates to a union duties budget imbalance in year, which isn't significant over the longer-term.

RAG rating GREEN	<u>Financial Impact of COVID-19</u> COVID-19 grants were received during the financial year, with £1.4m for the Coronavirus Catch Up Premium for maintained schools and providers of SEN education and £0.4m was received for the Coronavirus (COVID-19) School Fund which were allocated to maintained schools.
Outcomes Achieved Yes	
Children's Central Costs Budget £5.1m	<u>Yearend variation to budget</u> A breakeven position is reported for this service which funds the Children's Services contribution to the Joint Commissioning service and other corporate and management costs.
Variation Breakeven	<u>Key Issues</u> No variance is reported.
RAG rating GREEN	<u>Financial Impact of COVID-19</u> No variance is reported due to COVID-19.
Outcomes Achieved Yes	
Dedicated School Grant (DSG)	
High Needs Budget £57.9m	<u>Yearend variation to budget</u> A net overspend of £9.5m is reported for this service. Cabinet in January 2021 and September 2020 agreed increases in the financial support for EHCP plans (top-up) for the academic year, which means that within the net overspend is a £0.9m underspend of earmarked funding for top-ups in the Summer Term. The underlying overspend is therefore £10.4m
Variation £9.5m overspend 16.4%	
RAG rating RED	<u>Key Issues</u> The variance of £9.5m relates to the growth in demand for Education, Health and Care Plans and support for the current year against the high needs dedicated schools grant funding. Significant diagnostic work has been undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will continue to work with Schools, Parents and other stakeholders through the SEN Transformation Board to develop proposals for the High Needs Block to move into line with its operating budget in the medium term.
Outcomes Achieved Yes	
Early Years Budget £38.8m	<u>Yearend variation to budget</u> A net overspend of £0.2m is reported. Within this figure is £0.2m of ringfenced underspend in relation to Disabled Access Fund and the Maintained Nursery Supplementary funding elements of Early Years DSG. These sums will be allocated in 2021/22. The underlying position is therefore a £0.4m overspend and this will be funded from available prior year Early Years DSG balances.
Variation £0.2m overspend 0.6%	
RAG rating	<u>Key Issues</u>

 AMBER
Outcomes Achieved

Yes

The Early Years DSG has overspent by £0.4m. There has been an increased take-up of the SEN Inclusion Fund, which supports lower level SEN need in settings, and a step change in the number of eligible 2 year olds. Use of prior year DSG to meet the overspend was agreed at Schools Forum in November 2020.

Financial Impact of COVID-19

A package of provider support of £1.3m was agreed in April 2020. Spend in this year is reported as £1.1m, with £0.3m funded from Early Years DSG, £0.1m funded from the Contain Outbreak Management Fund and the remaining £0.7m funded from COVID-19 budgets for income and losses.

The COVID-19 costs relate to provider sustainability payments to early years settings to meet statutory need including a forecast risk into the future and to meet Government COVID-19 guidelines. 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.

Maintained School Balances

Maintained schools' balances were £14.5m at 1 April 2020 and increased to £17.2m at 31 March 2021. As set out in Annex C-3b, 123 schools had surplus balances at 31 March 2021, while 14 had deficits. This is in comparison to 31 March 2020 where 124 schools were in surplus and 17 in deficit.

The overall number of maintained schools decreased by four during the year due to three schools converting to academies and one school closing. The net decrease of three maintained schools with deficits is due to seven maintained schools moving to a surplus position and four maintained schools moving to a deficit position. There was an overall decrease in deficit balances of £0.1m. All schools with deficit budgets are subject to a strategy intervention.

Surplus balances increased by £3.6m, which reflects the impacts of COVID-19 on spend in schools. This is seen in a reduction in the normal pattern of spend of £8.4m in areas including in staffing, catering, building costs, and bought in professional services. This is offset in part by a £4.8m reduction in income relating to extended school services, facilities and other services. The impact on individual schools varied across Oxfordshire, with some recording in-year deficits for 2020/21.

School balances reflect the cash position of the school at 31 March 2021. Maintained schools have received an additional £1.3m in grant funding through the COVID-19 Catch Up Premium which has been allocated to schools in 2020/21 but relates to the academic year. Maintained primary schools also received PE and Sports Premium Payments of £1.3m allocated to schools in 2020/21 but relating to the academic year. It is anticipated that some schools

will carry forward a balance to be used in 2021/22. The carry forward is higher than in previous years as COVID-19 restricted the ability to spend the grant.

149 schools have converted to academy status as at 31 March 2021. Under the transfer of Balances Regulations, the local authority must transfer the school balances to the successor academy once the closed school accounts have been finalised and agreed. A total of £0.2m remains to be agreed and passed to academies.

Adult Services

The year-end position for the Directorate was a **£9.4m** (4.8%) underspend against a budget of £197.6m. This has been transferred to reserves to help meet pressures in 2021/22, resulting in a break-even position for Adult Services. The amount transferred to reserves includes an additional £1.5m that was released from the Council's contribution to the Better Care Fund Pool as a result of an additional contribution from the Oxfordshire Clinical Commissioning Groups (OCCG) in 2020/21. This will be carried forward to meet on-going costs relating to hospital discharges or other system wide pressures in 2021/22.

The directorate outturn position includes **£8.1m** of costs relating to COVID-19.

Better Care Fund Pool

Budget £80.4m

Variation
Breakeven

RAG rating
Green

Outcomes Achieved
Yes

Yearend variation to budget

A breakeven position is reported for the council elements of the pooled budget with health, after taking into account £6.3m that has been transferred to reserves to support future pressures.

Budgets within the pool were managed as per the agreement of the risk share arrangements for 2020/21, which states that each partner will retain underspends or manage any overspend on their element of the Pool, the Council for the social care element and the OCCG for the health care element.

Financial Impact of COVID-19

Included in the outturn position is £4.3m 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, an increase in the number of empty beds within the council's block contract that we are committed to pay for, plus funding for increased costs linked to winter pressures.

Key Issues

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.

The Hospital Discharge Scheme 1 ended on 31 August 2020, with a requirement to move everyone currently funded by the scheme onto business as usual arrangements by 31 March 2021. £10.1m of social care costs were charged against this scheme and have contributed to the underspend in the Better Care Fund pool.

Arrangements for hospital discharges from 1 September 2020 onwards (Scheme 2), which support the provision of care for a period of up to six weeks to enable assessment to take place remained in operation until the end of the year and will continue to be in operation in the early part of 2021/22.

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. Social care costs totalling £1.6m were charged against this scheme in 2020/21.

There is a £1.6m (-3.7%) **underspend** within care homes reflecting the reduced activity seen throughout the year arising as a result of the pandemic. Costs met by the Hospital Discharge Schemes have also suppressed actual spend, during 2020/21 £4.6m of costs were charged against both schemes. This incorporates a £0.9m increase in the cost of voids within the council's block contract, £0.4m of which was funded by COVID-19 funding.

The council is required to make provision in the accounts for the risk associated with the collection of adult social care service user income that is still due to be paid after six months. A decrease in the volume of debt in 2020/21 means that the risk has reduced leading to **an underspend of £0.1m**.

A £0.3m (-31.1%) **underspend** has occurred in relation to carers including both services to carers contracts and carers personal budgets, highlighting a 10% reduction in the number of carers receiving a payment in 2020/21. From 1st April 2021 a new carer support service will be in operation which will take over from this current arrangement.

A £0.2m (-20.6%) **underspend** has occurred within the Information and Advice service, but actual spend is comparable with the 2019/20 outturn position.

Home Support related services are **underspent** by £1.8m (-4.6%), highlighting a £1.1m reduction in contingency home care spend, a £0.4m underspend on internal day services and £0.3m underspend within all other direct home support provision. Underlying activity on business as usual home support has increased but the impact is masked by the Hospital Discharge Schemes, within 2020/21 there was £3.4m of Home Support costs charged against both schemes.

Due to ongoing challenges with recruiting occupational therapists and social workers, the staffing budget in the pool has **underspent** by £0.5m. (-11.5%)

Staff vacancies and lower than anticipated spend has led to a £0.2m (-7.9%) **underspend** on equipment.

Updated arrangements to respond to the COVID -19 pandemic means there is a £0.1m **underspend** against the budget for delayed discharge fines.

The short stay hub beds are reporting an £0.2m overspend linked to backdated unit price increases. This is offset by a budget set aside for housing support for people leaving hospital not being utilised as this service was funded through money allocated for winter pressures.

