

Cabinet – 25 FEBRUARY 2020

BUSINESS MANAGEMENT & MONITORING REPORT

December 2019

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

RECOMMENDATION

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

Executive Summary

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

Introduction

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

¹ Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/council/our-vision/corporate-plan>

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

6. This report summarises performance, risk and finance. This reflects the Council's commitment to transparency and improved performance management. Further information is provided in three annexes:
 - a. Annex A: performance
 - b. Annex B: risk
 - c. Annex C: finance

7. This report also helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. As reported to Council in November, we have committed to that target and to 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.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

8. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions.

9. 48 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards our ambitions, is called the Outcomes Framework.

10. The Outcomes Framework enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.

11. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help us to provide updates on activity in these important areas. These outcomes and indicators are not given a RAG rating but are shaded grey, and the measures which support them are marked as "no target set".

12. Each month we use snapshot tables (below) to indicate the main areas of change since the last report. In this report there are three significant changes to highlight:
 - a. The indicator "Funding secured through planning obligations" has been assessed as Amber, having previously been Green. The indicator depends on two measures, one of which (timeliness of completing s.106 agreements involving contributions to the County Council) is below target in December. Annex A provides details of the two agreements, both for strategic sites, which

required longer-running negotiations on several additional matters. The second measure, on securing necessary levels of funding through s.106 agreements, continues to perform above target.

- b. The indicator “Proportion of household waste re-used, recycled or composted” has changed to Amber this month from Green in November. While three of the four measures supporting this indicator have met targets, the one which is forecast not to (on the percentage of household waste recycled, composted or re-used) has a significantly larger effect on the overall position than the others. That measure is dependent on effective partnership working between the Council and our District and City council partners. Recycling rates have plateaued and issues with contamination have increased, in line with national trends. Nationwide, there has also been a tightening of quality requirements for recyclable materials, with a reduction in levels of contamination tolerated by waste processors. To address both issues we are working with the District and City councils to establish a waste partnership to focus on projects to drive up recycling rates. Despite this change to Amber, Oxfordshire was the best performing county waste disposal authority in England for household waste recycling in 2018/19 and our performance for 2019/20 will be very similar.
 - c. The indicator “Levels of educational attainment” is Amber this month, having previously been Green. Validated Key Stage 2 education data (see Annex A) shows that while progress on reading is in line with the target, and the writing progress score has noticeably increased to just below the national level, the county’s maths progress remains significantly below the national level.
13. This means that one indicator, “Number of people delayed leaving hospital awaiting social care”, remains assessed as Red. This indicator forms part of the overall Oxfordshire system performance on delayed transfers of care. The system performance has remained under challenge, with contributing factors being the performance and effectiveness of reablement, the availability of home care and the recruitment and retention of care staff. We have been reviewing the performance across the Urgent Care System, with the lead responsibilities for this work being allocated to the Director of Adult Social Services in conjunction with the Chief Nurse at Oxford University Hospitals Trust. They are confident that their focus on this area will start to show improvements in subsequent reports.
 14. The information below provides a snapshot of progress towards Corporate Plan outcomes in December 2019, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

Performance highlights

- The latest results of our residents' survey show that the rate of residents expressing "overall satisfaction with how things are run" by the Council is 59%. This is an improvement on our recent performance and is higher than both last year's average rate (34.5%) and our target (55%).

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



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

Performance highlights

- We are ahead of target with our provision of 'safe and well' visits to vulnerable adults. Large numbers of vulnerable adults and children continue to be supported by a range of activities from electric blanket testing to Junior Friends of Scams (an initiative which aims to prevent people from becoming victims of scams).
- Over 90% of the eligible population in Oxfordshire has been invited to take a free NHS Health Check. Of those invited, over 44% have accepted and attended. Oxfordshire continues to perform above local and national targets for both invitations and attendance at NHS Health Checks.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Amber	No change
People play an active part in their communities	Rates of volunteering	n/a	No change
	Prevalence of services provided by communities	n/a	No change



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

Performance highlights

- We have exceeded our annual target for the reduction of carbon emissions. Emissions fell by 17% in 18/19 compared to 17/18, against a target of 3%. Reductions comprise active measures the Council has taken to reduce emissions as well as decarbonisation of the National Grid.
- Our target for the replacement of street lights with energy-efficient LED lanterns has been met. This is due to both our lighting column replacement scheme and non-routine maintenance works by which we replace lanterns that have come to the end of their operational life. Note that whilst the target of 22% has been met, this is not enough to deliver the energy saving *financial* commitments required: for this, a greater rate of conversion is necessary and is now being planned.
- Residents' participation in our cultural services programmes increased in the period Oct-Dec 2019, compared with the same period in 2018. Participation at our libraries, history service and museum rose by 7%, 12% and 35% respectively.

Areas for improvement

- As set out above, we will continue to negotiate strongly to secure above-target levels of funding for the Council through developer planning obligations.
- Household waste performance is being addressed via a new waste partnership with the District and City councils, which will focus on driving up recycling rates.

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



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

Performance highlights

- Early help services continue to meet the needs of families and to remove the need for escalation to social care. The reduction in child protection cases seen last year (a 15% drop in Oxfordshire compared to a 4% drop nationally) is continuing. All

child protection work is allocated to appropriately qualified and experienced staff and there are no unallocated child protection cases.

- The Department for Education has published national comparative data on looked after children. This demonstrates that placement stability in Oxfordshire is better than elsewhere. Fewer children go missing from care in Oxfordshire than elsewhere and the figure is reducing. Levels of health and dental checks remain positive and Oxfordshire performs better than elsewhere. However, we need to improve our performance related to looked after children’s mental health and wellbeing.
- Despite a 32% increase in the number of requests for Education, Health and Care Plans, the proportion completed in 20 weeks has increased from 47% to 50% - the third successive year it has risen.

Areas for improvement

- Validated Key Stage 2 education data shows that while progress on reading is in line with the target, and the writing progress score has increased to just below the national level, maths progress remains significantly below national levels. Key Stage 4 and Key Stage 5 validated data will be published by the Department for Education in late January.
- Social care caseloads are currently higher than target due to higher demand (particularly looked after children and children in need). As part of the introduction of our new Family Safeguarding Plus model the Council is investing significant extra resource to increase the number of qualified social workers within the service. This will have the effect of reducing overall caseloads to provide more effective interventions.
- The number of looked after children remains higher than target but is in line with other authorities. The number has grown by 1% this year, compared with a 4% increase nationally last year. Introducing the Family Safeguarding Plus model will reduce the number of children becoming looked after through child protection concerns.

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



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

Performance highlights

- In November an independent consultancy report by iMPOWER identified the Council as the 5th most productive council for older people in the country, and the 15th for all-age disability.
- The quality of care for adults in Oxfordshire is consistently higher than the national average. 91% of all providers are rated as good or outstanding in Oxfordshire, compared with 84% nationally – and within this 97% of home care providers are good or outstanding compared with 87% nationally.
- More people are given control over how they receive their care in Oxfordshire, as a greater proportion of people have a personal budget and receive a direct payment, allowing them to organise their own care.

Areas for improvement

- Delayed transfers of care remain high and Oxfordshire’s system is currently rated 147th out of 149 upper tier and unitary councils. A review of activities associated with improvements is underway, overseen by the Urgent Care Group, and will be detailed in future reports. As indicated at the start of the report it is unlikely that any significant changes will be seen for the remainder of this year given the system challenges and the impact of the increased winter pressures.
- The Council’s preferred pathway out of hospital for people who need care is via reablement. The service is currently performing below contract levels across the year. It has been agreed that a recommissioning of the reablement offer is required and that this will be undertaken in 2020-21.
- To help people live at home we would ideally purchase more home care. At present, the market is constrained by the number of people wanting to work in the home care market. We are currently reviewing the way we commission home care to provide greater certainty for providers and hence help them recruit.

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



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

Performance highlights

- The Council's IHub (innovation unit) develops links to businesses and academia as well as securing external funding for innovative projects for the county. The IHub continues to add value to our strategic objectives and has recently been successful in two bids:
 - a GovTech project that will look at new data opportunities to help inform predictive analytics for congestion. This supports our other GovTech funding on Traffic Management and our own Oxfordshire Mobility Model innovation partnership project.
 - a feasibility project looking at the potential of quantum computing for understanding highway conditions. Although this is future technology, this would indicate future potential for the likes of predictive road maintenance.
- In related outcomes recently, two companies IHub has worked with on connected autonomous vehicles (CAV) and electric vehicle (EV) projects have had major investments. This has reinforced the value of our work to place Oxfordshire at the heart of new sectors such as CAV and EV, which we have enabled by having a clear central and local government approach to supporting and working with these companies. Latent Logic, an autonomous vehicle visualisation company has been bought by Waymo (a Google subsidiary) and are making Oxford their European AV research and development base. Also, ARRIVAL, based in Banbury, have had an investment of £100million from Daihatsu and Kia, giving them a market value of £3bn and so making it one of the UK's largest "Unicorns" (a term for a start-up company with a value over £1bn, which are seen as a key indicator of how vibrant an economy is, particularly for producing and supporting growth of companies).

