

## **CABINET REPORT**

### **BUSINESS MANAGEMENT AND MONITORING REPORT November 2022**

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

#### **RECOMMENDATION**

**1. The Cabinet is RECOMMENDED to**

- a) note the report and annexes which include action plans
- b) note the virements in Annex B-2b
- c) approve a £0.7m increase in the contribution from the County Council to the Children's Integrated Therapy Service.
- d) note the use of the COVID-19 reserve as set out in Annex B-3a
- e) Agree to transfer £1.8m from the Budget Equalisation Reserve to the Transformation Reserve.

#### **Executive Summary**

- 2. The Business Management and Monitoring Reports (BMMR) are part of a suite of performance, risk and budget documents which set out our ambitions, priorities and financial performance. The [2022 – 2025 Strategic Plan](#) sets out the Council's ambitions for the next four years. It also shows our priority activities for the current financial year.
- 3. This report presents the November 2022 performance, risk and finance position for the council.
- 4. Further information about the position and actions being taken to address performance issues as at the end of November 2022 is provided in the following annexes to the report:

Annex A: Performance

Annex B: Finance

- 5. The performance section of this report concentrates on performance exceptions (measures reporting Red (off target), or Amber, (slightly off target, Amber for the last two consecutive months). The full performance report is included at Annex A.

## Performance Overview

6. The Outcomes Framework for 2022/23 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the customer contact centre and measures included in the council's Financial Strategy. The outcomes framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.
7. This report includes 53 monthly measures. As at the end of November 2022 the indicators were rated as follows:

Month	Green	Amber	Red	Monitoring only (n/a)	Total
November 2022	20	11	14	8	53
	38%	21%	26%	15%	

Table 1: Summary of November 2022 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin. Please note that the total number of measures fluctuates each month as measures can be monthly, quarterly, termly, 6 monthly or annual.

20 (38%) of the measures were reported as Green (meeting or exceeding target). 11 (21%) measures were rated as Amber (misses target by narrow margin), of which seven have been Amber for 2+ months and 14 (26%) measures were rated Red (misses target by significant margin).

8. The number of **monthly** measures assessed as Red has remained the same compared to the last report to Cabinet in September. At the end of September, the 53 monthly indicators were rated as follows:

Month	Green	Amber	Red	Monitoring only (n/a)	Total
September 2022	24	7	14	8	53
	45%	13%	26%	15%	

Table 2: Summary of September performance for all monthly measures.

9. There remain significant challenges around increasing demand and financial pressure for Children's services, which is reflected in six Red measures in Priority 7. Whilst there is action being taken to manage demand, the underlying finance position is becoming more challenging as the year progresses. Further details can be found in both Annex A and Annex B.
10. There remain challenges relating to the wider economy, including inflation and workforce shortages, which is an additional challenge in the context of the council's financial position. Six finance measures are currently red and reflect the forecast overspend and impact on general balances held by the council.

11. The following table (Table 3) lists the 14 measures reporting as Red at the end of November 2022. Full details can be found in Annex A.

<b>Performance measures reporting Red for November (14)</b>	
<b>OCC01.09:</b>	Total % of household waste which is reused, recycled, or composted
<b>OCC04.03</b>	% of residents aged 65 plus receiving ASC who manage their care by using a direct payment
<b>OCC07.01:</b>	Number of Contacts into the MASH
<b>OCC07.02:</b>	Number of early help assessments
<b>OCC07.03:</b>	Number of early help assessments completed by health visitors
<b>OCC07.06:</b>	No. of children we care for (excluding unaccompanied children)
<b>OCC07.07:</b>	Number of child protection plans
<b>OCC07.10:</b>	% of Education Health & Care Plans completed within 20 weeks
<b>OCC11.01:</b>	Overall forecast revenue variance across the Council
<b>OCC11.02:</b>	Achievement of planned savings
<b>OCC11.03:</b>	General balances are forecast to remain at or above the risk assessed level
<b>OCC11.05:</b>	Directorates deliver services and achieve planned performance within agreed budget
<b>OCC11.06:</b>	Total outturn variation for the dedicated schools grant (DSG) funded services
<b>OCC11.11:</b>	Debt requiring impairment - ASC contribution debtors

Table 3: Summary of Red measures for November 2022

12. Table 4 below indicates the direction of travel of measures from September to October 2022. Table 5 shows the direction of travel from October to November 2022.