Reflecting the positive outcomes achieved through on-going joint working across health and social care, OCCG have increased their Better Care Fund contribution to support adult social care expenditure by £1.5m in 2021/22. The council budget released has been transferred to reserves and will be used to support on-going costs relating to hospital discharges or other system pressures in 2021/22.

Adults with Care and Support Needs Pool

Budget £98.9m

Variation £0.3m underspend

RAG rating
Green

Outcomes Achieved
Yes

Yearend variation to budget

A **£0.1m** underspend is reported for the council elements of the pooled budget with health, after taking into account **£3.1m** that has been transferred to reserves.

Financial Impact of COVID-19

Included in the outturn position is **£2.2m** of expenditure relating to costs arising from the COVID-19 pandemic.

Included within these costs are a 10% payment made to contracted social care providers in April, May and June 2020 and voids costs associated with service users having to have an extended period in respite rather than not being placed.

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.

The 2020/21 health contribution to the pool was £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.

There has been a **£0.4m** (-0.4%) underspend within Learning Disabilities. This includes a £0.2m underspend from a one- off budget allocated to fund health and safety mitigations for night-time fire risk for vulnerable adults in supported living accommodation where the actual cost was lower than originally anticipated. There has also been a £0.2m increase in actual service user contributions towards their care over and above what had been budgeted for.

Overspends have occurred within Home Support and Direct Payments which have been offset by underspends within Care Homes and Supported living. This reflects a reduction in care home placements although the unit cost has increased over the year, (4.8%), and an increase in both home support activity and unit cost, (3.0%).

A £0.5m overspend is reported relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust. As per the agreed risk share in this area the council is responsible for **£0.3m** of this overspend.

An underspend of **£0.7m** (-28.3%) has occurred in relation to the cost of care for people with High Functioning Autism; the budget transferred into this pool from the Better Care Fund Pool during the year was higher than the actual activity in this area.

The cost of social care costs for service users with an acquired brain injury are lower than expected resulting in a **£0.1m** (-8.2%) underspend.

£0.1m of mental health costs paid in 2019/20 was reimbursed by OCCG during the year, following a review of the end of year financial adjustments managed by Oxford Health resulting in a further underspend.

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. **£2.2m** is held in reserves for use to meet pressures in 2021/22 or future years.

Non-Pool Services

Yearend variation to budget

An underspend of £0.5m is reported.

Budget £11.3m

Financial Impact of COVID-19

Variation	£0.5m underspend	Included in the forecast is £1.6m of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs, a contribution to Homelessness costs in Oxford City and pressure arising within the print unit linked to a loss of income.
RAG	rating Green	
Outcomes Achieved	Yes	<p><u>Key Issues</u></p> <p>Within provider and support services, there is an underspend of £0.3m (-11.6%) linked to staff vacancies within the money management team and reduced spend in the community support innovation fund.</p> <p>The domestic violence and abuse support service has underspent by £0.1m (-27.1%) as a result of funding set aside for prevention services not being utilised.</p> <p>A £0.1m (-0.7%) underspend has occurred within the Responsible Localities teams as a result of vacant positions and on-going challenges with recruitment.</p>
Commissioning		<u>Yearend variation to budget</u>
Budget	£6.9m	An overspend of £0.6m is reported.
Variation	£0.6m overspend	<u>Key Issues</u>
RAG	rating Green	The year-end position is a £0.6m (9.5%) overspend linked to staffing vacancy targets that were not achieved, increased recruitment costs and the cost of agency staff employed to cover key roles while the new Health, Education & Social Care team is put in place.
Outcomes Achieved	- Yes	
COVID-19 Specific Grants		As set out in Annex 5a ring-fenced government grants held by the directorate total £26.6m for 2020/21, after taking account of £0.4m being paid back to the Department for Health and Social Care (DHSC).
RAG rating	Green	
Expected Use of Grants	100%	<p>The first tranche of Infection Control Grant of £7.3m 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)., £0.2m was returned to DHSC In accordance with the grant determination.</p> <p>A second tranche of Infection Control Grant of £6.3m was allocated to the council to reduce the rate of COVID-19 transmission within and <u>between care settings in the second half of 2020/21. The conditions</u></p>

specify that 60% the grant needed to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant was allocated at the discretion of the council in line with the relevant guidelines.

The funding was required to be fully spent by care providers by 31 March 2021. Each provider has been required to report monthly on their use of the grant with their returns collated into a summary update to the DHSC.

At the end of the year, £3.7m had been passed to care homes, £1.9m to domiciliary care providers, £0.3m to external day care providers and £0.4m to people using direct payments to provide financial support with infection control measures.

Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December and the council received £1.8m of the £149m available nationally. All funding was required to be used to support increased LFD testing in care settings and needed to be spent by 31 March 2021. 80% of the funding had to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes residential drug and alcohol services. The remaining 20% had to be used to support the care sector to implement increased LFD testing but could be allocated at the local authority's discretion. Each provider accepting the grant and undertaking the testing was required to report on the use of the grant monthly in February, March and April 2021.

At the year-end £1.6m has been passed to 102 care homes who had indicated that they were undertaking the testing. £0.2m of the mandatory element that was not accepted by care homes will be returned to DHSC in accordance with the grant determination.

The council was also allocated £1.1m as part of the workforce capacity fund from the DHSC. This grant had to be used to deliver measures that result in additional staffing capacity for Adult Social Care and needed to be spent by 31 March 2021. The first instalment of £0.8m (70%) was received in February. The remaining 30% was received in March, £0.035m was retained for local recruitment campaigns but the rest of the grant was passed on to domiciliary care providers and care homes.

The council was awarded £0.2m by the DHSC to facilitate timely discharges into the community to reduce the number of people with learning disabilities who are inpatients, which was used to help fund housing modification within the service.

The council was awarded £0.1m to support victims of domestic abuse and their children within safe accommodation, this was bid for by the

provider in partnership with the council and should be passed onto the provider to manage.

Public Health

A **breakeven** position is reported after a **£2.1m** transfer into the Public Health reserve.

Variation

Breakeven against
£31.2m ringfenced
grant

Yearend variation to budget

A breakeven position is reported.

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 breakeven position is after taking account of **£3.1m** 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, plus a further **£0.4m** reduction in spend on NHS health checks linked to a lower number of face to face services being taken up during the pandemic.

There is also a **£0.7m** underspend relating to staff vacancies.

A **£0.1m** underspend within smoking and tobacco control.

A **£0.6m** underspend has occurred due to community work in relation to inequalities not taking place due to coronavirus.

Offsetting these underspends is a cost pressure of **£0.1m** related to an additional requirement under the grant to fund NHS pay inflation in contracts.

£1.0m of spend has been identified elsewhere in the council that contributes to Public Health outcomes and is eligible to be funded by the grant in 2020/21. This spend has been allocated as follows:

£0.7m to Other Public Health Services, £0.2m against drugs and alcohol plus £0.1m split between Physical Activity, Public Health General and Smoking and Tobacco Control.

The report includes a budget of £0.8m allocated to Oxfordshire County Council as a Rough Sleeping Drug and Alcohol Treatment Grant. This is to fund specialist support for individuals to access and engage with drug and alcohol treatment and move towards longer-term accommodation, supporting the work of wider homelessness and rough sleeping funding, £0.3m of this funding will be spent in 2021/22 and is being held in the Council's reserves.

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

Grant Funding

As set out in Annex 5a government grants held by the directorate total £34.8m for 2020/21.

RAG rating - Green

The Public Health grant is £31.2m, an increase of £1.5m from the previous year, this grant was used to support appropriate Public Health activities throughout 2020/21.

Expected Use of Grants

100%

The council has received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. The actual spend by the end of the year was £1.3m. The £1.6m balance remaining will be carried forward and used to support eligible spend in 2021/22.

The council has been awarded £0.13m from Sport England for a Wayfinding project to encourage children to walk to school. The funding is split as follows; £0.08m revenue and £0.05m capital. Work is in progress to recruit schools to this project. £0.03m of the funding claimed in 2020/21 of which £0.01m was spent with the remainder being carried forward into 2021/22 as the costs have not yet been incurred. The balance of the funding is anticipated to be claimed by July 2021 in line with the school year.

The Council has also received £0.1m to support delivery of routine commissioning of pre-exposure prophylaxis (PrEP) for HIV. This grant covers the in-year costs of this new public health requirement. The grant will fund a contract variation with the Council's sexual health provider who delivers this service. Funding for PrEP is included in the public health grant for 2021/22.

The Community Testing Programme (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The Council has worked in collaboration with the district councils and testing in Oxfordshire started on 8 February 2021. £0.5m of costs have been claimed against the £0.5m Community Testing Grant that the council received in 2020/21.