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Strong investment and infrastructure are secured	Level of investment attracted	Green	No change
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of access to online and digital services	Green	No change
Local businesses grow and provide employment	Employment rates	n/a	No change
	Business numbers	n/a	No change
	Numbers of apprenticeships	n/a	No change
	Levels of workforce	n/a	No change

Managing risk

15. The table below provides a summary of the Council's "leadership risks". Leadership risks are risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from particular services to the leadership level due to the potential scale of their impact.

16. There are no new or closed leadership risks to report this month. No risk's score has changed since the previous report.

17. In this table, the "residual score" is the most significant. The residual score is our assessment of a risk's likelihood and potential impact once all existing controls – such as existing management activities – have been taken into account. Higher scores indicate more significant risks.

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score
LR1	Demand management	10	10
LR2	Safeguarding of vulnerable adults and children	15	10
LR3	Growth Deal	15	15
LR4	Local resilience, community resilience, cohesion	4	2
LR5	Management of partnerships (non-commercial)	8	6
LR6	Supply chain management	8	8
LR7	Delivery of statutory duties	12	4
LR8	Corporate governance	4	2
LR9	Workforce management	12	6
LR10	Organisational Change and Service Design	16	8
LR11	Financial resilience	15	10
LR12	Property and assets (maintenance cost)	12	8
LR13	Health and safety	12	8
LR14	Business continuity and recovery	6	4
LR15	Cyber security	16	12
LR16	ICT Infrastructure	12	8

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

Summary of the Council's financial position

19. Based on expenditure to the end of December 2019, there is a forecast directorate overspend of £6.4m. This is partly offset by a net underspend on Corporate Measures, including interest earned, of -£0.4m. The £6.0m overspend will be further reduced by the use of the £3.5m unallocated contingency budget.

Directorate	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance December 2019/20	Forecast Outturn Variance 2019/20	Forecast Outturn Variance November 2019/20
	£m	£m	£m	%	
Children's Services	117.9	124.0	+6.1	5.2%	+3.1
Adult Services	184.0	185.1	+1.1	0.6%	+0.7
Communities	113.1	112.5	-0.6	-0.5%	0.0
Resources	28.8	28.6	-0.2	-0.7%	-0.2
Total Directorate Position	443.8	450.2	+6.4	1.4%	+3.6
Strategic Measures	-443.8	-444.2	-0.4	-0.1%	-0.4
Overall Surplus/Deficit	0.0	6.0	+6.0		+3.3

20. The £2.8m increase in the directorate overspend relates to a £3.0m increased overspend on Children's Services Corporate Parenting budget. This is due to an increase in demand for higher cost placements this year. This budget is highly volatile and spend can change quickly as numbers of Looked After Children change. With the average costs being high a small change in numbers of young people can create a significant change in overall spend. Variations can also be driven by a change in placement type.

21. There is a gap in provision for children whose needs and risk presentations require small group living, such as 1 to 2 bedded residential placements. These children have very complex needs e.g. emergent mental health need, exiting acute health settings, knife crime, high levels of violence, fire setting and child exploitation risks. A more detailed analysis is being undertaken by senior managers to ensure that all appropriate actions are being implemented to manage down the pressure.

22. 81% of planned savings totalling £36.8m are on track to be delivered in 2019/20. £5.8m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. These will either be delivered in 2020/21, or where they can no longer be achieved, they have been addressed as part of the Service & Resource Planning process for 2020/21.

23. See Annex C for further details and commentary.

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 DECEMBER 2019

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	AMBER	↑	To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sep '19)	The Ombudsman's annual report (Sept 2019) showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints in the period April 2018 – March 2019.
				% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	36% (Nov '19)	The figure for Aug-Nov 2019 is 36%. This is lower than the Summer '18 to Summer '19 average (46.5%) and lower than the figure most recently reported (41% for Feb-May 2019).
				% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	56% (Nov '19)	The figure (for Aug-Nov 2019 is 56%. This is higher than the Summer '18 to Summer '19 average (55%) but lower than the figure most recently reported (61% for Feb-May 2019).
	Rates of customer satisfaction	AMBER	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	59% (Nov '19)	The figure for Aug-Nov 2019 is 59%. This is above our target and higher than both the Summer '18 to Summer '19 average (34.5%) and the figure most recently reported (51% for Feb-May 2019).
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	80%	80% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	99%	99% - The current forecast for general balances at 31 March 2020 is £19.1m. This is £0.1m lower than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	£0.5m	Reserves are forecast to be £66.1m at 31 March 2020, a decrease of £0.5m since the last report which mainly relates to revised forecasts the Troubled Families Grant which is required as set out in the Children's Social Care Countywide section above. The contribution to the Public Health Grant Reserve has increased from £0.5m to £0.7m.
				Total Directorate outturn variation	=< 1% variation	1.4%	Based on expenditure to the end of December 2019, there is a forecast directorate overspend of £6.4m. This is partly offset by a net underspend on Corporate Measures, including interest earned, of -£0.4m. The £6.0m overspend will be further reduced by the use of the £3.5m unallocated contingency budget.
				Total outturn variation	0%	0.6%	£3.5m of the Corporate Contingency is currently unallocated and will be used to offset the £6.4m directorate overspend. There is also an underspend of -£0.4m on Strategic Measures.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection/audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	100%	We continue to work towards the objectives set out in the action plan following our HMI Inspection Report. Departmental managers holding actions are on track to complete actions.
The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	91%		91% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the Council			
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Projects are progressing as planned. Some projects have completed options appraisals and partners are reviewing next steps, as viability issues indicate original project scopes might be undeliverable.

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	4,620	6,531	Oxfordshire Fire and Rescue Service is ahead of both our target and the previous year's performance with the number of people who have received a Safe and Well visit. There continues to be an increase in the number of vulnerable adults and children involved in programmes run by the Trading Standards team. Q3 (Oct-Dec) has seen another successful electric blanket testing season, with an expansion of these events, including more partners and seeking to address other issues such as loneliness and inactivity. There has been a high demand for talks on scams and prevention of financial abuse.	
			Number of children better educated to live safer and healthier lives	10,698	64,410	As reported previously we have already achieved our target for the number of work experience placements. OFRS continues to hold sessions for Fire Cadets and these have been well attended. We continue to significantly over-achieve as regards the number of people who have been part of a fire prevention campaign. As agreed by Senior Leadership Team we are reviewing this measure to ensure we are setting both the right target and have the most suitable measure. There are now 116 children who have become Junior Friends Against Scams which is encouraging, doubling the figure from Q2 (Jul-Sep).	
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	795	543	Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are above target for the measure overall as Co-responding is only one element of the overall measure.	
			% of emergency call attendances made within 11 minutes	80%	90.89%	The response times to emergency calls continues in line with OFRS's expectations and about a 1% increase on the previous year.	
			% of emergency call attendances made within 14 minutes	95%	97.34%		
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	89%	90.5%	Our second quarter targets have been exceeded. Quarter 3 (Oct-Dec). Data will be available 5th Feb 2020.	
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	44.1%	44.6%		
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3317	Although the currently reported figure shows 3,317, we expect an increase in activity in Q3 and Q4 which would correlate to patterns in previous years.	
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of opiate users in treatment.	>6.6%	9.7%	We continue to exceed local targets and England averages	
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of non-opiate users in treatment.	>36.6%	46.0%	We continue to exceed local targets and England averages	
Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a % of the total number of ALCOHOL ONLY users in treatment.			>42.8%	53.8%	We continue to exceed local targets and England averages		
Proportion of people walking & cycling	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey. The targets are for annual increases over the baseline of 5% (cycling) and 2% (walking).	Cycling 634,000	591,000	Comparing the 2016-18 average with the 2015-17 average has seen a slight drop in overall cycling levels. Rates have dropped significantly in specific district areas over others. We are therefore reviewing data collection to ensure that the data is reflecting real travel patterns, as in other district areas, levels of cycling have either remained stable or increased..		
			Walking 3,000,000	2,941,000			
People play an active	Rates of volunteering	GREY	-	Number of environmental volunteer hours generated through County Council activities	Reporting only	52,850 hours (18-19)	Annual measure, next due to report in April 2020. Volunteer hours generated in 2018-19: Thames Valley Environmental Records Centre (1,264