From September to October (Table 4), two measures improved their RAG rating, whilst three measures declined into Amber or Red. Between October and November (Table 5), one measure has moved from Red to Amber, indicating a move in a positive direction for priority 10. Six measure statuses have declined (four from Green to Amber, two from Amber to Red). These declines in status have occurred across five priorities – OCC01, OCC02, OCC04, OCC05 & OCC011.

<b>Status changes – September to October 2022</b>	
<b>Amber to Green</b>	No change
<b>Red to Green</b>	<b>OCC01.05</b> Total number of electric vehicles charging points by end of March 2023
<b>Red to Amber</b>	<b>OCC01.09:</b> Total % of household waste which is reused, recycled or composted
<b>Green to Amber</b>	<b>OCC11.10:</b> Debt requiring impairment – Corporate Debtors
<b>Amber to Red</b>	<b>OCC11.01:</b> Overall forecast revenue variance across the Council
<b>Green to Red</b>	<b>OCC11.03</b> General balances are forecast to remain at or above the risk assessed level

Table 4: RAG Status changes across September to October 2022

Status changes – October to November 2022	
<b>Red to Green</b>	No change
<b>Amber to Green</b>	No change
<b>Red to Amber</b>	<b>OCC10.05:</b> No of telephone calls to CSC abandoned
<b>Green to Amber</b>	<b>OCC02.02:</b> No of active borrowers (library members who have borrowed at least on item a year) <b>OCC02.03:</b> Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre) <b>OCC05.03:</b> 135km (3%) of the highway to be resurfaced <b>OCC11.09:</b> Invoice collection rate - Corporate Debtors
<b>Amber to Red</b>	<b>OCC01.09:</b> Total % of household waste which is reused, recycled, or composted <b>OCC04.03</b> % of residents aged 65 plus receiving ASC who manage their care by using a direct payment
<b>Green to Red</b>	No change

Table 5: RAG Status changes across October to November 2022

13. A comparison of monthly measure RAG statuses for the previous three months (Table 6) shows a slight decline in performance with Green outcomes down four measures in November compared to September and October. Amber outcomes have increased by three and four measures compared to October and September respectively. Red outcomes have remained stable with the same number in November (14) as September and one more than October.

Monthly comparison	Green	Amber	Red
September	24	7	14
October	24	8	13
November	20	11	14

Table 6: Comparison of monthly reporting measure from September to November 2022.

14. Financial (year to date) tracking of RAG measures (not including monitoring only):

Month	Green	Amber	Red	Total
April	22	6	6	34
May	29	7	10	46
June	40	20	13	73
July	23	14	8	45
August	20	11	14	45
September	48	12	17	77
October	24	8	13	45
November	20	11	14	45

Table 7: Year to date RAG monthly measures. Note the total number of indicators fluctuates as some measures are monthly, quarterly, 6 monthly and annual.

## Performance Exceptions

15. This section of the report details all measures reporting Red or Amber status (*consecutive for two months*) with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A.

The exception report focusses on the 14 measures that have Red outcomes and of the 11 measures that have reported Amber, seven have been rated Amber for two months consecutively and are included in this exception report.

### 16. Priority OCC01: Put action to address the climate emergency at the heart of our activities

This priority has three measures reported in November 2022: one Red and two Green.



Measure:	Oct Status:	Nov Status:	Director:
<b>OCC01.09:</b> Total % of household waste which is reused, recycled, or composted	Amber	Red	<b>Bill Cotton</b>

Table 8: Table illustrates the measure within Priority OCC 01 that is performing under target and the RAG status.