Environment & Place

A 3.1% overspend of £1.9m is reported against a budget of £63.5m.

Planning & Place	<u>Yearend variation to budget</u>
Budget £4.0m	This service area leads in the planning and development of strategic infrastructure that support Oxfordshire's ambitions for a thriving economy and delivering services that make the maximum contribution to achieving the Council's corporate objectives.
Variation £0.1m (3.1%) Overspend	
RAG rating RED	The service is reporting an overspend of £0.1m as a result of increased staffing costs in Planning and Place management due to increased resource requirement to deliver the service.
Outcomes Achieved Yes	<u>Key Issues</u> There are no issues reported at the year end.

Growth & Economy	<u>Yearend variation to budget</u>
Budget £0.1m	This service, in partnership with the Sustainable Development Team, is responsible for the delivery of the Council's Infrastructure Growth programme, including strategic planning. The service is reporting a £1.7m overspend position at yearend.
Variation £1.7m (1826.9%) Overspend	
RAG rating RED	<u>Key Issues</u> Growth & Economy are reporting an overspend of £1.7m as a result of increased staffing resources, agency and interim staff. The service is primarily funded by the capital programme as staff costs are directly attributable to the delivery of capital schemes within the Major Infrastructure Programme. However, there has been a significant overspend in Programme Management Office (PMO) operations, in particular on schemes that are still in the early stages of development and are therefore outside the scope of the capital programme and capital funding. The evolution and growth of PMO to support the delivery of infrastructure is directly linked to the scale of the Major Infrastructure Capital Programme. The Capital Programme Report 2020/21 is at item x on the agenda and sets out that £33.2m of investment in infrastructure was delivered in 2020/21.
Outcomes Achieved No	

Communities Management	<u>Yearend variation to budget</u>
Budget £1.0m	This budget for staffing and associated costs is reporting a breakeven yearend position.

Variation	£0.0m	<u>Key Issues</u>
(0.0%) underspend		No key issues are reported.
RAG rating		
GREEN		
Outcomes Achieved		
Yes		

Community Operations		<u>Yearend variation to budget</u>
Budget	£58.3m	Community operations area delivers a range of services relating to the operation and maintenance of county council's highways and transport. The service is reporting a £0.2m overspend . This was anticipated throughout the reporting year with a £0.2m pressure being reported in Highway Management. Although an overall overspend is reported, there are offsetting underspends in some areas. The directorate has largely been able to manage the activity to keep expenditure close to budget.
Variation	£0.2m	
(0.3%) Overspend		
RAG rating		
GREEN		
Outcomes Achieved		<u>Key Issues.</u>
Yes		There has been a significant reduction of income throughout the year in on and off-street parking due to the effects of the COVID-19 pandemic and local travel restrictions. Coupled with the addition of free parking provision in the Park and Ride services during August and December this resulted in £3.1m loss of income. Parking services did see a slight reduction in expenditure on the parking account due to COVID-19, but this was not sufficient to offset the significant loss of income, the majority of which was covered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG.

As set out in Annex C- 3c, the Parking Account Reserve balance has increased from £2.0m at 1April 2020 to £3.1m at 31 March 2021. This reflects a budgeted contribution to the reserve. The forecast position reported throughout the year anticipated a breakeven position due to uncertainty created by COVID-19 and the potential suspension or part suspension of some income streams. The recovery of income through the Sales, Fees and Charges Income Guarantee Scheme meant that the service could meet budgeted income levels and as such there has been a contribution to reserve for the financial year 2020/21 in line with the budgeted expectations.

In accordance with Section 55(4) of the Road Traffic Regulation Act 1984, the Parking Account Reserve is ringfenced for provision and maintenance of county's parking facilities, highway & road improvements and meeting costs for provision of public transport.

Waste Management reported a £0.1m underspend. Although there has been a 7.3% (19,000 tonnes) increase in the amount of household waste disposed of in the county, this has been largely mitigated by work carried out by the service working with partners, contractors and the recycling centres to ensure as much waste as possible is recycled, reused or composted.

Financial Impact of COVID – 19

As described in the above paragraph the service seen a £3.1m loss of income through various lockdown restrictions during the pandemic resulting in reduction in parking.

Customers, Organisational Development & Resources

An underspend of £0.9m (2.7%) is reported compared to the budget of £35.0m.

Corporate Services	<u>Yearend variation to budget</u> This service provides operational support, administration and planning to the Chief Executive's office and the Lord Lieutenant of Oxfordshire and the. An overspend of £0.2m is reported.
Budget £2.0m	
Variation £0.2m (11.4%) overspend	<u>Key Issues</u> Corporate services have overspent by £0.2m due to increased demand on staff costs.
RAG rating	
GREEN	
Outcomes Achieved Yes	<u>Financial Impact of COVID 19</u> Included in the yearend position £0.4m of COVID-19 related expenditure covering Customers Organisational Development 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.
Human Resources & Organisational Development	<u>Yearend variation to budget</u> A £0.2m underspend is reported.
Budget £2.4m	
Variation £0.2m (0.0%) underspend	<u>Key Issues.</u> The underspend is comprised of a £0.1m underspend in occupational health as a result of a reduction in referrals in schools and directorates, and a new contract implementation that has been delayed. A further underspend of £0.2m is reported in organisational development due to delays in delivery of some of the courses due to COVID-19. These underspends were partially offset by a £0.1m overspend in Human Resources.
RAG rating GREEN	
Outcomes Achieved	

Yes

Communications, Strategy & Insight Yearend variation to budget
 A £0.6m underspend is reported.
Key Issues.
 This underspend can primarily be attributed to the service not being able to carry out planned marketing and engagement activities and several staff vacancies that the service was unable to recruit to during the pandemic.

Budget £2.5m

Variation £0.6m (25.3%) underspend

RAG rating
 GREEN

Outcomes Achieved
 Yes

ICT & Digital Yearend variation to budget
 ICT maintain, protect and enhance the Council's ICT infrastructure.

Budget £10.7m

The service reports a balanced position spend against budget

Variation £0.0m (0.0%) breakeven Key Issues.
 There are no issues in the service.

RAG rating
 GREEN

Outcomes Achieved
 Yes

Culture & Customer Experience Yearend variation to budget
 Customer Service Centre provides the first point of contact for all initial enquiries across wide range of council services. Cultural services provide public libraries, museums, history & archive services throughout the county. A £0.2m underspend is reported.

Budget £11.1m

Variation £0.2m (1.7%) underspend Key Issues.
 £0.1m of the underspend relates to closures of Libraries throughout the year resulting in the service not being able to deliver planned service developments. A further £0.1m of the underspend is reported in the Customer Service Centre, primarily due to not recruiting any apprentices throughout the year because of the pandemic.

RAG rating
 Red

Outcomes Achieved
 No

	<p><u>COVID-19 Specific Grant Funding and Expenditure</u> The council spent £2.4m in 2020/21 ensuring there was sufficient Temporary Places of Rest (TPOR) capacity throughout the pandemic. Around £2.4m was spent in the first 6 months of the year to set up, maintain and decommission 3 hangers located at the Upper Heyford Park and a £0.047m contribution was made towards the costs of the Wexham Park TPOR, through a joint arrangement with Reading Borough Council.</p>
<p>Finance</p> <p>Budget £6.2m</p> <p>Variation £0.1m (2.1%)underspend</p> <p>RAG rating GREEN</p> <p>Outcomes Achieved Yes</p>	<p><u>Yearend variation to budget</u> The service provides financial planning, monitoring, accounting and advice and Treasury Management. Finance is reporting a £0.1m underspend position at year end.</p> <p><u>Key Issues</u> The underspend is due to budgeted system developments and improvements to the Shared Service systems by the Integrated Business Centre (IBC) being delayed to 2021/22.</p>
<p>Grant Funding</p> <p>RAG rating - Green</p> <p>Expected Use of Grants</p> <p>100%</p>	<p><u>COVID-19 Specific Grant Funding and Expenditure</u></p> <p>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.</p> <p>The funding allocations were been made to County Councils in two tier areas, but councils were expected to collaborate with partners to make most effective use of the funding in the interest of residents.</p> <p>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.</p> <p>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.</p> <p>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. <u>The Council</u></p>

has worked with partners to agree the best route to distributing the funding to those who need it. The Council's allocation was £1.3m and the funding was used for provision of free school meals equivalent payments during the school holidays. The scheme was further extended to provide food vouchers for vulnerable families and welfare support for individuals in temporary accommodation over the period of early December 2020 to 31 March 2021. Further funding of £0.5m is due to be received in April 2021 subject to submission of data to DWP to evidence use of the funding.