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

part in their communities						hours), Lower Windrush Valley Project (520 hours), events and activities run by the groups in Oxfordshire's Community Action Groups (51,066 hours)
			Number of volunteer hours contributed to library, museum & history services		Dec: 3,179.5 hours	<ul style="list-style-type: none"> Library volunteer hours: 2,670 hours contributed in December. Museum Service volunteer hours: 396 hours contributed in December. History Centre volunteer hours: 113.5 hours contributed in December. <p>The trend for increased volunteer hours remains a positive one.</p>
Prevalence of services provided by communities	GREY	-	Number of town or parish councils with devolved service responsibilities	Reporting only	127	As at 31 Dec there are 127 agreements with town or parish councils and 4 with district councils. Devolution of services is proactively being promoted.
			% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services	Reporting only	See right	<p>December: 64% of £1.89m allocated = £1,213,950 of which:</p> <ul style="list-style-type: none"> 64% to Community Groups = £772,759 24% to Town/Parish councils = £296,036 12% to direct services = £145,155 <p>Officers are working with Councillors to ensure that grant allocation is maximised in 2019/20</p>

DRAFT

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN					
			↔	A and B Classified road network where carriageway maintenance should be considered	33%	33.72%	There is no new update in December. The programme is complete and will start again in Spring 2020. November position: slightly over target but Oxfordshire's network condition is broadly becoming stable with additional investment. There has been a slight change (+1.24%, or 25Km) from 32.48% in 2018 to 33.72% in 2019. This could be due to a change in survey provider where a +/-variance of 2% was a known risk.
				Defects posing immediate risk of injury are repaired within 24 hours	100%	99.78%	Cumulative rate and covers all defects April to November. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	99.74%	
				↔	Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 24% Closed without action: 62% Remaining open: 14%
			Km of total highway network resurfaced as % of total	0.6%	2.18%	As at 31 December the programme for this work has delivered a total value of 2.18% of the whole network. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection and will need to be reviewed in light of the expected budget for the coming years.	
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.07%	Rate is the average for April to November (data is reported one month in arrears.)	
	Funding secured through planning obligations	AMBER					
			↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	50%	There were 4 S.106 agreements completed in December; 2 of which were completed within the 6-month target period and 2 out with. Further detail on the 2 completed out with the period is provided below: <ul style="list-style-type: none"> • Faringdon – South of Park Road, negotiations extended to allow for negotiation on extra care housing provision. • Banbury - South of Salt Way (Ban 17): the application site is part of a larger Strategic Site allocation with both parts coming forward separately. Negotiations required construction caps, strategic highway provisions through both sites, primary school site and option land for secondary expansion. All required additional negotiation
			At least 85% of the monies sought through the Council's response to planning application consultations from District Councils is secured within signed S.106 Agreements	>85%	94.3%	Funding in relation to the Ban 17 Salt Way strategic allocation site secured c.92% of the required Single Response amount. Strategic Highway provisions were also secured.	
	Levels of public transport use	GREEN					
		↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> • Bus journeys • Bus use per head Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire	34.8m 36.2 93%	34.5m 35.8 tbc	Bus targets represent a 1% annual increase in journeys taken. The rail target represents a 5% annual increase in journeys taken (based on 10% increase between 2017 and 2018) The most recent bus and rail surveys took place in December. Outcomes will be known in Spring 2020	

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

			<ul style="list-style-type: none"> Satisfaction with overall journey 	21.6m	tbc		
	Rates of access to cultural services	GREEN	<p>↔</p> <p>Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)</p>	5% annual increase	See right	<p>On track to achieve 5% annual increase. Attendance at:</p> <p><u>Library Services</u> 2019/20 quarter 3 (Oct-Dec) programmes increased by 7% compared to same period in 2018.</p> <p><u>History Service</u> 2019/20 quarter 3 (Oct-Dec) programmes increased by over 12% compared to same period in 2018.</p> <p><u>Museum Service</u> 2019/20 quarter 3 (Oct-Dec) programmes increased by over 35% compared to same period in 2018.</p>	
			Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	The 2018/19 CIPFA benchmarking comparison data is due to be available in February 2020.	
Our local environment is protected	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	73%	71 Major Planning applications were received in December, for which 55 responses were sent back. Additionally, 40 responses were sent back for Discharge of Conditions applications to Major Planning Applications. Statistics show an improvement of 13% for December.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	75%	Four Minerals and Waste planning applications were determined in December, three within target. Year to date = 25 out of 26 within target.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	17%	The Greenhouse Gas report for 18/19 shows emissions fell by 17% compared to 17/18. This equates to emissions from our corporate estate having reduced by 56.18% since 2010/11, an average annual reduction of 7.02% per year. Reductions comprise active measures the Council has taken to reduce emissions as well as decarbonisation of the national grid.
	Levels of energy use	AMBER	↑	% of streetlights fitted with LED lanterns by March 2020	22%	22.1%	As at 31 December 13,181 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 22.1% of the total street lighting assets.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	100%	80%	Percentages refer to progress towards the adoption of new standards. Taxi emissions standards were adopted by Oxford City in Jan 2019. Bus Euro 6 LEZ was agreed by city and county in June. An application to the Traffic Commissioner for implementation has been submitted.
							Informal public engagement on a new approach to the 'Red Zone' element of the programme started on 7 th January 2020. Work is under way on the 'Green Zone' element; an outline proposal for this will be included as part of the Red Zone engagement materials.
Proportion of household waste re-used, recycled or composted	AMBER	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30%	a) 29.27%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils. The forecast end of year position is slightly below target, as recycling rates are plateauing with a change in residents' behaviour.	
			Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	b) 29.5%	b) 29.33%		
				c) 0.5%	c) 0.25%		
			Total 60%	Total 58.84%			
		↔	% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.54%	On track at the end of November. A target of under 3% by 2020 is included in the county's Joint Municipal Waste Management Strategy. The Council continues to investigate ways to deliver against this.	
			% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	59.06%	Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of HWRC sites.	
			% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year. The next is due in March 2020.	

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Children are given a good start in life	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	80.3%	This measure has exceeded the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date – including missing midwifery notifications, staff vacancies, patient choice and babies born early – will continue to be closely monitored.
				Percentage of births that have received a face to face New Birth Visit	95%	98.3%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	93%	Performance is achieving the target
				Percentage of children who received a 2-2½ year review	93%	89.3%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.8%. Patient choice and staff vacancies impact on this indicator.
				Babies breastfed at 6-8 weeks of age	60%	61.7%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN	↑	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	96%	Figure for the Autumn term: 8,090 places taken up, out of forecast number of 8,396 3 and 4 year olds.
	Number of looked after children	AMBER	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	786	We remain above the target. Numbers are remaining stable against the backdrop of a 4% rise nationally last year. Rated Amber because of the volatility in the small number of high cost placements and its impact on budget and workload.
	Numbers of children's social care assessments	GREEN	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1,987	Figure is projected based on activity so far this year. The growth of early help assessments has helped provide more timely support and reduce demand on social care
				Not to exceed the level of social care assessments in 2018-19	6,250	7,505	Figure is projected based on activity so far this year. Annual rate is still in line with that of similar authorities
	Number of children the subject of protection plans	GREEN	↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	593	The number remains in line with expected demand and is slightly lower than the target.
	Number of children's cases held by permanent staff	AMBER	↑	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	74%	Caseloads are currently higher than target. As part of the introduction of our new Family Safeguarding Plus model, the Council is investing significant extra resource to increase the number of qualified social workers within the service, with the effect of reducing overall caseloads to ensure effective interventions.
Invest in the workforce so that by March 2020 80% of cases are held by permanent staff				80%	76%		
Children are able to reach their potential	% of children with a place at their 1 st preference school	GREY	-	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREEN	↔	% of children attending primary schools rated good/outstanding by Ofsted	93%	87.8%	Reported rates are for the end of term 1 academic year 2019/20.
				% of children attending secondary schools rated good/outstanding by Ofsted	86.5%	87.9%	Targets are set to be in the top quartile nationally by the end of the academic year 2019/20
Children missing education	GREY	-	Persistent absence rates in primary schools (%)	6.7%	10.8%	Our expectations have been reset for the 2019/20 academic year. The persistent absence rate reported is for term 1 2019/20. Persistent	