The reduction in green waste over the summer remains a factor in the forecast end of year recycling rate, particularly as garden waste is a significant part of the waste recycled.

The indicator is below target because recycling rates have plateaued for some time despite continued communication campaigns aimed at behavioural change and encouraging residents to use the existing recycling collections better. A step change is needed to meet Oxfordshire Joint Municipal Waste Management Strategy targets, which can only be made by the district councils and OCC acting together.

Government waste policy changes are expected that could have a significant impact, including proposals for Extended Producer Responsibility for packaging, a Deposit Return Scheme, and changes in collections to achieve consistency, but these have been repeatedly delayed by Defra and it is difficult to plan investment in changes without the certainty of what future requirements will be. This is the same for all local authorities, but OCC still remains amongst the best in the country for our recycling performance.

Despite the Red status for November, Defra statistics for Waste Disposal Authorities for 2021/22 show Oxfordshire **first** for the percentage of waste reused, recycled or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%.

## 17. Priority OCC04: Support carers and the social care system

This priority has 8 measures reported in November: one Red, two Amber, two Green and three 'monitoring only'.



Measure:	Oct Status:	Nov Status:	Director:
<b>OCC04.03</b> % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Amber	Red	Karen Fuller
<b>OCC04.04</b> % of residents aged under 65 receiving ASC who manage their care by using a direct payment	Amber	Amber	Karen Fuller
<b>OCC04.05</b> % of older residents who receive long term care and are supported to live in their own home	Amber	Amber	Karen Fuller

Table 9: Table illustrates the measure within Priority OCC04 that is performing under target and the RAG status.

**OCC04.03 & OCC04.04:** Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable opportunity.

**OCC04.05:** The proportion of older people who are supported, who live in their own homes is 59.1% against a target of 60%). It is down only 0.2% from the start of the year, but down on last month.

People prefer where possible to live in their own home and we continue to deliver services such as home care and extra care housing to make this possible. However, as part of our work within the Oxfordshire Way, by creating greater resilience within our communities and increased independence, we expect to reduce demand on formal social care (and the number of older people being supported is less than population growth). The people who are being kept independent would have been supported at home before.

## 18. Priority OCC07: Create opportunities for children and young people to reach their full potential

This priority has nine measures being reported in November: six Red, one Green and two 'monitoring only'.

### Priority OCC07 Overall Performance



Measure:	Oct Status:	Nov Status:	Director:
<b>OCC07.01:</b> Number of Contacts into the MASH	Red	Red	Kevin Gordon
<b>OCC07.02:</b> Number of early help assessments	Red	Red	Kevin Gordon
<b>OCC07.03:</b> Number of early help assessments completed by health visitors	Red	Red	Ansaf Azhar
<b>OCC07.06:</b> No. of children we care for (excluding unaccompanied children)	Red	Red	Kevin Gordon
<b>OCC07.07:</b> Number of child protection plans	Red	Red	Kevin Gordon
<b>OCC07.10:</b> % of Education Health & Care Plans completed within 20 weeks	Red	Red	Kevin Gordon

Table 10: Table illustrates the measures within Priority OCC07 that is performing under target and the RAG status.

**Action Plan in place:** The CEF Service Improvement & Financial Efficiency programme which reports directly to the chief executive and head of finance includes a workstream on MASH, early help, preventing children becoming cared for and improving the speed by which children are returned to their family home or achieve permanency (e.g., SGO, adoption). The workstreams focuses on an integrated Assessment function within the MASH which should lead to more Early Help Assessments (EHAs), a more robust assessment process within the MASH, and reductions in overall activity within the service that will enable staffing levels to return to pre-covid establishment. Progress on performance and actions is reported directly to the Chief Executive and Head of Finance.

**OCC07.01:** Contacts rose by 35%, in 20/21. In 21/22 they rose again, by 18%. In the first eight months of this year contacts have risen by 1% compared to the same period last year. Demand is being managed by additional temporary staff.