Funding to support Clinically Extremely Vulnerable

The Council has received £0.7m to support people on the Government's clinically extremely vulnerable list in two instalments. This was based on £14.60 per person on the shielding list. The Council has worked with partners to utilise the funding effectively and £0.04m has been spent in 2020/21 with a further £0.4m already committed to be allocated to districts in the next financial year.

Contain Outbreak Management Fund Surge Funding Grant

The Council has received £16.2m of funding in 2020/21 as set out in annex C-5b of which, the Council spent £6.2m through contribution to local district councils and supporting local partners during the pandemic such as Oxfordshire Community & Voluntary Action and Citizens Advice. The balance of £9.9m has been placed in the Grants and Contributions Reserve for use in 2021/22.

Commercial Development, Assets & Investment

An underspend of **£3.5m** (7.0%) is reported compared to the budget of £49.9m.

Property & Community Facilities Management	Budget £16.9m	Variation - £3.4m (20.1%) underspend	RAG rating RED	Outcomes Achieved Yes
				Yearend variation to budget An underspend of £3.4m is reported.
				Key Issues. The underspend within the service includes:
				<ul style="list-style-type: none"> • £1.7m underspend on staffing costs due to a delayed restructure and staffing vacancies. • £0.6m underspend due to lack of activity across facilities management attributable to impact and limitations of the pandemic. • £0.3m underspend as a result of the suspension of activity related to asset rationalisation in light of the Property Strategy, Service Strategies and the implications arising from COVID-19.

- £0.8m underspend in Estates Services primarily attributable to the overachievement of income targets and negotiated savings arising from paying dilapidation costs in respect of surrendered and terminated leases. Further savings on utility costs were made resulting from mild winter conditions and building closures across the county due to COVID-19.

Financial Impact of COVID-19

The loss of income on the catering service as a result of schools closures has been met by compensation received through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG.

Law Governance and Procurement	& <u>Yearend variation to budget</u>
	An overspend of £0.2m is reported.
	<u>Key Issues</u>
Budget £8.3m	Within the service, there is an overspend in the legal services £0.4m which is primarily attributable to the increase in demand and costs relating to Counsel services for children in care. This is partially offset by an underspend of £0.2m in procurement due to greater income achieved through retrospective rebates built into contracts with specific suppliers.
Variation £0.2m (2.9%) overspend	
RAG rating RED	<u>Financial Impact of COVID-19</u>
Outcomes Achieved Yes	Included in the yearend position is £1.5m expenditure on Personal Protective Equipment purchased by the Council to protect staff and contractors in the delivery of frontline services.
Community Safety	<u>Yearend variation to budget</u> An underspend of £0.3m is reported.
	<u>Key Issues</u>
Budget £24.0m	At year end there is an underspend of £0.2m for Fire & Rescue services. This is due to a significant reduction in vehicle movements resulting in savings on travel and fuel costs. Furthermore, the national emergency service communications programme was not delivered in year as planned, resulting in several local projects not being completed due to external supplier availability as a consequence of COVID-19.
Variation £0.3m (1.4%) Underspend	
RAG rating GREEN	
Outcomes Achieved	Trading Standards report an underspend of £0.1m as a result of the income received during the year being above anticipated levels and additional cost savings having been realised through adopting different ways of working during the pandemic.

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 £34.6m, compared to the position at 1 April 2020 of £28.7m. This position reflects the Directorate underspend of £5.9m being transferred to general balances at year end.

RAG rating
Green

The risk assessed level for general balances for 2020/21 was £23.4m. The risk assessed level for 2021/22 is £28.8m reflecting the changing risk environment that has emerged as a result of the COVID-19 pandemic.

The Council's external auditors will assess the Council's financial sustainability as part of their Value for Money Commentary. The increase in general balances above the risk assessed level will provide evidence that the Council is financially sustainable.

Reserves On the 1 April 2020 Earmarked Reserves totalled £110.6m. This is £7.7m higher than previously reported due to the movement of £7.7m from Capital Grants and Contributions to Capital Earmarked Reserves which was agreed during the audit of the 2019/20 accounts to give greater flexibility for the use of the funding. As set out in Annex 3a on 31 March 2021 reserves are £159.1m an increase of £48.5m. This position is after the transfer of the DSG High Needs Deficit of £19.1m to the DSG unusable reserve as set out below.

RAG rating
Green

The increase in reserves includes contributions to two new reserves; £14.2m to the COVID-19 Reserve and £6.0m to the Council Tax Collection Fund reserve plus planned contributions agreed by Council as part of the 2020/21 Budget in February 2020 to the Capital Reserve (£2.2m), the Budget Prioritisation Reserve (£4.4m) and the Demographic Risk Reserve (£3.0m)

An additional £10.3m held is also being held in the Budget Prioritisation Reserve to support Adult Social Care and Mental Health service pressures in future years.

The Grants and Contributions Reserves holds unspent specific grants including Contain Outbreak Management Fund and Surge Funding Grant of £9.9m as well as £3.5m Public Health Reserve and DSG Grant of £2.1m.

Dedicated Schools Grant (DSG) Deficit

The School and Early Years Finance (England) Regulations 2020 came into force on 21 February 2020 and are applicable to the 2020/21 accounts. The regulations stipulate that a deficit on the DSG must be carried forward to be funded from future DSG income unless permission is sought from the Secretary of State for Education to fund the deficit from general resources.

Further clarification of the accounting treatment for deficit DSG balances was provided by the Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2020 which came into force on 29 November 2020. These stipulated that where a local authority has a deficit

in respect of its school budget for a financial year beginning on 1st April 2020, 2021 or 2022, the authority—

(a) must not charge to a revenue account an amount in respect of that deficit; and

(b) must charge the amount of the deficit to an account established, charged and used solely for the purpose of recognising deficits in respect of its school budget

As a result of this, an unusable reserve has been created on the balance sheet to hold the negative balance. This is different to the previous accounting treatment where the negative balance is held within the Council's total Earmarked Reserves. The Council has existing unusable reserves such as the Pension Reserve. Unusable reserves are usually created to hold accounting adjustments that cannot be charged to the general fund and have no cash value. The new DSG unusable reserve is unique in that it the deficit balance has a real impact on the Council's cash balance.

Within the Council's brought forward Earmarked Reserves balance of £110.6m was a negative balance of £11.2m relating to High Needs DSG. This balance and the net in year DSG deficit of £7.9m has been transferred to the DSG Unusable Reserve which has a negative balance of £19.0m at 31 March 2021.

Grants	As set out in Annex C-5a government grants totalling £422.1m have been received by the Council during 2020/21. This has increased by £3.5m from the last report and comprises the last tranche for 2020/21 of Contain Outbreak Management Fund Surge Funding Grant of £3.6m, additional funding for Unaccompanied Asylum Seeking Children £1.2m offset by a decrease in the Dedicated Schools Grant of £1.3m.
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.
Medium Term Financial Plan Savings	The 2020/21 budget agreed by Council in February 2020, included planned savings of £21.8m of which £15.7m relates to Corporate saving plans and £6.1m relates to Directorate saving plans. Overall, 97.7% of these savings have been delivered compared to the target of 95% set out in the budget agreed by Council in February 2020.
RAG rating Red	
% of savings expected to be achieved 84.6%	£15.7m (100%) of Corporate savings plans have been or are forecast to be delivered by year end. £5.6m, 91% of the directorate savings have been delivered. £0.5m, 9% of the directorate savings haven't been delivered which The majority of these savings relate to income generation which has been affected by the COVID-19 pandemic.

The budget pressures arising from savings which have not been delivered 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 were agreed as part of the 2021/22 Budget and Business Planning process.

100% of the £14.9m additional one-off savings agreed as part of the revised budget have been achieved. A significant proportion of the savings were delivered as a result of reduced activity during the year 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.

Strategic Measures

Overall there is a breakeven position reported for Strategic Measures.

RAG rating Green

Capital Financing

The borrowing costs for capital projects that deliver service savings and are funded by Prudential Borrowing are recharged to the directorates. There is an overspend created by a shortfall of £2.3m on internal recharges to directorates in 2020/21 as a result of a combination of factors, This includes delays to the delivery of schemes funded by prudential borrowing and the ability to defer borrowing and fund schemes temporarily from other funding sources with the capital programme.