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			Persistent absence rates in secondary schools (%)	10.4%	14.3%	absence is defined as “more than 10% of sessions missed” so tends to be misleadingly high in term 1, not reflecting the year-end. Therefore, we do not rate our performance against this indicator yet. We expect to rate this indicator during Quarter 4 of financial year 2019/20. Our expectation for permanent exclusions has increased from 44 to 69. This keeps us considerably below the national rate. Exclusions last year were higher than our aspirations, but relative performance is good. Issues at individual schools may significantly increase the number of exclusions. The education service is actively providing support and challenge to schools. The Engagement Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot. We are re-commissioning alternative provision to reflect the needs of children/young people, parents and schools locally.
			Reduction in permanent exclusions to 69 or fewer	69	38	
Levels of educational attainment	AMBER	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	65%	Annual only measures. Progress at Key Stage 2 Reading - on target (Green) Writing - increased but just below national (Amber) Maths - significantly below national (Red) KS4 and KS5 validated data will be published by DfE late January.
			KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0	R: 0 W: -0.1 M: -0.6	
			KS4: average attainment 8 score per pupil	48.2	47.2	
			KS4: average progress score	0.07	0.07	
			KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%	46%	
			16-18: average point score per pupil (A level)	No target set	32.43	
			16-18: average point score per pupil (Tech level)		tbc	
16-18: average point score per pupil (Applied General students)		26.68				
Timeliness of completing Education, Health and Care Plans	AMBER	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020	75%	50%	75% is the target for the year, so far this calendar year 50% of completed EHCPs have been within 20 weeks (55% April; 27% May; 56% June; 41% July, 42% August; 59% in September and 65% in October; 52% for November; 14% for December. The December figure is believed to be a statistical anomaly and is currently being investigated. 1027 initial requests received in 2019 compared with 777 in 2018 (up 32%).

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	Number of home care hours purchased	AMBER	↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,744	Marginal decrease in the rate this month. Our Home Care 2020 project is reviewing the way we commission and purchase care, which will help stabilise market. The fall in home care hours is partly offset by the high level of direct payments which allow service users alternative ways to meet their care needs
	Number of hours of reablement delivered	AMBER	↔	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,227	After 9 months of the year reablement levels are 9% below contract levels. In December itself the level fell to 27% below target reflecting both staff on leave and families spending more time with people who use reablement services over Christmas. The average amount of care provided per person is higher than we expected when the contract was specified, meaning fewer people are supported which is having an adverse effect on delayed transfers of care
	Number of people with control over their care	GREEN	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
				% of people with safeguarding concerns who define the outcomes they want	> 90%	95%	-
				% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	36%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	RED	↑	Reduce the number of people delayed in hospital awaiting social care	6	5.3	Latest national figures for November (6.2) in line with the target. Local figures for December 2019 have dropped to 5.3.
				Reduce the number of people delayed in hospital awaiting both health and social care	26	49	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest national figures for November were 61. Local figures for December have fallen to 49. An action plan is in place with the provider of reablement to deliver further improvements. This is overseen by both the council and the clinical commissioning group.
Proportion of older people supported in the community	AMBER	↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.4%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above	
Homes and places support independent living	GREEN	↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	A market position statement on Extra Care Housing was published in September. Our target was changed to reflect the statement.	
			Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	>76%	91%	-	

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Strong investment and infrastructure are secured	Level of investment attracted	GREEN	↔	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a "good" condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial growth has been lower than expected. This is currently affecting the available budget in future years.
				We participate in 20 innovation funding bids to support the Smart Oxford programme	20	16	We have submitted 16 bids to date. So far this year we have had announcements of success in 5 bids: 2 in Electric Vehicle charging innovation, 1 related to Air Quality and dynamic road management, 1 on predictive analytics to reduce road congestion and 1 on the potential for quantum computing to enable real-time assessment of highway condition
				Businesses given support by Trading Standards interventions/fire risk inspections	2,585	3,883	The Trading Standards team has continued its strong performance in both the verifying of weighing equipment and the number of visits to businesses undertaken. This includes illegal tobacco, knife test purchasing by young people and food sampling visits. Advice given to local businesses by the Trading Standards team is at the same level as last year and is very much demand led. Oxfordshire Fire & Rescue Services' fire safety team is on track and in line with last year's number of fire safety audits completed. Trading Standards are now including advisory content in a joint publication with Cherwell District Council. This allows for a wider circulation and provides businesses with more comprehensive regulatory content. The second edition was published in December.
				% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes. Next update will be provided in January's report.
	Level of infrastructure investment required	GREY	-	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We are working towards commissioning an update of the Oxfordshire Infrastructure Strategy. This will happen early in 2020, subject to agreement with Oxfordshire Growth Board partners. This will enable us to set new outcomes and proposals for updated Infrastructure priorities (to 2050) by Autumn 2020, and to define the appropriate method of assessing and reporting on performance in this area.
	Number of new homes	AMBER	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire.
				We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast is currently below target, as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can deliver as part of their existing projects. Work is ongoing to understand how this can be improved during the remainder of the year.

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

	Levels of disruption to journeys	AMBER	↑	Failed utility inspections no higher than 15%	<15%	21%	<p>From 637 sample A/B/C inspections conducted in Dec (including all follow up inspections) 132 failed. This equates to 21% failure rate. The rate has decreased slightly since previous month (23%).</p> <p>The issue has been addressed at HAUC (Highway Authority and Utilities Committee) and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans. The County Council becomes a Permit Authority on 14 January 2020, which will provide greater analysis on individual work promoters.</p> <p>Improvement Notices will be served on companies with category B/C failure rates higher than 10% within a 3 month period.</p>
	Level of access to online and digital services	GREEN	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	77,533	We continue to progress well towards these targets.
The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband				97.5%	97.1%		
The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM 'acceptable' broadband (10Mb/s) 				<0.3% <1.2%	0.3% 1.17%		
Local businesses grow and provide employment	Employment rates	GREY	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	Reporting only	See right	July 18 to June 19: 82.5% of Oxfordshire residents aged 16-64 were in employment. The equivalent GB rate = 75.6%
	Business numbers	GREY	-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)		See right	Nov 2019 figures: Oxfordshire business births: 3,415 in 2018 (down 1% on 2017); business deaths: 2,945 in 2018 (down 6% on 2017). Business survivals: 46.5% surviving 5 years later (was 48.7%)
	Numbers of apprenticeships	GREY	-	Number of apprenticeships employed by the County Council and maintained schools	Reporting only	53	Since 1 April we have enrolled 77 new apprentices. At the end of December the total number of apprentices employed was 170.
	Levels of workforce	GREY	-	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	Reporting only	See right	End of December 2019: 4086.97 FTE. This is lower than in November 2019 (4108.67 FTE)
Total spend on agency staff				See right		End of quarter 3 (Oct-Dec 2019): £4,257,413. This is an increase on Q2 (£3,941,570), however Q3 includes some off-contract spend not coded correctly in Q1 and Q2	

ANNEX B – RISK

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

Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
LR1	Demand management	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics and growth, leading to more requests for children's services, adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand	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. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets	Lucy Butler & Stephen Chandler	5	2	10	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Business as usual - all services are tasked with managing activities within allocated budgets Transformation - reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector iMPower identified OCC as 5th most productive council for older people, recognising the high number of people who are offered equipment and alternative technologies to help them remain independent and reduce demand	5	2	10	Continue existing controls including partnership work and transformation programme. Demand management in children's showing success early help assessments ahead of target; activity levels other than looked after children lower than elsewhere. The next phase of Transformation must concentrate on managing demand and in particular supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular.	Ongoing		13/12/2019
LR2	Safeguarding of vulnerable adults and children	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection.	Potentially devastating impact to an adult, child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Lucy Butler & Stephen Chandler	5	3	15	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored monthly by CEF Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries. Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.	5	2	10	Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework. Safety ratings for social care providers in Oxfordshire remains higher than elsewhere	Ongoing		13/12/2019
LR3	Growth Deal	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved	Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Simon Furlong	5	3	15	The overall Housing and Growth Deal programme is managed through the Growth Deal core team and governed through the HGD Programme Board. All programme management information provides a degree of risk control, including: Benefit map realisation Change management Programme framework Programme plans and reporting Live actions log	5	3	15	Resources are being mobilised from across OCC to increase capacity to deliver Growth Deal schemes. We have also allocated a Director to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The remit of this role is to focus on delivering the capital programme and establishing the appropriate internal processes to speed up delivery. This includes establishing a Programme Management Office and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. This will be in place by Spring 2020. The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020	March 2020	Following CEDR discussion this risk will be reviewed during Jan 2020	19/12/2019

Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
LR4	Local resilience, community resilience, cohesion	Significant unrest due to community tensions	Broad impact on Council's ability to deliver services if disruption affects particular locations, customers or staff	Simon Furlong	2	2	4	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Actions completed to ensure communication network in place to provide single consistent messaging via multiple trusted sources should it be needed	2	1	2	Continue existing controls and monitor community situations through all service contacts, Localities, Members etc. Additional conversations led by Lord Lieutenant and Community Leaders with follow up meeting in December.	Ongoing		28/11/2019
LR5	Management of partnerships (non-commercial)	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	4	2	8	<ul style="list-style-type: none"> Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and 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 investing in supporting the County Council to achieve Gold status under the Armed Forces Community Covenant Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. 	3	2	6	<ul style="list-style-type: none"> Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working New working relationships with VCS and infrastructure support contract are being developed, with contract to be in place by April 2021 - procurement to start in summer 2020 Community development strategy and approach to be produced and implemented jointly with VCS 	Various		20/12/2019
LR6	Supply chain management	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. .	Delays to meeting service requirements or service provision.	Lorna Baxter	4	2	8	The Procurement team has awarded a contract for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Provision Cycle transformation programme will, in part, seek to improve the commercial capacity and capability of the Council through applying a Category Management approach. This approach to embed increased capability to better monitor and manage this risk, resulting in category strategies that reduce the impact of failure through establishing supply chain contingency plans and improved monitoring tools to reduce the likelihood.	Ongoing		28/11/2019
LR7	Delivery of statutory duties	That the Council acts unlawfully by failing to deliver statutory responsibilities	<ul style="list-style-type: none"> Litigation/judicial review Financial penalties - Local Government Ombudsman/Regulators/Central Government Damages liability to residents and commercial counterparties Central Government intervention 	Nick Graham	4	3	12	Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) Support role of Finance, Legal and Procurement Audit function Legal Compliance and Service Plan Service Level Agreements between directorates and Legal	4	1	4	Ensure support functions are fully resourced Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults. Action plan is in development in relation to our statutory duties for children with Special Educational Needs and Disabilities.	Ongoing		31/12/2019
LR8	Corporate governance	That the Council's corporate governance is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements	Inconsistent, uncompliant or potentially unlawful actions/decisions.	Nick Graham	2	2	4	<ul style="list-style-type: none"> Council governance framework is regularly reviewed and updated by senior managers and members. Constitution - updated and annually reviewed by Monitoring Officer and Full Council. System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. 	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. Draft Corporate Lead Statements have been commissioned and are due for completion in January	Ongoing		31/12/2019

Leadership Risk Register




REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
LR9	Workforce management	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	Claire Taylor	3	4	12	<ul style="list-style-type: none"> •On-going monitoring of issues and HR data •Key staff in post to address risks (e.g. strategic HR business partners, reward manager) •Ongoing service redesign will set out long term service requirements •Dedicated recruitment resource 	3	2	6	<ul style="list-style-type: none"> •Development and adoption of sector relevant workforce plans •Development of new People and Organisational Development strategy •Development of new Learning & Development strategy, including apprenticeships 	March 2020		03/01/2020
LR10	Organisational Change and Service Design	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	4	4	16	<ul style="list-style-type: none"> • All projects clearly identify benefits to be delivered and the long term financial implications (upfront costs and savings), supported by project plans and milestones where appropriate • Clear financial benefits realisation articulated in all project plans, regularly monitored through monthly highlight reports and integrated with the council's business management monitoring report process • Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services • All project resourcing considered monthly, roles allocated and additional 3rd party support commissioned where there is a lack of internal capacity or skills • The Joint Audit & Governance and Performance Scrutiny (Transformation) Sub-Committee receives quarterly reviews of progress made, supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan • Where joint activity is planned the Partnership Working Group review progress and delivery. • Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. 	4	2	8	<ul style="list-style-type: none"> •Ensure that the entirety of the council's change agenda, including all existing programmes are integrated into one overall portfolio of change programmes that lead and inform the emerging Service and Resource Planning Process, and expand in scope where further savings are required • Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects •Ensure all change activity is fully aligned to, and supportive of the corporate priority setting and medium term financial planning process • CEDR to regularly review the council's full portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members 	Various		13/12/2019
LR11	Financial resilience	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; or not achieving planned savings and efficiencies on time.	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	5	3	15	<ul style="list-style-type: none"> • Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. • Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process • Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting • Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks • Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020 • s25 report of Chief Finance Officer 	5	2	10				03/01/2020
LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Simon Furlong	4	3	12	<ul style="list-style-type: none"> •Property, Investment and Facilities Management function redesign to get the right professionals running the service •Develop Property Strategy which would determine where to prioritise efforts/spend on assets •Install right systems to enable us to keep on top of managing information about our assets 	4	2	8	<ul style="list-style-type: none"> •Control activities are prioritising compliance (ie 'nice to haves' can wait) •Taking more long term views on use/potential use of certain assets. •New asset condition surveys may indicate additional financial pressures to bring maintenance of our assets to an acceptable condition. 	Ongoing		28/11/2019




Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
LR13	Health and safety	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council.	<ul style="list-style-type: none"> Unsafe services leading to injury or loss Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions) 	Nick Graham	4	3	12	<ul style="list-style-type: none"> H&S policies and procedures have been reviewed and adopted Information and training programmes under way for managers and staff H&S Governance Board maintains oversight of policy and practice H&S Monitoring and Inspections help strengthen understanding and provisions Additional budget has been allocated (logged as a pressure) for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within Property, Investment & Facilities Management where the right expertise is now in-house to enable us to bring and maintain the right level of compliance in the organisation 	4	2	8	<p>We will provide assurance on effective controls to the H&S Governance Board: H&S monitoring will be carried out in selected services to assess compliance; Reporting of key data and issues to Leadership Teams;</p> <p>Ensuring staff receive the necessary health and safety training;</p> <p>Internal Audit review to assess progress with agreed actions;</p> <p>Health and safety risk registers to be reviewed in Internal Audit process.</p>	Ongoing Dec 2019 Dec 2019		12/12/2019
LR14	Business continuity and recovery	If Business Continuity arrangements are insufficiently robust or inconsistently applied, this could restrict our ability to maintain the delivery of services to residents the expected standard.	Significant disruption to the delivery of essential Council Services which are not recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Simon Furlong	2	3	6	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	2	2	4	<p>Ensure all Business Continuity plans are completed, and that relevant training and exercising has been undertaken. This is monitored by Audit and Governance with a further internal audit due in December 2019.</p> <p>Continued focus on delivering effective Business Continuity Management via the Extended Leadership Team and assured by internal audit process.</p>	Dec-19	Business Continuity Action Plan is progressing well: all plans now identified and 87% are in place. Next phase is to implement an exercising regime. Internal Audit expected in Quarter 4.	01/11/2019
LR15	Cyber security	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error	A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	4	4	16	<p>A robust plan is in place and under continuous improvement.</p> <p>OCC is Public Services Network and 'Cyber Security Essentials Plus' accredited.</p> <p>OCC is also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.</p>	4	3	12	<p>As part of the IT service redesign a joint OCC/CDC Cyber Security post will be created and recruited to, to undertake:</p> <ul style="list-style-type: none"> Sole responsibility for managing security threats and prevention methods. Working with Information Management Team to ensure implications of GDPR on data security are understood and built in Working with partners (e.g. police) to provide awareness training so that every OCC user is aware of their role in preventing cyber threats. Documenting processes and policy to clearly define roles, responsibilities and procedures. Maximising the use of technology to reduce cyber risks (network, application, monitoring). Ensuring all suppliers meet cyber security requirements for new and existing contracts. 	Mar-20		31/12/2019
LR16	ICT Infrastructure	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently.	Claire Taylor	4	3	12	A successful procurement has been conducted and a supplier selected. Risk level remains the same at this stage in the project. The project's RAG rating is Green. Day to day risks are controlled by the service in partnership with the supplier.	4	2	8	The primary datacentre will be in and fully configured by the end of Q4 2019/20. The Disaster Recovery provision will also be refreshed and should be available on the same schedule.	Mar-20		31/12/2019

Forecast outturn 2019/20 at December 2019





Key:

RAG status
 Red
 Amber
 Green

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

Children's Services

£6.1m (5.2%) forecast overspend

<p>Education & Learning</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.6m (2.3%) overspend</p> <p>Action Plan Not required</p>	<p>£0.3m overspend forecast in relation to SEN Home to School Transport. This forecast is after a temporary virement of £2.2m from corporate contingency approved in June 2019, which reduces the forecast overspend from £2.5m to £0.3m. The position is based on current demand along with average growth seen in recent years. There remains a risk that demand will continue to rise in the remainder of 2019/20 and increase the forecast spend in this area. The ongoing impact of this forecast has been included in the budget for 2020/21 and Medium Term Financial Plan to 2023/23 which was approved by Council on 11 February 2020.</p> <p>There is a pressure due to deficit balances in schools which have or are due to convert to academy status. The value is currently estimated at £0.3m-£0.4m and it is unlikely that this can be met from existing resources at this time. £0.1m of this relates to a school which has already converted, and the deficit balance has been confirmed.</p>
<p>Children's Social Care</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.8m (2.5%) overspend</p> <p>Action Plan Not required</p>	<p>An overspend of £0.4m is reported within the Children's Social Care teams. £0.1m of this relates to spend on young people in care within the Looked After Children teams and £0.3m in relation to staffing pressures across Children's Social Care due to increased demand. An increase in the number of Child in Need (April 1248, December 1725) and LAC (April 779, December 806) cases have increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining high. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing</p>

agency spend over the longer term. These teams will be part of the Family Safeguarding Model from June 2020.