**OCC07.02:** The children's trust agreed a stretched target of 5,000 Early Help Assessments (EHAs) this year and 10,000 in 23/24. However, in the first eight months of this year the number of EHAs are lower than the corresponding period last year and under half the target rate. An early help strategy is in place to help increase the provision of early help. Furthermore, by increasing the number of EHAs undertaken by partners, there will be a corresponding reduction in the number of EHAs completed by Locality and Community Support Service (LCSS), which will enable this team to focus on the 'right work'. Please note only EHAs shared with the county council are counted. People can refuse to share their data.



**OCC07.03:** We are working with Oxford Health through our contract on health visiting to increase the number of Early Help Assessments (EHAs) in the year. This work is being completed within the early help strategy referred to on OCC7.02.

**OCC07.06:** The number of children we care for has fallen in the last 3 months. It remains below the national rate, but above that of similar authorities. The high number of children we care for, combined with the complexity of need, has resulted in more high-cost placements, and has created a pressure on the corporate parenting budget.

**OCC07.07:** 667 children were the subject of a child protection plan at the end of October - an increase of over 100 in three months. This is above the target (550) but remains over 100 less than the highpoint of June 2019 (769).

There is a correlation between children on a child protection plan later becoming cared for up to a year later. There is therefore a risk that this could impact on numbers of children in care, and this is being managed through the CEF Service Improvement & Financial Efficiency programme.

**OCC07.10:** Continued high numbers of requests for Education Health Care Needs Assessments across the year and staffing pressures in the SEND Casework team, Educational Psychology Team, Social Care and Health means that there are delays in each service area for completing reports that are required for the process. Agency staff are being recruited to support the high levels of workloads and the SEND Casework Teams workload has been reprioritised.

## 19. Priority OCC10: Running the business - Customer Contact

Customer Contact has six measures being reported in November: one Amber, three Greens and two 'monitoring only'.



Measure:	Oct Status	Nov Status:	Director:
<b>OCC10.05:</b> No of telephone calls to CSC abandoned	Red	Amber	<b>Mark Haynes</b>

Table 11: Table illustrates the measure within Priority OCC10 that is performing under target and the RAG status.

**OCC10.05:** Calls during November decreased by 7.6% compared to October. The abandonment rate decreased by 7%, compared to October. We also dealt with 250 webchats across seven service areas of our website and dealt with 11 social media contacts from the official OCC Twitter & Facebook pages. We also received 9,723 emails. A total of 27,668 contacts were handled during November

We are carrying over 30% of vacancies in the CSC and are having difficulty attracting potential suitable candidates and are working with resourcing colleagues to rectify this. We have had an increase in offline admin work, much of which is time sensitive meaning we have to redirect resources away from the phones. The introduction of workforce management will help to alleviate and coordinate this and inform when and




whom it is best to undertake this work at the appropriate times. This should be in place within the next two months. We are also undertaking a redesign of teams to ensure that offline and phone work are separated out more effectively to protect the performance of both areas of demand.

## 20. Priority OCC11: Running the business - Finance

Finance has 14 measures being reported in November: six Red, five Amber, three Green.

Priority OCC011 Overall Performance



Measure:	Oct Status:	Nov Status:	Director:
<b>OCC11.01:</b> Overall forecast revenue variance across the Council	Red	Red	Lorna Baxter
<b>OCC11.02:</b> Achievement of planned savings	Red	Red	Lorna Baxter
<b>OCC11.03:</b> General balances are forecast to remain at or above the risk assessed level	Red	Red	Lorna Baxter
<b>OCC11.05:</b> Directorates deliver services and achieve planned performance within agreed budget	Red	Red	Lorna Baxter
<b>OCC11.06:</b> Total outturn variation for the dedicated schools grant (DSG) funded services	Red	Red	Lorna Baxter
<b>OCC11.08:</b> % of agreed invoices paid within 30 days	Amber	Amber	Lorna Baxter
<b>OCC11.10:</b> Debt requiring impairment - Corporate Debtors	Amber	Amber	Lorna Baxter
<b>OCC11.11:</b> Debt requiring impairment - ASC contribution debtors	Red	Red	Lorna Baxter
<b>OCC11.12:</b> Average cash balance compared to forecast average cash balance	Amber	Amber	Lorna Baxter
<b>OCC11.15:</b> Invoice Collection Rate - ASC contribution debtors	Amber	Amber	Lorna Baxter

Table 12: Table illustrates the measure within Priority OCC11 that is performing under target and the RAG status.