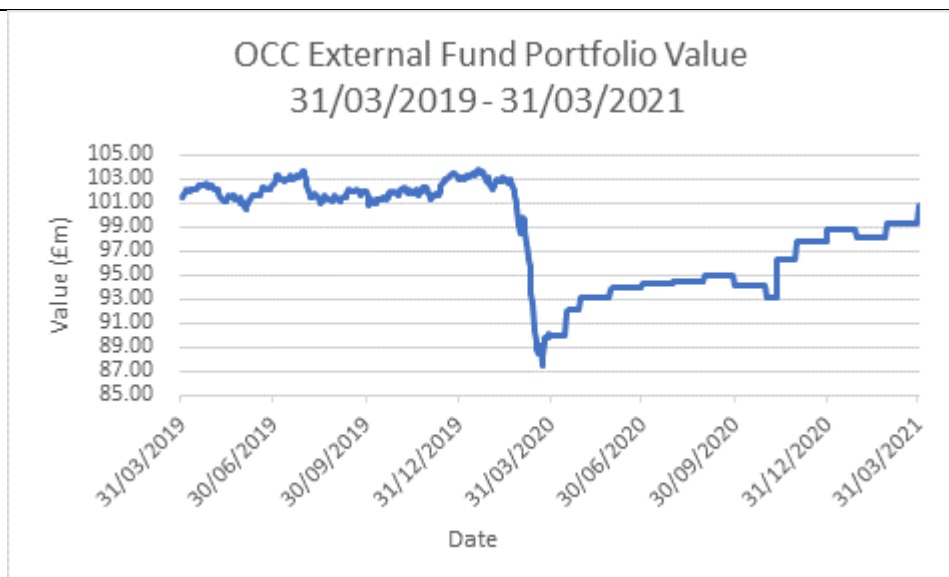
As a result of the deferral of prudential borrowing, the Minimum Revenue Provision charge for 2020/21 is £0.8m lower than budgeted.

Treasury Management

There is **£1.0m** additional interest earned on cash balances. The table in Annex C - 4 sets out average in-house cash balances and average rates of return for March 2021. The provisional outturn position for in house interest receivable is **£3.4m**, which is **£0.9m** 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 provisional outturn position for external fund returns is **£3.9m**. This is £0.1m above budget.

The value of external funds increased by £1.6m in March 2021 to a value of £100.7m as at 31.03.2021, which is above the original purchase cost of £100.5m.



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

There is also £0.3m of unused Corporate Contingency compared to an original budget of £4.9m. During 2020/21 the use of the Corporate Contingency budget includes £3.3m has been transferred to Children's Social Care to offset placement pressures and £1.1m to meet the additional 0.75% Green Book pay award.

As set out in the introduction the unused £14.2m of COVID-19 Expenditure budget has been transferred to the COVID-19 Reserve for use in future years.

Debt and Loan Write Offs & Impairments

Financial Impact of COVID-19. Customer debt attributed to COVID-19 has increased from £0.02m to £0.03m; all this debt relates to three property customers; discussions in relation to relief applications are continuing with the service.

Corporate Debtors

The average collection rate increased by 1.4% to 93.6%, still below target. However, the collection rate for invoices over £10,000 was 100% this period.

RAG rating
Green

Debt requiring impairment (DRI) reduced to below the £0.3m target; the year end impairment was £0.297m. The reduction in bad debt is due to entry of write offs approved by Cabinet in February and March into the accounts, as well as the cancellation of a disputed waster invoice. The highest debt linked to one customer accounts for 8% of bad debt and relates to HMP Libraries and procedural issues with invoicing; work is underway to support the service.

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

**Debt and
Loan Write
Offs &
Impairments**

The invoice collection rate has dropped slightly to 90%, below the 92% target. Unsecured debt over one year saw a slight decrease for the second month, however, remains well above the current target.

**– Adult
Contribution
to Care
Charges**

Debt requiring impairment (DRI) reduced this month by £0.16m and the final year end impairment figure was £2.69m which enabled a £0.13m reduction to the ASC impairment. The reported pressure did not materialise at year end as expected; the forecast method will be reviewed with the team to assess if the methodology can be enhanced through 21-22.

**RAG rating
Green**Impact of COVID-19.

The team continue to work through the backlog of case work linked to the COVID-19 pause April – September last year. There are a four high value cases with a value of approximately £0.250m, these require the support of legal services and outside counsel; it is expected these will not be quickly resolved.

There continues to be delays on and state systems i.e. Court of Protection, Probate Office, house sales and HMCTS. However, probate cases have picked up and debt in the category has reduced to 19% from 23%

Internal operational challenges continue to effect debt collection: impact of remote working; additional case work linked to deaths; case backlog from held action at start of the year. The team are focused on stabilising process and case work over 21-22 and trying to regain position. As reported previously this may take many months to stabilise and likely the impact felt well into the next financial year.

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

Business Management & Monitoring Report
Summary of Financial Position for 2020/21

Directorate	Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
	£000	£000	underspend- overspend+ £000	%	£000	£000
Children's Services	133,911	130,487	-3,424	-2.6%	-1,500	-1,939
Adults Services	197,603	197,633	30	0.0%	0	30
Public Health	788	788	0	0.0%	0	0
Environment and Place	63,542	65,503	1,961	3.1%	550	1,411
Customers, Organisational Development and Resources	35,094	34,108	-986	-2.8%	-610	-376
Commerical Development, Assets and Investments	49,963	46,445	-3,518	-7.0%	-2,416	-1,102
Directorate Total Net	480,901	474,964	-5,937	-1.2%	-3,976	-1,976

Business Management & Monitoring Report
Summary of Financial Position for 2020/21

Directorate	Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
	£000	£000	underspend- overspend+	%	£000	£000
Contributions to (+)/from (-)reserves	-3,774	-3,774	0	0.0%		0
Contribution to (+)/from(-) balances	4,591		-4,591	-100.0%	4,376	-8967
Public Health Saving Recharge	0	0	0	0.0%		0
Transformation Savings	0	0	0	0.0%		0
Contingency	414	53	-361	-87.2%		-361
COVID-19 Budget	21,042	21,042	0	0.0%		0
Insurance	2,942	2,942	0	0.0%		0
Capital Financing	24,077	23,218	-859	-3.6%		-859
Prudential Borrowing Internal Recharge	-5,260	-2,978	2,282	-43.4%		2,282
Interest on Balances	-5,189	-6,307	-1,118	-21.5%	-400	-718
Strategic Measures Budget	38,843	34,196	-4,647	-12.0%	3,976	-8,623
Unringfenced Government Grants	-44,018	-43,860	158	-0.4%		158
Council Tax Surpluses	-8,610	-8,610	0	0.0%		0
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0
Business Rates From District Councils	-35,125	-35,224	-99	0.3%		-99
Council Tax Requirement	391,445	380,920	-10,525	-2.7%	0	-10,540

Business Management & Monitoring Report
Summary of Financial Position for 2020/21
Budget Monitoring - Children's Services

		Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	%	£000	£000
CEF1	Education & Learning	30,515	27,214	-3,301	-10.8%	-1,500	-1,801
CEF2	Children's Social Care	30,532	29,525	-1,007	-3.3%	0	-1,007
CEF3	Children's Social Care Countywide	66,756	67,564	808	1.2%	0	808
CEF4	Schools	970	1,065	95	9.8%	0	80
CEF5	Children's Services Central Costs	5,138	5,119	-19	-0.4%	0	-19
Directorate Total		133,911	130,487	-3,424	-2.6%	-1,500	-1,939

Business Management & Monitoring Report
Summary of Financial Position for 2020/21
Budget Monitoring - Adult Services

	Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
	£000	£000	underspend- overspend+ £000	%	£000	£000
SCS1-1A Better Care Pool	80,372	80,372	0	0.0%	-100	100
SCS1-1B Adults with Care and Support Needs Pool	98,984	98,886	-98	-0.1%	-100	2
SCS1-2 to SCS1-9 Other Adult Social Care	11,322	10,790	-532	-4.7%	-200	-332
Subtotal Adult Social Care	190,678	190,048	-630	-0.3%	-400	-230
SCS2 Commissioning	6,925	7,585	660	9.5%	400	260
Directorate Total	197,603	197,633	30	0.0%	0	30

Business Management & Monitoring Report
Summary of Financial Position for 2020/21
Budget Monitoring - Public Health

	Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
	£000	£000	underspend- overspend+	%	£000	£000
			£000			
PH1& 2 Public Health Functions	31,395	29,329	-2,066	-6.6%	-1,100	-966
PH3 Public Health Recharges	633	633	0	0.0%	0	0
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0
Transfer to Public Health Reserve	0	2,066	2,066	0.0%	1,100	966
Directorate Total	788	788	0	0.0%	0	0

Business Management & Monitoring Report
Summary of Financial Position for 2020/21
Budget Monitoring - Environment and Place

		Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	%	£000	£000
PG1	Planning & Growth Management	16	16	0	0.0%	0	0
PG2	Planning & Place	3,999	4,122	123	3.1%	-300	423
PG3	Growth & Economy	93	1,792	1,699	1826.9%	450	1,249
COM1	Communities Management	1,094	1,046	-48	-4.4%	0	-48
COM2	Community Operations	58,340	58,527	187	0.3%	400	-213
Directorate Total		63,542	65,503	1,961	3.1%	550	1,411

Business Management & Monitoring Report
Summary of Financial Position for 2020/21
Budget Monitoring - Customers, Organisational Development and Resources

		Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	%	£000	£000
COD1	Corporate Services	2,209	2,461	252	11.4%	0	252
COD2	Human Resources & Organisational Development	2,393	2,181	-212	-8.9%	0	-212
COD3	Communications, Strategy & Insight	2,436	1,819	-617	-25.3%	-421	-196
COD4	ICT & Digital	10,746	10,741	-5	0.0%	0	-5
COD5	Culture & Customer Experience	11,143	10,908	-235	-2.1%	-189	-46
COD6	Finance	6,167	5,998	-169	-2.7%	0	-169
Directorate Total		35,094	34,108	-986	-2.8%	-610	-376

Business Management & Monitoring Report
Summary of Financial Position for 2020/21
Budget Monitoring - Commercial Development, Assets & Investments

		Final Net Budget	Total Spend	Year End Variance	Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	%	£000	£000
CDAI1	Property, Investment & Facilities Management	16,983	13,571	-3,412	-20.1%	-2,636	-776
CDAI2	Law & Governance	8,297	8,541	244	2.9%	200	44
CDAI3	Community Safety	23,901	23,576	-325	-1.4%	20	-345
CDAI4	CDAI Management Costs	782	757	-25	-3.2%	0	-25
Directorate Total		49,963	46,445	-3,518	-7.0%	-2,416	-1,102

COVID Budget 2020/21
Cabinet 22 June 2021

	COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
	£000	£000	£000	£000	£000
Children's Services					
Gross Expenditure	1,724	664	709	856	3,953
Gross Income	0	0	0	624	624
	1,724	664	709	1,480	4,577
Adult Services					
Gross Expenditure	6,874	891	445	-86	8,124
Gross Income	0	0	0	0	0
	6,874	891	445	-86	8,124
Public Health					
Gross Expenditure	0	0	0	0	0
Gross Income	0	0	0	0	0
	0	0	0	0	0
Environment and Place					
Gross Expenditure	629	50	1,087	-127	1,639
Gross Income	0	0	0	3,092	3,092
	629	50	1,087	2,965	4,731
Customers & Organisational Development					
Gross Expenditure	3,370	895	200	510	4,975
Gross Income	0	0	0	2,079	2,079
	3,370	895	200	2,589	7,054
Commercial Development, Assets & Investment					
Gross Expenditure	178	246	427	194	1,045
Gross Income	0	0	0	895	895
	178	246	427	1,089	1,940
Corporate Measures	10,916	0	-800	2,777	12,893
Total Expenditure & Income Losses	23,691	2,746	2,068	10,814	39,319

COVID Budget 2020/21
Children's Services
Cabinet 22 June 2021

		COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
		£000	£000	£000	£000	£000
CEF1	Education & Learning					
	Gross Expenditure	163	53	135	46	397
	Gross Income				624	624
		163	53	135	670	1,021
CEF2	Children's Social Care					
	Gross Expenditure		23	52	1,016	1,091
	Gross Income					0
		0	23	52	1,016	1,091
CEF3	Children's Social Care Countywide Services					
	Gross Expenditure	1,200	195	117	36	1,548
	Gross Income					0
		1,200	195	117	36	1,548
CEF4	Schools					
	Gross Expenditure	186	220	347	-232	521
	Gross Income					0
		186	220	347	-232	521
CEF5	Children's Services Central Costs					
	Gross Expenditure	175	173	58	-10	396
	Gross Income					0
		175	173	58	-10	396
	Expenditure Total	1,724	664	709	856	3,953
	Income Total	0	0	0	624	624
	Total Children's Services Net Budget	1,724	664	709	1,480	4,577

COVID Budget 2020/21
 Adult Services
 Cabinet 22 June 2021

		COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
		£000	£000	£000	£000	£000
SCS1	Adult Social Care					
SCS1-1A	Better Care Fund Pool Contribution					
	Gross Expenditure.	3,816	517	128		4,461
	Gross Income.					0
		3,816	517	128		4,461
SCS1-1B	Adults with Care and Support Needs Pool Contribution					
	Gross Expenditure.	1,994	27	23		2,044
	Gross Income.					0
		1,994	27	23		2,044
SCS1-2 to SCS1-9	Other Adult Social Care Services					
	Gross Expenditure					0
	Gross Income					0
		0	0	0		0
	Total Adult Social Care	5,810	544	151	0	6,505
SCS2	Commissioning					
	Gross Expenditure	1,064	347	294	-86	1,619
	Gross Income					0
	Total Commissioning	1,064	347	294	-86	1,619
	Expenditure Total	6,874	891	445	-86	8,124
	Income Total	0	0	0	0	0
	Total Adult Services Net Budget	6,874	891	445	-86	8,124

COVID Budget 2020/21
Public Health
Cabinet 22 June 2021

		COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
		£000	£000	£000	£000	£000
PH 1 & 2	Public Health Functions					
	Gross Expenditure					
	Gross Income					
		0	0	0	0	0
PH3	Public Health Recharges					
	Gross Expenditure					
	Gross Income					
		0	0	0	0	0
PH4	Grant Income					
	Gross Expenditure					
	Gross Income					
		0	0	0	0	0
	Expenditure Total	0	0	0	0	0
	Income Total	0	0	0	0	0
	Total Public Health Net Budget	0	0	0	0	0

COVID Budget 2020/21
Environment and Place
Cabinet 22 June 2021

		COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
		£000	£000	£000	£000	£000
COM1	Communities Management					
	Gross Expenditure	100	50	606	-127	629
	Gross Income					0
		100	50	606	-127	629
COM2	Community Operations					
	Gross Expenditure	529		465		994
	Gross Income				3,092	3,092
		529	0	465	3,092	4,086
PG1	Planning & Growth Management					
	Gross Expenditure			16		16
	Gross Income					0
		0	0	16	0	16
	Gross Expenditure	629	50	1,087	-127	1,639
	Gross Income	0	0	0	3,092	3,092
	Total Communities	629	50	1,087	2,965	4,731

COVID Budget 2020/21
Customers, Organisational Development & Resources
Cabinet 22 June 2021

		COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
		£000	£000	£000	£000	£000
COD1	Corporate Services					
	Gross Expenditure	188	91	153	517	949
	Gross Income					0
		188	91	153	517	949
COD2	Human Resources & Organisational Development					
	Gross Expenditure					0
	Gross Income					0
		0	0	0	0	0
COD3	Communications, Strategy & Insight					
	Gross Expenditure					0
	Gross Income					0
		0	0	0	0	0
COD4	ICT & Digital					
	Gross Expenditure					0
	Gross Income					0
		0	0	0	0	0
COD5	Culture & Customer Experience					
	Gross Expenditure	1,861	600	47		2,508
	Gross Income				2,079	2,079
		1,861	600	47	2,079	4,587
COD6	Finance					
	Gross Expenditure	1,321	204		-7	1,518
	Gross Income					0
		1,321	204	0	-7	1,518
	Expenditure Total	3,370	895	200	510	4,975
	Income Total	0	0	0	2,079	2,079
	Total Customers, Organisational Development & Resources Net Budget	3,370	895	200	2,589	7,054

COVID Budget 2020/21
 Commerical Development, Assets & Investment
 Cabinet 22 June 2021

	COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
	£000	£000	£000	£000	£000
CDAI1					
Property, Investment & Facilities Management					
Gross Expenditure					0
Gross Income				839	839
	0	0	0	839	839
CDAI2					
Law & Governance					
Gross Expenditure					0
Gross Income					0
	0	0	0	0	0
CDAI3					
Procurement					
Gross Expenditure			155		155
Gross Income					0
	0	0	155	0	155
CDAI4					
CDAI Management Costs					
Gross Expenditure	134	246	272	23	675
Gross Income					0
	134	246	272	23	675
COM4					
Community Safety					
Gross Expenditure	44			171	215
Gross Income				56	56
	44	0	0	227	271
Expenditure Total	178	246	427	194	1,045
Income Total	0	0	0	895	895
Total Commerical Development, Assets & Investment Net Budget	178	246	427	1,089	1,940

COVID Budget 2020/21
Corporate Measures and Funding
Cabinet 22 June 2021

	COVID - 19 Expenditure Virement August 2020	COVID - 19 Expenditure Virement December 2020	COVID - 19 Expenditure Virement March 2021	COVID - 19 Expenditure Year End Reconciliation Journal	Total COVID-19 Expenditure 2020/21
	£000	£000	£000	£000	£000
Contributions to (+)/from (-)reserves	6,000				6,000
COVID-19 Budget	18,267	4,946	-2,119		21,094
Interest on Balances	800		-800		0
Unringfenced Government Grants					0
Total Corporate Measures and Funding	25,067	4,946	-2,919	0	27,094

Business Management & Monitoring Report - March 2021
Cabinet - 22 June 2021
Earmarked Reserves

	2020/21			Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000	
Schools' Reserves	14,565	2,737	17,302	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,871	-790	2,081	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	1,465	22,880	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	1,325	2,131	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	-30	512	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	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.