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

The implementation of the family safeguarding plus model to deliver Children's Social Care was approved by Cabinet in July 2019. Cabinet also agreed that the savings in the MTFP associated with this service would no longer be delivered in the same time frame and that the **£0.8m** planned for 2019/20 would be funded from Corporate Contingency. The project is currently on track to go live in June 2020.

Children's Social Care Countywide Services

RAG rating ▲

Direction of travel ↓

Variation £4.6m (8.8%) overspend

Action Plan
Being developed

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

£1.7m overspend forecast due to savings which are not expected to be achieved relating to third party spend. An external review identified that achieving this level of savings in the short term was not feasible, and this is being addressed as part of the MTFP process for 2020/21.

£2.8m overspend is now forecast due to an increase in demand for higher cost placements impacting the Corporate Parenting Budget this year. This budget is highly volatile and spend can change quickly as numbers of Looked After Children change. With the average costs being high a small change in numbers of young people can create a significant change in overall spend. Variations can also be driven by a change in placement type.

There is a gap in provision for children whose needs and risk presentations require small group living, such as 1 to 2 bedded residential placements. These children have very complex needs e.g. emergent mental health need, exiting acute health settings, knife crime, high levels of violence, fire setting and child exploitation risks. A more detailed analysis and report is being undertaken by senior managers to ensure that all appropriate actions are being implemented to manage down the pressure and identify implications sooner to allow proactive action to be taken.

There are some investment initiatives supporting troubled families within this Service Area. These were initially being funded from base budget rather than the incentive grant

received via the Troubled Families programme. As the base budget has been fully utilised in meeting increased demand, £0.7m of troubled families incentive grant will be applied in year.

Included in the £2.8m is an underachievement of £0.3m on the £1.6m Reconnecting Families project savings. This is due to the achieving fewer step downs than initially expected during the course of the year due to the complexities of finding the appropriate individual placement for the young person, due to both the complexity and a lack of sufficiency in the market. It is anticipated that this shortfall will be recovered during 2020/21 however this won't be fully clear until the cohort of children involved have placements identified.

DSG Funded Services

High Needs DSG Block

RAG rating ▲

Direction of travel ↔

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

Action Plan

SEND Sufficiency of Places Strategy approved by Cabinet in December 2018 to be supplemented by further actions currently in development

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

The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Over the last year this increased by just under 500 plans. Since the beginning of this financial year, the Council is issuing an average of 50 additional plans per month and this is having a significant impact on team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £0.055m per place per annum plus transport costs.

The level of spend will result in a negative reserve at year end and the Council will be required to submit a deficit recovery plan to the DfE.

Adult Services

£1.1m (0.6%) forecast overspend

Better Care Fund Pool

RAG rating



Direction of travel



Variation breakeven position

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

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

Action Plan

Home support capacity is broadly being maintained but the local market continues to be impacted by workforce availability. Based on current activity a forecast underspend of **£0.1m** is being reported, a decrease in the forecast spend of £0.1m from the previous month

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

Based on current activity, the budget for care home placements is forecast to overspend by **£0.6m**, (1.3% of the total care home budget). The increase of £0.3m from the previous month reflects a £0.2m increase in the estimated cost of void payments to be made in relation to care home beds plus a £0.1m increase in commitments. Over the year there is an increase in service user contributions being reported which is partly offsetting £1.0m of undelivered of savings linked to changes to commercial arrangements.

The council is required to make provision in the accounts for the risk associated with the collection of adult social care income that is still outstanding after six months. Based on the outstanding debt at the end of December the forecast assumes that a previously estimated reduction in the provision in 2019/20, will not happen resulting in a pressure of £0.4m. An update on the expected level of debt and what that means for the adjustment required at year end will be reported next month.

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

Adults with Care and Support Needs Pool

RAG rating ▲

Direction of travel

Variation  £4.1m
(4.9%) overspend

Action Plan

Mitigated by underspends in non – pool budgets. Also part of action plan produced this month.

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

The forecast includes a **£0.6m overspend** relating to increased packages.

A **£0.1m overspend** is being reported within blocks and contracts reflects the cost of prior year voids being higher than initially anticipated.

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

£0.5m overspend relates to one – off sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process. These costs have now ended.

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

The cost of care for all service users with autism is now being held and reported within this pool. The forecast includes a **£0.2m overspend** arising as a result of unexpected growth in this area.

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

Non-Pool Services

RAG rating  

Direction of travel

Variation -£3.0m
(-24.0%) underspend

Action Plan
Not required

Unallocated on-going base budget of **£2.6m** is being held outside the pooled budgets. **£1.7m** is funding built into the Medium-Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.

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

An exercise was undertaken to highlight any uncommitted budgets resulting in **£0.2m** budget being identified to offset existing pressures. This is a £0.1m reduction from last month.

All of the **£2.6m underspend** is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.

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

Within provider and support services, an estimated underspend of **£0.3m** is being reported.

All other areas are reporting a breakeven position noting the on-going support currently being provided to managers to be able to validate this position with regards to staffing and infrastructure.

Action will be taken across the directorate to reduce spend where possible by year end.

Commissioning The service is currently reporting a breakeven position.

RAG rating 

Direction of travel



Variation £0.0m
Breakeven

Action Plan
Not required

Public Health

£0m (0%) breakeven position after a transfer of £0.7m to the Public Health reserve

RAG rating 

Direction of travel



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

The forecast position includes a **£0.2m underspend** arising as a result of staff vacancies held within the service, **£0.3m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems, plus a further **£0.8m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend as other authorities move to the same refined costing tool, this is a further underspend of £0.2m from the previous month.

Action Plan
Not required

The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.7m.

Communities

£0.6m (0.5%) forecast underspend

Planning & Place

An underspend of **£0.1m** is reported in the Growth & Place service reflecting the prioritisation of allocating staff resources to capital and externally funded projects. This may increase further.

RAG rating



Direction of travel



The delays to the Minerals & Waste plan is likely to result in a slippage of £0.1m expenditure into 2020/21. The service is seeking to use the budget prioritisation reserve to manage the funding of these delayed costs.

Variation
£0.1m
underspend
(1.9%)

Community Operations Community Operations is reporting a net overspend of **£0.4m**.

RAG rating


£1.8m pressure on the Parking Account due to the combination of an historical downturn in Parking income, increased running cost and parking enforcement procurement costs.

Direction of travel


£0.7m pressure on highway defects and winter maintenance, increased to reflect the recent wet weather and anticipated cold spell to come. There is a risk this pressure could increase further.

Variation
£0.4m
(0.6%)
Overspend

£0.3m pressure in Cultural Services includes the pension costs resulting from structural changes within the service, cost increases in the Coroner's service and reduced income in the Library service. It is noted that the Music Service is forecasting an potential in-year trading deficit of £0.1m which will be met by the Music Service trading account reserve.

£2.4m underspend is reported in Waste management reflecting savings in contract management costs (-£0.8m) and tonnages in all waste streams being lower than budgeted (-£1.6m). The following table outlines this tonnage reductions.

Waste Management Outturn Variance		
Spend Type	Variance	Note
	£'000	
Tonnage	- 1,600	6.5% reduction in tonnage disposed, now forecast at 262kt (-£1,200k) and some price reductions (-£400k, mainly in the ERF.
TOTAL	- 1,600	
Budgeted Tonnage	280 kt	
Budgeted Tonnage Proportion Targets		Notes
Recycling/Composting etc.	58%	On target
Energy Recovery	38%	Forecast 39%
Landfill	4%	Forecast 3%
	100%	

Previously reported pressures in relation to Depot Works and ITU are now being managed within existing budgets.

Property & Investment

Property, Investment and Facilities Management is reporting a net underspend of **£0.9m**.

RAG rating



This reflects the current position, however as the realignment of budgets and reshaping of the service continues it is anticipated that this underspend will reduce.

Direction of travel



The substantial underspend reflects the unrealised additional cost of the Assets & Investment team that was included in previous S&RP. This saving has been partly offset by the increased costs of health & safety works to bring the property portfolio into a compliant level of operation.