Please see Annex B for full commentary re finance measures in table 17.

## Performance Highlights

This section of the report concentrates on the positive work that has been achieved this month in delivering our strategic priorities.

### 21. Put action to address the climate emergency at the heart of our work

Our Environmental and Planning ambitions will prioritise climate action and community resilience. Environmental considerations will be placed at the heart of decision-making across Oxfordshire County Council, after a climate and natural environment policy statement was approved. On 15 November Cabinet reaffirmed its commitment to

climate action, adapting to the challenges created by climate change and the importance of nature and the natural environment, by endorsing the statement. Putting action to address the climate emergency at the heart of its work was already top of the council's nine strategic priorities. The statement also builds on environmental commitments made by the council as part of the Future Oxfordshire Partnership. The next step will be to shape a new strategic framework for Oxfordshire, alongside partners, to ensure that nature, the environment, and climate action are proactively designed into the policy-making process.

The roll-out of hundreds of electric vehicle (EV) charging points in council-owned car parks in Oxfordshire has been completed. The final EV charging hub in the Park and Charge Oxfordshire project went live this month at Claremont short stay car park in Bicester. It marks the completion of the 20th hub successfully delivered in the project and means a total of 250 EV charging points have been delivered across the county since May 2021. The EV chargers have been designed and produced by local Bicester-based company – EZ Charge – who will operate the chargers for the next 10 years. Oxfordshire has the highest uptake of electric vehicles (EVs) in the country, with 32 % of all new vehicles sold in August being fully battery electric EVs.

The £5.4 million project was funded by grants from Innovate UK and the Office for Zero Emissions Vehicles as well as private investment from local companies Zeta and Urban Integrated. It has provided the biggest ever single boost to public EV charging infrastructure in the county.

## **22. Tackle inequalities in Oxfordshire**

Oxfordshire supported a number of awareness weeks during November; Anti-Bullying Week 14-18 November: Wear odd socks to celebrate our differences. November 2022 is the 10-year anniversary of Islamophobia Awareness Month and this year the campaign theme is [focusing on the denial of Islamophobia](#). Organisers aim to raise awareness of the impact that misconceptions about Muslims and Islam may have on individuals and communities.

On Thursday 17 November, Inclusive Employers ran a webinar to discuss the impacts of stereotypes and societal expectations on men's health, both mental and physical. It also covers how men can actively engage in allyship and show the younger generation how to empower themselves and others to create more safe and inclusive environments.

## **23. Prioritise the health and wellbeing of residents**

Following our last Homes for Ukraine partnership update, we have further news on how we are helping our guests to move on as they hit the six-month mark in their sponsorship arrangements. As you know, we've been asking guests and hosts who are coming up to this six-month point about their plans. We know and understand that personal circumstances have changed for some, but it is also the case that social and private housing supply in Oxfordshire remains very limited and expensive. As a direct response to feedback from hosts, we have committed to increasing the total amount they receive each month from £350 to £550. This acknowledges and goes some way

to address the increase in costs that existing hosts are facing. This increase will also apply to new hosts joining the scheme.

A range of support is available this winter for Oxfordshire residents with health conditions through Oxfordshire County Council's Better Housing, Better Health Service. People with long-term health conditions such as Chronic Obstructive Pulmonary Disease (also known as COPD) and high blood pressure can get advice and support to help sort out housing problems that may make their health worse from the service. The service aims to support residents keep their homes safe and warm. It can also refer those who need it for further social and financial support to help people stay in their own homes for longer. The service has supported 1,592 households and made over 200 visits to people's homes since 1 January 2022.