Business Management & Monitoring Report - March 2021
Cabinet - 22 June 2021
Earmarked Reserves

	2020/21			Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000	
Partnership Reserves	3,003	-51	2,952	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	2,010	1,139	3,149	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	-2,036	1,098	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Demographic Risk Reserve	3,000	3,000	6,000	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	-281	719	This reserve is available to provide seed funding for locality based youth provision
Budget Prioritisation Reserve	3,444	11,200	14,644	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	1,069	12,461	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	This reserve is to smooth the volatility of Business Rates income.

Business Management & Monitoring Report - March 2021
Cabinet - 22 June 2021
Earmarked Reserves

	2020/21		
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000
Capital Reserves	41,282	6,084	47,366
Budget Equalisation Reserve	0	0	0
Investment Pump Priming Reserve	0	2,000	2,000
Council Tax Collection Fund Reserve	0	6,000	6,000
Redundancy Reserve	548	1,223	1,771
COVID-19 Reserve		14,205	14,205
Total Reserves	110,592	48,477	159,069

Commentary
<p>This reserve has been established for the purpose of financing capital expenditure in future years.</p> <p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p> <p>This reserve has been established to meet revenue costs associated with the Investment Strategy including optioneering and feasibility studies.</p> <p>This reserve has been established to help manage the impact of COVID-19 on the Council Tax collection fund</p> <p>This reserve has established to meet the costs of redundancy associated with service redesign and improvement.</p> <p>This reserve has been established to help manage the medium to long term financial impact of COVID-19</p>

Business Management Report: Children's Services
Summary of Financial Position for 2020/2021
MAINTAINED SCHOOL BALANCES

1. Number of Schools with Deficit/Surplus Budgets

	Number of Schools 31 March 2020		Number of Schools 31 March 2021	
	Deficit Balance	Surplus Balance	Deficit Balance	Surplus Balance
Primary	16	117	13	118
Secondary	1	0	1	0
Special	0	7	0	5
Total	17	124	14	123

2. Balances as at 31 March 2020 and 31 March 2021

	Balances at 31 March 2020			Balances at 31 March 2021		
	Deficit Balance	Surplus Balance	Total Balance	Deficit Balance	Surplus Balance	Total Balance
	£m	£m	£m	£m	£m	£m
Primary	0.565	-8.947	-8.382	0.806	-12.336	-11.530
Secondary	1.527	0.000	1.527	1.258	0.000	1.258
Special	0.000	-1.217	-1.217	0.000	-1.483	-1.483
Total	2.092	-10.164	-8.072	2.064	-13.819	-11.755
Schools Contingency, Closed Schools and Other Balances			-6.404			-5.422
School Loans and Other School Related Reserves			-0.089			-0.125
Schools Balance as shown in Annex 3a			-14.565			-17.302

	Balances 31 March 2021	
	Largest Individual Surplus	Largest Individual Deficit
	£m	£m
Primary	-0.425	0.184
Secondary	0.000	1.257
Special	-0.438	0.000

Summary of Financial Position 2020/21

ON/OFF-STREET CAR PARKING 2020/21 - ACTUAL INCOME / EXPENDITURE AND IMPACT ON PARKING RESERVE

	ON - STREET PARKING							OFF - STREET PARKING					
	OXFORD CITY	OXFORD CITY	OXFORD CITY	ABINGDON	HENLEY	WALLINGFORD & FARINGDON	SUBTOTAL	BUS LANE CAMERA ENFORCEMENT	TOTAL ON - STREET PARKING	WATER EATON PARK AND RIDE	THORNHILL PARK AND RIDE	BICESTER PARK AND RIDE	TOTAL OFF-STREET PARKING
	Pay & Display	Parking Contraventions	Designated Parking Places				a	b	a+b	c	d	e	c+d+e
	£	£	£	£	£		£	£	£	£	£	£	£
EXPENDITURE													
PURCHASE EQUIPMENT	1,255						1,255	222,049	223,304				0
MANAGEMENT CONTRACT	277,252	805,258	241,516	30,706	81,938		1,436,670	165,913	1,602,583	172,989	171,300		344,289
STAFF COSTS	69,471	65,217	65,259	8,508	8,508		216,963	13,873	230,836	21,271	21,271		42,542
PARKING SHOP	13,873	27,745	216,414	0	0		258,032	79,463	337,496	2,775	2,775		5,549
OTHER	204,458	195,141	182,102	6,888	15,666	295	604,550		604,550	144,039	273,762	64,719	482,519
TOTAL EXPENDITURE	566,308	1,093,361	705,291	46,102	106,113	295	2,517,470	481,298	2,998,768	341,073	469,107	64,719	874,899
INCOME													
TOTAL	-3,348,554	-565,300	-1,195,216	-45,200	-90,500	-3,309	-5,248,080	-1,171,626	-6,419,706	-231,700	-643,085	0	-874,785
TOTAL INCOME	-3,348,554	-565,300	-1,195,216	-45,200	-90,500	-3,309	-5,248,080	-1,171,626	-6,419,706	-231,700	-643,085	0	-874,785
NET SURPLUS (-) or DEFICIT (+)	-2,782,246	528,061	-489,925	902	15,613	-3,015	-2,730,609	-690,328	-3,420,938	109,373	-173,978	64,719	114

#####

Balance on Parking Reserve as at 1 April 2020 2,010,482

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

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

On-Street Parking 2,730,609 (a)
Less Net Parking Budget -363,000 not included in the table above

Surplus from Camera Enforcement 690,328 (b)

Surplus from Thornhill P&R 173,978 (d)

TOTAL CONTRIBUTION TO PARKING RESERVE 3,231,916

Deficit from Water Eaton -109,373 (c)

Deficit from Bicester -64,719 (e)

TOTAL CONTRIBUTION FROM PARKING RESERVE -174,092

Contribution to 2020/21 revenue budget -1,919,300

Balance on Parking Reserve as at 31 March 2021 3,149,006

General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFS in 2020/21		4.6
General Balances at 1 April 2020		28.7
Directorate and Strategic Measures Underspend		5.9
General Balances at 31 March 2021		34.6
Risked Assessed Level of General Balances 2020/21		23.4

Strategic Measures

Month	Average cash balance	Average rate of return
March 2021	£422.95m	0.69%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.86%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.91%	>=3.75%

Debt and Loan Write Offs & Impairments - Corporate Debtors

Corporate Debtors

Performance Indicator	Target	January	February	March
Invoice collection rate	97.50%	92.33%	92.22%	93.63%
Avg. days outstanding	35	29	30	30
Debt requiring impairment	<£0.30m	£0.56m	£0.57m	£0.30m
Unsecure debt over 1 year	<£0.50m	£0.54m	£0.55m	£0.46m
Write offs as % of income YTD	<0.10%	0.003%	0.003%	0.067%

Adult Contribution to Care Charges

Performance Indicator	Target	January	February	March
Invoice collection rate	92.00%	90.24%	90.17%	90.04%
Avg. days outstanding	100	106	104	102
Debt requiring impairment	<£2.00m	£3.08m	£2.97m	£2.69m
Unsecure debt over 1 year	<£1.60m	£4.41m	£4.33m	£4.26m
Write offs as % of income YTD	<1.0%	0.320%	0.397%	0.593%