Variation

£0.9m
underspend
(4.9%)
variance

Community Safety

A breakeven position is currently reported however there is a financial risk on the On-Call Firefighter budget due to the potential for adverse weather events this winter.

RAG rating



Direction of travel



Variation

£0.0m
(0.0%)
variance

Resources

£0.2m (-0.7%) forecast underspend

Resources

RAG rating



£0.1m overspend relates to the pressure of an unfunded Human Resources Business Partner and the ongoing £0.1m staffing pressure in Democratic Services, which is being partially offset by underspends across the wider Governance budget.

Direction of travel



Variation

£0.2m (-0.7%)
underspend

£0.1m overspend reflects a pressure on the Legal Services budget. An increase in external and internal income receivable is forecast to partly-mitigate cost pressures previously reported. Legal costs continue to exceed the expenditure budget, reflecting the increased counsel costs and court fees for complex childcare and increased directorate demand necessitating additional resource across the team.

A review of legal services internal recharges to date has highlighted a potential full year pressure of £0.4m on legal

budgets in Communities and People directorates which is reported in service and resource planning for 2020/21.

£0.2m overspend relates to the unfunded costs of the interim Procurement team which will be in place for the remainder of the financial year. The ongoing pressure will be addressed as part of Provision Cycle service redesign which is to be implemented from April 2020.

£0.1m overspend relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria.

£0.7m underspend reflects the vacancies being held in the ICT service. The service will review its resourcing requirements to deliver the new IT strategy. The strategy sets out the 3–5year technology requirements for the organisation including savings targets. Departmental staffing budgets currently underspent will be considered alongside the strategy.

Corporate Measures

General Balances

RAG rating



Direction of travel ↓

The current forecast for general balances at 31 March 2020 is **£18.5m**. This is **£0.8m** lower than the risk assessed level of **£19.3m** as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. This position assumes that forecast Directorate overspend of £6.4m is partly met from the remaining corporate contingency budget of £3.5m and £0.4m of the Strategic Measures underspend.

	£m	£m
General Balances at 1 April 2019		28.0
<i>Calls on Balances>Returns to Balances</i>		
Budgeted Contribution to Transformation Reserve	-6.0	
Northfield School Revenue Costs	-0.3	-6.3
Directorate Overspend after corporate contingency and Strategic Measures underspend have been used		-2.5
Projected Level of General Balances at 31 March 2020		19.2
Risked Assessed Level of General Balances 2019/20		19.3
Level of deficit balances		-0.1

Reserves Reserves are forecast to be **£66.1m** at 31 March 2020, a decrease of **£0.5m** since the last report which mainly relates to revised forecasts the Troubled Families Grant which is required as set out in the Children’s Social Care Countywide section above. The contribution to the Public Health Grant Reserve has increased from £0.5m to £0.7m.

RAG rating


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

Unplanned Use >£250k

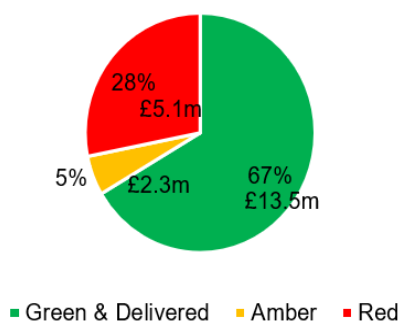
Cabinet approved the creation of a redundancy reserve on 21 January 2020. This will be used to fund the redundancy costs arising from the organisational improvement and service redesign programme.

Medium Term Financial Plan Savings The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 80.1% of savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2019.

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

Direction of travel ↑
% of savings expected to be achieved 95%

Directorate Saving Plans



£13.7m, 67%, of Directorate savings plans have been or are forecast to be delivered by year end.

£1.1m, 5%, are assessed as amber and are at risk of not being delivered in full year.

A further £5.8m, 28% are assessed as red and are not expected to be delivered in year.

The following Directorate saving plans are assessed as red:

Service redesign	£0.6m	Service redesign is underway for finance, strategic capabilities and the provision cycle. Implementation dates for these will mean that full year savings will not be achieved in 2019/20.
Children’s Services – Review of Third Party Spend	£1.7m	As reported above, non-delivery of this saving has created an in-year budget pressure for which the service is seeking alternative savings to help manage.

Annex C
Business Management Report December 2019

Children's Services – Reconnecting Families	£0.7m	As reported above, non-delivery of this saving has created an in-year budget pressure. It is anticipated that this shortfall will be recovered through overachievement of the savings in 2020/21 however this won't be fully clear until the cohort of children involved have placements identified.
Adult Services – Learning Disabilities	£1.1m	Savings totalling £2.4m are built into the council's contribution to the Adults with Care and Support Needs pool in 2019/20. Plans to implement these are progressing but savings are at risk of slipping or not being achievable and this has been included within the overspend reported for the pool.
Adult Services – Improvements to Acquired Brain Injury and Autism Pathway	£0.2m	
Adult Services – Commercial arrangements with care home providers	£1.0m	As reported above, the resulting in year budget pressure is partially offset by an increase in service user contributions within the Better Care Pool.
Communities - Parking Account Income	£0.5m	Additional income targets are not expected to be achieved. The resulting pressure is currently offset by other underspends within the Directorate.
Total Red Saving Plans	£5.8m	

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

The budget proposals for 2020/21 to 2023/24 that were agreed by Council on 11 February 2020 included plans to address the impact of slippage and non-delivery of savings on future years.

Grants

RAG rating



Direction of travel ↑

The council is expected to receive ringfenced and un-ringfenced government grants totalling **£341.3m** in 2019/20, This month a new grant of £0.1m for virtual headteacher has been received.

Strategic Measures

The following table sets out average in-house cash balances and average rates of return for December 2019. The current forecast outturn position for in house interest receivable is **£3.36m**, which is **£1.00m** above budget.

RAG rating



Month	Average cash balance	Average rate of return
December	£386.95m	0.91%

Direction of travel



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

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

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.92%	>=0.98%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.75%	>=3.75%

Debt and Loan Write Offs & Impairments

Indicators remain stable for collection of corporate income; days revenue outstanding, debt requiring impairment and debt over one year are all improved. The average collection rate for the year has dropped to 1.5 below target and dropped 4% this month. The reason for the drop is a high volume of Music Service invoices remain unpaid from their term 1 run; the value of these invoices is low and there have been some difficulties with a new invoicing process. The collection rate for invoices with a value over £10,000 was 96.5%.

Corporate Debtors



RAG rating



Debt requiring impairment (DRI) has decreased marginally for the fourth month. The developer contribution debt, 35% of DRI and reported previously, remains outstanding and legal are working with the service to set out the Council's case, consequently the DRI is unlikely to reduce materially over the remainder of the financial year.

Direction of travel

	Target	December 2019
Invoice collection rate	97.5%	93.3%
Avg. days outstanding	35	29
Debt requiring impairment	<£0.30m	£0.39m
Unsecure debt over 1 year	<£0.50m	£0.38m
Write offs as % of income Year to Date	<0.10%	0.00%

**Debt and
Loan Write
Offs &
Impairments**

**– Adult
Contribution
to Care
Charges**

Both the invoice collection rate and days revenue outstanding continue to be stable with no material movement. Debt requiring impairment (DRI) has marginally decreased, however the DRI remains higher than the current impairment balance, this month it is £0.35m. Planned savings of £0.35m, linked to reducing DRI in 2019/20, will not be met and this has been recorded as a pressure. The final DRI position is dependent on case resolutions in the final quarter; a detailed piece of work is due to be completed to project the final impairment position and identify level of further pressures.

RAG rating



There has been a slight reduction in the number of complex high value cases, now 912. New debt recovery staff are due to start in February and will be allocated based on debt prioritises. Delays due to outside influences such as housing market, Court of Protection and Probate office continue to be a factor delaying resolution of cases.