An improved Faringdon Library has reopened for residents to enjoy following a major refurbishment undertaken by Oxfordshire County Council. The makeover has transformed the library – reopened on 14 November - into a modern and inspiring space with an expanded children's area, dedicated workspaces with USB charging points, moveable shelving to allow for community events and new book stock.

A new legal duty to consider the needs of Armed Forces personnel, their families and veterans when planning and delivering our services comes into force and is being welcomed by Oxfordshire County Council. The Armed Forces Covenant, first signed by Oxfordshire County Council in 2011 and renewed with civilian and military partners in 2018, was a voluntary 'promise from the nation' that those who serve or have served in the Armed Forces (and their families) should be treated fairly and not disadvantaged in their day-to-day lives. Oxfordshire County Council is proud to have long been an enthusiastic supporter of the Armed Forces community. The new duty is being viewed by the council as a chance to reflect on what's working well and what we could be doing even better. All public bodies, including Oxfordshire County Council, are now required to consider how its services recognise the three principles of the Armed Forces Covenant:

- The unique obligations of, and sacrifices made by, the Armed Forces.
- The principle that it is desirable to remove disadvantages arising for service people from membership, or former membership, of the Armed Forces; and
- The principle that special provision for service people may be justified by the effects on such people of membership, or former membership, of the Armed Forces.

The duty specifically applies to how we exercise certain legal functions in healthcare, education, and housing. As a keen supporter of the Armed Forces community, the council has committed to extending the duty to apply to its wider services as well.

#### **24. Invest in an inclusive, integrated, and sustainable transport network**

Oxfordshire County Council has been exploring ways of improving safety at The Plain since the death of a young woman on her bike at the junction in a collision involving a lorry on 1 March 2022. It was one of several tragedies that prompted the council, in June, to adopt the Vision Zero strategy – an ambition to eliminate all road deaths and serious injuries by 2050.

Eleven towns and villages will become the latest Oxfordshire locations to see speed limits in most residential areas reduced to 20mph. On 17 November, Oxfordshire County Council's Cabinet Member for Highway Management, Councillor Andrew Gant, approved 11 new 20mph schemes across the county. The changes will see the majority of 30mph roads cut to 20mph.

Following Oxford Bus Company's announcement of the withdrawal of bus services to the Northway and Risinghurst areas of the city, Oxfordshire County Council has launched a tender process for replacement services.

## **25. Preserve and improve access to nature and green spaces**

Oxfordshire County Council will receive £150,000 in funding from the Government's Woodland Creation Accelerator Fund to kickstart tree planting activity by creating new green jobs to identify opportunities to deliver tree planting. The Woodland Creation Accelerator Fund has offered a share of £9.8 million in funding to 57 local authorities across England to bring on board new staff and access the professional expertise needed to drive tree planting and woodland creation activity at a local level. More than 100 new green jobs will be created across the country, with an emphasis on upskilling professionals from outside the forestry sector. This will help to expand the industry's workforce, address skills shortages, and help to grow the economy.

The Woodland Creation Accelerator Fund has been promoted by the Association of Directors of Environment, Economy, Planning & Transport (ADEPT), on behalf of DEFRA and the Forestry Commission. ADEPT will continue to support the successful local authorities over the next two years.

## **26. Create opportunities for children and young people to reach their full potential**

Pupils in Faringdon will be able to enjoy learning and playing in a new purpose-built school, Folly View Primary, officially opened on Thursday 24 November. Oxfordshire County Council has delivered the new £9 million school building for Faringdon Learning Trust to replace and expand Faringdon Infant School. The school – for children aged between 2 and 11 years – consists of 17 classrooms over two floors, a spacious hall and studio, library and several staff work rooms and group rooms, ideal for breakout spaces to maximise learning opportunities. There is also a covered outside play space, playground, and sport pitch.

As well as the traditional playground, there is a small habitat area where pupils can study and experience nature, gaining a better understanding of the world around them.