Business Management & Monitoring Report - March 2021
Summary of Financial Position for 2020/21
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Estimate 2020/21 £000	In year Adjustments/ New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000	Total Spent 2020/21 £000	Carried Forward for use in future years £000	Returned/To be Returned to Issuer £000
	Children's Services								
	Dedicated School Grants								
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	-341	-1,328	115,737	115,620	117	
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126	4,069	57	
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	113	0	38,752	38,976	-224	
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	-2,434	0	57,939	67,440	-9,501	
	Subtotal DSG Grants		220,544	-2,662	-1,328	216,554	226,105	-9,551	
	School Grants								
R	Pupil Premium	DfE	5,255	1,763	0	7,018	7,018	0	
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	16	-2	238	238	0	
R	PE and Sport Grant	DfE	2,350	-47	0	2,303	2,303	0	
R	Universal Infant Free School Meals	DfE	4,020	-47	0	3,973	3,973	0	
R	Teacher's Pay Grant	DfE	1,430	235	0	1,665	1,665	0	
R	Teacher's Pension Grant	DfE	2,771	2,764	0	5,535	5,535	0	
R	Coronavirus Catch Up Premium	DfE	0	1,371	0	1,371	1,371	0	
R	Coronavirus (Covid-19) Schools Fund	DfE	0	413	0	413	413	0	
	Subtotal School Grants		16,050	6,468	-2	22,516	22,516	0	
	Other Children's Services Grants								
R	Youth Justice Board	YJB	548	7	0	555	555	0	
R	Asylum (USAC and Post 18)	HO	1,844	0	1,149	2,993	2,993	0	
R	Role of the Virtual School Head	DfE	0	66	0	66	66	0	
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77	77	0	
R	Staying Put Implementation Grant	DfE	225	46	0	271	271	0	
R	Remand Framework	YJB	25	52	0	77	77	0	
	Subtotal Other Children's Services Grants		2,719	171	1,149	4,039	4,039	0	
	TOTAL CHILDREN'S SERVICES		239,313	3,977	-181	243,109	252,660	-9,551	

Business Management & Monitoring Report - March 2021
Summary of Financial Position for 2020/21
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Estimate 2020/21 £000	In year Adjustments/ New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000	Total Spent 2020/21 £000	Carried Forward for use in future years £000	Returned/To be Returned to Issuer £000
	Adult Services								
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099	8099	0	
R	Winter Pressures	MHCLG	2,292	0	0	2,292	2292	0	
R	Infection Control Grant 1	DHSC		7314	0	7,314	7141	0	173
R	Infection Control Grant 2	DHSC		6314	0	6,314	6314	0	
R	Lateral Flow Testing	DHSC		1840	0	1,840	1651	0	189
R	Staffing Capacity Grant	DHSC		1146	0	1,146	1146	0	
	TOTAL ADULT SERVICES		10,391	16,614	0	27,005	26,643	0	362
	Public Health								
R	Public Health Grant	DHSC	31,329	-89	0	31,240	29174	2066	
R	HIV PREP Grant	DHSC		122	0	122	122	0	
R	Wayfinding Grant	SE		130	-104	26	9.1	16.9	
R	Track and Trace	MHCLG		2858	0	2,858	1198	1660	
	TOTAL PUBLIC HEALTH		31,329	3,021	-104	34,246	30,503	3,743	0
	Environment & Place								
R	Bus Service Operators Grant	DfT	0	795	0	795	-795	0	
R	Additional Dedicated H2S & College Transport Grant	DfT		819	0	819	-819	0	
R	COVID-19 Bus Services Support Grant	DfT		422	165	587	106	59	422
R	Natural England	DEFRA	227	0	0	227	-227	0	
	TOTAL ENVIRONMENT & PLACE		227	2,036	165	2,428	-1,735	59	422

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Summary of Financial Position for 2020/21
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate	In year	In year	Latest	Total Spent	Carried	Returned/To
			2020/21	Adjustments/ New Allocations reported previously	Adjustments/ New Allocations reported this time	Allocation	2020/21	Forward for use in future years	be Returned to Issuer
			£000	£000	£000	£000	£000	£000	£000
	Customers & Organisational Development								
R	Music Service	AC	837	0	0	837	837	0	
R	Library projects - Building Bridges	AC		15	0	15	15	0	
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507	507	0	
R	Winter Support Grant	DWP		1,368	0	1,368	1,368	0	
R	Winter Support Grant Extension	DWP		476	0	476	476	0	
R	Support for Clinically Extremely Vulnerable	DHSC		715	0	715	46	669	
R	MaaS:CAV	Innovate UK	0	638	0	638	638	0	
R	V2 Go Project	Innovate UK	0	132	0	132	132	0	
R	OmniCAV	Innovate UK	0	235	0	235	235	0	
R	Park & Charge	Innovate UK	0	580	0	580	580	0	
R	Virgin Park & Charge	Innovate UK	0	26	0	26	26	0	
R	Data Driven Safety Tool	Innovate UK	0	151	0	151	151	0	
R	Quantum Gravimeter	Innovate UK	0	84	0	84	84	0	
R	Resilient CAV	Innovate UK	0	25	0	25	25	0	
R	Heart Park Project	DFT	0	90	0	90	90	0	
R	GTC DfT Congestion Tool	DFT	0	59	0	59	59	0	
R	CAVL4R	DFT	0	11	0	11	11	0	
	TOTAL CUSTOMERS & ORGANISATIONAL DEVELOPMENT		837	5,112	0	5,949	5,280	669	0
	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	0	0	0

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Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate	In year	In year	Latest	Total Spent	Carried	Returned/To
			2020/21	Adjustments/ New Allocations reported previously	Adjustments/ New Allocations reported this time	Allocation	2020/21	Forward for use in future years	be Returned to Issuer
			£000	£000	£000	£000	£000	£000	£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	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22			
U	COVID-19	MHCLG		20387		20,387			
U	Wellbeing for Education Return Grant	DfE		112		112			
R	Contain Oubreak Management Fund Surge Funding Grant	DHSC		12648	3,557	16,205			
U	Sales, Fees and Charges Compensation	MCLG		1,379		1,379			
U	Rough Sleeping Drug and Alcohol Treatment Grant Scheme	DHSC		788		788			
U	Business Rates Top-Up	MHCLG	40,546			40,546			
	Subtotal Strategic Measures		67,576	35,676	3,557	106,809	0	0	0

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Government Grants 2020/21

Ringfenced	Directorate	Issued By	Estimate 2020/21 £000	In year Adjustments/ New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000	Total Spent 2020/21 £000	Carried Forward for use in future years £000	Returned/To be Returned to Issuer £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	0	0	0
	TOTAL STRATEGIC MEASURES		69,181	35,730	3,557	108,468	0	0	0
	Total All Grants		352,679	66,821	3,437	422,937	313,351	-5,080	784

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
Summary of Financial Position for 2020/21

Government Department	Directorate	Grant Name	Total Grant Funding	Allocation to General Fund	Allocation to be determined	Allocation to schools	Allocation to Providers and Voluntary Sector	Allocation to District and City Councils	Total Spent in 2019/20	Total Spent in 2020/21	Carried forward for Use in Future Years	Returned to Issuer
			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Unringfenced Funding												
MHCLG	Strategic Measures	COVID-19 Emergency Grant										
		Tranche 1 *	14,539	14,539					303	14,236		
		Tranche 2	12,695	12,695						12,695		
		Tranche 3	3,791	3,791						3,791		
		Tranche 4	3,900	3,900						3,900		
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 1)	1,379	1,379						1,379		
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 2)	1,823	1,823						1,823		
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 3)	774	774						774		
DHSC	Public Health	Rough Sleeping	788		788					449	339	
DfE	Children's Services	Wellbeing for Return to Schools	112			112				93	19	
Total Unringfenced Grants			39,801	38,901	788	112	0	0	303	39,140	358	0
Total COVID-19 Grant Funding			82,579									
Grants to OCC												

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

Business Management Report
Summary of Financial Position for 2020/21

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	Jun	Mar	Update to DSG Budgets	CEF1-2	SEND	T	616	-616
				CEF4-1	Delegated Budgets	T	-1,357	1,357
				CEF4-4	Schools Support Service Recharges	T	-616	616
				COM2-2	Infrastructure Operations	T	-616	616
			Troubled Families Grant update	CEF3-2	Safeguarding	T	142	0
				VSMMGT	Strategic Measures	T	0	-142
				CEF3-2	Safeguarding	T	56	0
Troubled Families Q4 Payment By Results	VSMMGT	Strategic Measures	T	0	-56			
	CS	Jun	Mar	Holiday Activities and Food Programme Grant	CEF2-2	Social Care	T	142
			Realignment of school covid grant allocation budgets	CEF4-1	Delegated Budgets	T	-854	854
AS	Jun	Mar	Additional CCG Contribution to Dementia Support	BCFPOOL	Better Care Fund Pool	T	28.3	-28.3
Grand Total							-2,459	2,459