**Direction of
travel**



	Target	December 2019
Invoice collection rate	92%	89.2%
Avg. days outstanding	100	105
Debt requiring impairment	<£2.00m	£2.98m
Unsecure debt over 1 year	<£1.60m	£3.22m
Write offs as % of income Year to Date	<1.0%	0.55%

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

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Children						
Gross Expenditure	368,782	2,419	371,201	377,281	6,080	R
Gross Income	-255,037	1,775	-253,262	-253,262	0	G
	113,745	4,193	117,938	124,018	6,080	R
Resources						
Gross Expenditure	40,330	-162	40,168	40,282	114	G
Gross Income	-11,487	54	-11,433	-11,760	-327	R
	28,843	-108	28,735	28,522	-213	G
Communities						
Gross Expenditure	175,434	5,521	180,955	179,435	-1,520	G
Gross Income	-61,968	-5,840	-67,808	-66,908	900	R
	113,466	-319	113,147	112,527	-620	G
Adults						
Gross Expenditure	204,376	920	205,296	206,434	1,138	G
Gross Income	-20,349	-973	-21,322	-21,322	0	G
	184,027	-53	183,974	185,112	1,138	G
Public Health						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	0	0	0	0	0	G
Directorate Expenditure Total	818,872	8,697	827,569	833,382	5,812	G
Directorate Income Total	-378,791	-4,984	-383,775	-383,202	573	G
Directorate Total Net	440,081	3,713	443,794	450,179	6,385	R

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

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000	£000	underspend - overspend + £000	
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000	-290	-6,290	-8,820	-2,530	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	668	-832	-232	600	
Contingency	7,629	-3,389	4,240	785	-3,455	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-9,419	-1,000	
Strategic Measures Budget	29,208	-3,011	26,197	19,811	-6,385	
Unringfenced Government Grants	-18,743	-496	-19,239	-19,239	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
Council Tax Requirement	369,065	206	369,271	369,271	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
CEF1 Education & Learning						
Gross Expenditure	79,259	1,880	81,139	81,769	630	G
Gross Income	-54,797	935	-53,862	-53,862	0	G
	24,462	2,815	27,277	27,907	630	R
CEF2 Children's Social Care						
Gross Expenditure	34,717	347	35,064	35,864	800	R
Gross Income	-3,352	118	-3,234	-3,234	0	G
	31,365	465	31,830	32,630	800	R
CEF3 Children's Social Care Countywide Services						
Gross Expenditure	55,690	2,158	57,848	62,498	4,650	R
Gross Income	-3,882	-356	-4,238	-4,238	0	G
	51,808	1,802	53,610	58,260	4,650	R
CEF4-1 Delegated Schools						
Gross Expenditure	154,133	-1,952	152,181	152,181	0	G
Gross Income	-154,133	1,952	-152,181	-152,181	0	G
	0	0	0	0	0	G
CEF4 Other Schools						
Gross Expenditure	38,570	874	39,444	39,444	0	G
Gross Income	-38,354	-875	-39,229	-39,229	0	G
	216	-1	216	216	0	G

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

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEF5 Children's Services Central Costs						
Gross Expenditure	6,413	-888	5,525	5,525	0	G
Gross Income	-519	0	-519	-519	0	G
	5,894	-888	5,006	5,006	0	G
Directorate Expenditure Total	368,782	2,419	371,201	377,281	6,080	R
Directorate Income Total	-255,037	1,775	-253,262	-253,262	0	G
Directorate Total Net	113,745	4,193	117,938	124,018	6,080	R

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

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

Communities Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
EE1	Planning & Place						
	Gross Expenditure	11,862	2,698	14,560	14,460	-100	G
	Gross Income	-6,577	-2,760	-9,337	-9,337	0	G
		5,285	-62	5,223	5,123	-100	R
EE2	Community Operations						
	Gross Expenditure	124,284	-14,007	110,278	109,758	-520	G
	Gross Income	-48,224	3,714	-44,510	-43,610	900	R
		76,060	-10,293	65,767	66,147	380	G
EE3	Property & Investment						
	Gross Expenditure	12,822	16,526	29,348	28,448	-900	R
	Gross Income	-4,324	-6,483	-10,807	-10,807	0	G
		8,498	10,043	18,541	17,641	-900	R
EE4	Community Safety						
	Gross Expenditure	26,466	304	26,770	26,770	0	G
	Gross Income	-2,843	-311	-3,154	-3,154	0	G
		23,623	-7	23,616	23,616	0	G
	Directorate Expenditure Total	175,434	5,521	180,955	179,435	-1,520	G
	Directorate Income Total	-61,968	-5,840	-67,808	-66,908	900	R
	Directorate Total Net	113,466	-319	113,147	112,527	-620	G

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

Budget

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

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

G

R

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

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEO1 Corporate Services						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	2,298	0	2,298	2,298	0	G
CEO2 Law & Governance and Human Resources						
Gross Expenditure	11,223	-1,174	10,049	10,464	415	R
Gross Income	-5,070	-75	-5,145	-5,405	-260	R
	6,153	-1,249	4,904	5,059	155	R
CEO3 Corporate Finance & Internal Audit						
Gross Expenditure	7,388	2,232	9,620	9,859	239	R
Gross Income	-2,599	115	-2,484	-2,551	-67	R
	4,789	2,346	7,135	7,307	172	R
CEO4 Assistant Chief Executives						
Gross Expenditure	19,421	-1,220	18,201	17,661	-540	R
Gross Income	-3,818	15	-3,803	-3,803	0	G
	15,603	-1,205	14,398	13,858	-540	R
Directorate Expenditure Total	40,330	-162	40,168	40,282	114	G
Directorate Income Total	-11,487	54	-11,433	-11,760	-327	A
Directorate Total Net	28,843	-108	28,735	28,522	-213	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

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

Adults Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
SCS1 Adult Social Care						
Gross Expenditure	196,700	1,042	197,742	198,880	1,138	G
Gross Income	-18,999	-780	-19,779	-19,779	0	G
	177,701	262	177,963	179,101	1,138	G
SCS2 Joint Commissioning						
Gross Expenditure	7,676	-122	7,554	7,554	0	G
Gross Income	-1,350	-193	-1,543	-1,543	0	G
	6,326	-315	6,011	6,011	0	G
Directorate Expenditure Total	204,376	920	205,296	206,434	1,138	G
Directorate Income Total	-20,349	-973	-21,322	-21,322	0	G
Directorate Total Net	184,027	-53	183,974	185,112	1,138	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

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

Public Health Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
PH1 LA Commissioning Responsibilities - Nationally Defined						
Gross Expenditure	16,352	1	16,353	15,528	-825	R
Gross Income	0	0	0	0	0	G
	16,352	1	16,353	15,528	-825	R
PH2 LA Commissioning Responsibilities - Locally Defined						
Gross Expenditure	12,965	0	12,965	13,135	170	R
Gross Income	-228	0	-228	-228	0	G
	12,737	-1	12,737	12,907	170	R
PH3 Public Health Recharges						
Gross Expenditure	633	0	633	633	0	G
Gross Income	0	0	0	0	0	G
	633	0	633	633	0	G
PH4 Grant Income						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-29,722	0	-29,722	-29,722	0	G
	-29,722	0	-29,722	-29,722	0	G
Transfer to Public Health Reserve	0	0	0	655	655	G
Directorate Expenditure Total	29,950	0	29,950	29,950	0	G
Directorate Income Total	-29,950	0	-29,950	-29,950	0	G
Directorate Total Net	0	0	0	0	0	

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

Budget

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

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

G

R

Business Management Report
Position to the end of December 2019

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Feb	Dec	bcf pool contribution	SCS1-1A	Contribution to Better Care Fund Pool	T	876	0
				SCS1-6	Other Funding	T	-694	0
				VSMMGT	Strategic Measures	T	-182	0
CEF	Feb	Dec	Update to Pupil Premium Allocations	CEF1-3	Learning & School Improvement	T	106	-106
				CEF4-1	Delegated Budgets	T	-60	60
			CEF Retention Bonus Allocation	CEF2-2	Social Care	T	85	0
				CEF5-1	Management & Admin	T	-85	0
SCS	Feb	Dec	hospital staff budget alignment	BCFPOOL	Better Care Fund Pool	P	323	-323
				SCS1-1A	Contribution to Better Care Fund Pool	P	226	0
				SCS1-9	ASC Staffing & Infrastructure	P	-226	0
			Domestic abuse budget realignment	SCS1-4	Domestic Violence & Abuse Support Service	T	144	-358
				SCS1-6	Other Funding	T	214	0
Grand Total							726	-726

Business Management Report - December 2019
Cabinet - 25 February 2020
Earmarked Reserves

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020			
	£000	£000	£000			
Schools' Reserves	17,309	-4,751	12,558	12,558	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,901	-2,124	777	777	0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	14,704	-19,119	-4,415	-4,615	-200	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	1,324	-1,151	173	873	700	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	325	138	463	463	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	328	150	478	478	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	2,659	-699	1,960	1,960	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	1,997	250	2,247	2,247	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,193	-526	2,667	2,667	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	0	3,000	3,000	3,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	0	500	500	500	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	4,890	-3,286	1,604	1,604	0	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	10,647	-1,000	9,647	9,647	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	555	494	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	31,188	1,517	32,705	32,705	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	280	-280	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Redundancy Reserve	0	700	700	700	0	
Total Reserves	92,300	-26,187	66,113	66,613	500	