## **27. Work with local businesses and partners for environmental, economic, and social benefit**

Five new Community Micro Enterprises were set up to support people in the community. Also 16 additional community activity sessions were added this month. Aston and Cole Day Centre were the focus of an OCC press release highlighting the centre has been running for a year. The day centre provides a social hub for the over 65s as part of OCC Adult Social Care Team to support people to live well and independently within their own communities, for as long as possible.

## Strategic Risk Management Overview

28. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.

The table below provides an overview of the current strategic risk position. Strategic risks are reviewed on a monthly basis as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.

SR7 Demand management - Children: residual risk score has increased from 20 to 25 reflecting the financial impact.




















Symbol	Meaning
	Position Improved
	Position Maintained
	Position Declined

Table 13 – Key to Residual Risk Score Direction of Travel

Risk Ref	Risk Title and Description	Inherent Risk Score	October Residual Risk Score	November Residual Risk Score	Direction of travel
SR1	Financial Resilience: The council is not financially sustainable in the immediate/medium term.	25	15	15	
SR2	Cost of Living Crisis: Rapid increases in the cost of living driven by national and international inflation are putting our communities and staff under financial pressure. Increases in hardship will reduce living standards and impact on the wellbeing on staff and residents. It will also create new demand on Council and partner services. Note: Inflationary pressures on council budgets are covered in financial resilience risk.	20	12	12	
SR3	Cyber Security: A successful and significant Cyber-attack leading to disruption, damage, or compromise of any of the council's computer services, information systems, infrastructure, or data.	25	15	15	
SR4	Capital Projects: Major Infrastructure Portfolio	16	12	12	

Risk Ref	Risk Title and Description	Inherent Risk Score	October Residual Risk Score	November Residual Risk Score	Direction of travel
	schemes become undeliverable.				
SR5	Absence of Oxfordshire Place Strategy: A spatial and policy vacuum for strategic planning across Oxfordshire.	20	9	9	
SR6	Demand Management – Adult: The council is unable to provide the appropriate level of support for people to live well and independently in their community, remaining fit, and healthy for as long as possible.	16	12	12	
SR7	Demand management - Children: Level of statutory activity required by the council in relation to meeting children's needs results in significant overspend.	25	20	25	
SR8	High Needs Block: Insufficient national funding and increasing local demand.	25	20	20	
SR9	Oxford Core Schemes: Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone, and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	16	12	12	
SR10	Organisational Resilience: A significant disruption to all or parts of the council means essential services are unable to be recovered within a reasonable time frame given the nature of the service affected.	20	12	12	
SR11	Health and Safety: Adverse H&S event including accident, incident, near-miss or dangerous occurrence.	20	6	6	

Risk Ref	Risk Title and Description	Inherent Risk Score	October Residual Risk Score	November Residual Risk Score	Direction of travel
SR12	Strategic Workforce Planning: A risk that the county council's workforce does not have capacity or capability to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met.	16	12	12	
SR13	Supplier/Market Failure: Insolvency of major partners of the council. Supplier chooses to no longer provide services at the contracted cost or to provide services at all.	20	15	15	
SR14	Integrated Care System: Failure to maintain business as usual, as well as driving transformation and improvement during a period of externally imposed structural change.	12	6	6	
SR15	Information Governance: Unable to respond to Subject to Access requests within statutory time frames (normally one month but may be extended to three months)	15	9	9	
SR16	Delivering New Pressures and Priorities: A significant requirement to deliver a substantial new or amended service or response arises at short notice resulting in pressure on existing objectives or failure or partial failure to deliver the requirement.	16	12	12	



Risk Ref	Risk Title and Description	Inherent Risk Score	October Residual Risk Score	November Residual Risk Score	Direction of travel
SR17	Grey IT Technology Spend (outside agreed IT budget): If the IT systems that exist outside of the formal OCC IT budget is not managed in-line with the Council's architecture, processes, and systems then there is a risk that the organisation will be subject to an increased risk of cyber-attack as well as spending unnecessary funds.	25	15	15	▬

Table 14- Overview of Strategic Risk Scores

## Financial Position

29. As shown in the table below there is a forecast Directorate overspend of £16.9m or 3.3%. The overall forecast variation is £12.6m or 2.4% after taking account of a further increase in interest receivable on balances held by the council and the use of £1.0m funding from the COVID-19 reserve to support pressures in Children's Services.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance November 2022 £m	Variance November 2022 %	Variance October 2022 £m	Change Since October £m
Adult Services	211.8	212.9	1.1	0.5	-0.6	1.7
Children's Services	148.6	163.9	15.3	10.3	14.5	0.8
Environment and Place	62.5	61.1	-1.4	-2.2	-1.4	0.0
Public Health	3.5	3.2	-0.3	-8.7	-0.2	-0.1
Community Safety	24.7	24.9	0.2	0.2	0.2	0.0
Customers, Culture and Corporate Services	60.9	62.9	2.0	3.3	2.0	0.0
<b>Total Directorate Budgets</b>	<b>512.0</b>	<b>528.9</b>	<b>16.9</b>	<b>3.3</b>	<b>14.5</b>	<b>2.4</b>
<b>Budgets Held Centrally</b>						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-15.0	-2.0	-15.5	-1.8	-0.2
Inflation and Contingency	12.3	11.0	-1.3	-10.6	-1.3	0.0
Un-ringfenced Specific Grants	-33.6	-33.6	0.0	0.0	0.0	0.0
Insurance	1.4	1.4	0.0	0.0	0.0	0.0
Contribution from COVID-19 Reserve	-9.6	-10.6	-1.0	11.9	-1.0	0.0
Budgeted contributions to reserves	23.8	23.8	0.0	0.0	0.0	0.0
Contributions to (+) / from (-) Balances	1.0	1.0	0.0	0.0	0.0	0.0
<b>Total Budgets Held Centrally</b>	<b>8.4</b>	<b>4.1</b>	<b>-4.3</b>	<b>-51.7</b>	<b>-4.1</b>	<b>-0.2</b>
<b>Net Operating Budget</b>	<b>520.4</b>	<b>533.0</b>	<b>12.6</b>	<b>2.4</b>	<b>10.4</b>	<b>2.2</b>
Business Rates & Council Tax funding	-520.4	-520.4	0.0	0.0	0.0	0.0
<b>Forecast Year-End Position</b>	<b>0.0</b>	<b>12.6</b>	<b>12.6</b>	<b>2.4</b>	<b>10.4</b>	<b>2.2</b>

30. As noted in previous reports issues and volatility in the wider economy, including inflation and workforce shortages, are continuing to impact on the financial position for the council. The forecast overspend for Children's Services reflects the level of demand and lack of care placements available in the system.

31. The forecast deficit against Dedicated Schools Grant funding for High Needs remains at £17.5m in 2022/23. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The net forecast deficit of £17.5m would increase the total deficit relating to High Needs held in this reserve to £47.3m.

32. General Balances were £39.2m as at 31 March 2022 and decreased to £37.2m after taking account of budgeted contributions from balances of £2.0m. The risk assessed level of balances for 2022/23 is £28.9m. After taking account of the projected overspend of £12.6m and supplementary estimates of £1.2m, balances will reduce to £23.4m. This is £5.5m below the risk assessed level.

33. See Annex B for further details and commentary on the Finance position.

## Financial Implications

34. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2022. On-going impacts are being considered through the Budget & Business Planning process for 2023/24.

Comments checked by: Lorna Baxter, Director of Finance

## Legal Implications

35. The Council's constitution at Part 3.2 (Budget and Policy Framework) sets out the obligations and responsibilities of both the Cabinet and the Full Council in approving, adopting and implementing the council's budget and policy framework.

36. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers. The report sets out the November 2022 performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

Comments checked by: Anita Bradley, Director of Law & Governance and Monitoring Officer

<b>CLAIRE TAYLOR</b> Corporate Director for Customers, Organisational Development and	<b>LORNA BAXTER</b> Director of Finance
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