

CABINET REPORT - 21st September

BUSINESS MANAGEMENT AND MONITORING REPORT July 2021

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

RECOMMENDATIONS

- a. To note July business management and monitoring report.
- b. To approve virements set out in Annex 2b which include transferring £1m from the Covid-19 reserve to fund relevant expenditure within the directorates as set out in Annex C paragraph 72
- c. To approve the revised Music Service fees and charges as set out in Annex C paragraph 85 and Annex C-5.

Executive Summary

1. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2021/22 – July 2021. This Cabinet report will concentrate on the latest performance and risk position (July 21).

Introduction

2. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
3. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
 - a. Annex A: Performance July 21
 - b. Annex B: Leadership Risk Register July 21
 - c. Annex C: Summary of Financial Position July 21
6. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of officers continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.

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

Progress towards delivery of Oxfordshire County Council’s Corporate Plan

7. Oxfordshire County Council’s vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council’s actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
8. This year’s Outcomes Framework includes 6 outcomes, 26 Indicators (1 Annual, 3 Quarterly and 22 Monthly) and 98 measures (1 Annual, 12 Quarterly, 85 reported Monthly).
9. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.
10. Each month we use snapshot tables to indicate the main areas of change since the previous report. The report therefore shows that at end of July 2021 the 22 monthly indicators were rated as follows:

RAG	July	July %	YTD	YTD %
Green	12	54%	13	59%
Amber	5	23%	4	18%
Red	5	23%	5	23%

Indicator “OCC19 Children are supported to attend school” is being monitored over the Autumn Term starting in September. At present this indicator is not recorded, but frequency and target will be confirmed in January 2022.

11. The information below provides a snapshot of progress towards Corporate Plan outcomes during July 2021 (latest data and Year to Date position), including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A

We listen to our diverse residents to ensure that we can continuously improve our services

Performance highlights

- The online training for FixMyStreet Super-User Volunteers continues to progress well with 5 in July. In addition, we have arranged a Teams demonstration for the FixMyStreet Super-User system in September for Cllr Bearder and other councillors. We are continually improving the content of the session with the aim to simplify the use of the system for the Super User’s.
- During July 6,542 contacts were recorded from all channels, of which, 4,498 contacts (88%) were resolved at first point of contact.
- 95.5% of agreed invoices were paid within 30 days. This Measure includes invoices processed via the social care finance systems, as well as those paid via the self-service purchase order process. The social care invoices are processed by

OCC's Social Care Payments team and are then automatically passed to the corporate finance system (SAP) to make payment; these invoice account for 20-30% of invoices paid each month. Invoices paid via the self-service portal are performing slightly above target and the Social Care invoices slightly under. A business process review has been completed with the Social Care Payments team and changes to process are being planned to improve the timeliness of their processing to bring it up to target.

Areas for improvement

- The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end. £3.8m or 24% are rated amber and £0.2m or 1% are rated red. Directorates are working to ensure that these are achieved as planned and updates will be provided in future reports.

The below table illustrates the summary of performance for the indicators under the priority – **We listen to our diverse residents to ensure that we can continuously improve our services**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Our services improve	1. Improvement Following Audit or Inspection	Green	↔
	2. Listening to residents	Green	↔
We deliver value for money	3. The Council is financially resilient	Green	↔
	4. Effective financial management and governance	Amber	↓

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Performance highlights

- Residents can now rely on a more experienced and well-prepared fire service, thanks to the knowledge crews have gained while adapting to the challenges of the recent pandemic. That is the message from Oxfordshire County Council's Fire and Rescue Service, described in a new short film, designed to highlight recent collaborations with other emergency services and showcase new ways of working over the last year. The film is being used as part of the service's induction and training resources. It will also be shared on social media to thank residents and show the broad range of community safety initiatives offered by Oxfordshire's firefighters.
- During July 272 people were sign posted to health services via informal conversations in libraries. Output remains above target, as library business return to normal.

Areas for improvement

- In July 74.36% of emergency call attendance were made within 11 minutes and 87.82% were made in 14 minutes. Both short of the 80% and 95% targets respectively. The service continues to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places. The average response time for quarter 1 is 8 minutes 30 seconds.
- There were four fatalities on the roads in July: three were distracted car drivers and the other was a pedestrian struck by a car. The Road Safety Team have been active: promoting speed awareness at an event at the M40 J8a services and on the A40 around Burford where fire crews had erected 'Fatal 4' signage.

The below table illustrates the summary of performance for the indicators under the priority – **We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	Amber	↓
	6. Timeliness of emergency response	Red	↔

We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment

Performance highlights

- The council's climate action programme project is one of six finalists in the Leadership in Responding to the Climate Emergency category of the Municipal Journal (MJ) Awards 2021.
- A new telephone number (01223 849731) has been launched for Oxfordshire residents to call for urgent out of hours highways related issues. People can now report a highways matter to Oxfordshire County Council outside normal office hours – including evenings, weekends and bank holidays – if there are concerns about it causing an accident or damaging property. The call adviser will discuss the urgency of the issue and take appropriate action as required.
- Good weather, easing of COVID-19 restrictions and the start of the holiday activity programme, resulted in visitor numbers higher than predicted, at The Oxfordshire Museum, recording 24%. History Service visitor numbers were 20% lower than predicted, due to COVID-19, reflecting on the take-up of limited seating, but increased in seat availability and return of casual visitors. August should see a significant upturn.

- Young musicians in Oxfordshire have been given special permission to share a unique virtual performance of John Lennon's famous 1970s song "Imagine" that they put together during lockdown. Oxfordshire County Council's Music Service approached the ex-Beatle's estate with the project and were thrilled to be given permission for their performance which will be shared on social media on July 3 and will be allowed to remain live until October 3. The video can be viewed here: <https://youtu.be/Yk51u-vmjr8>

Areas for improvement

- In July, a further 309 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 20,799. This means that 35% of the streetlights within the County are now fitted with efficient LED equipment.
- Most of the waste landfilled is bulky waste from the Household Waste Recycling Centres (HWRC) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early last year. It then slowly recovered to 3.01% for last year. The forecast for this year remains uncertain until more data is available. While showing an increase from last year this is a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables.)

The below table illustrates the summary of performance for the indicators under the priority – **We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	Green	↔
	9. Participation in cultural services	Green	↔
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	Green	↔
	11. Reduced carbon impact of our transport network	Green	↔
	12. Air quality	Green	↔
	13. Household waste re-used, recycled or composted	Red	↔

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

Performance highlights

- Children Education and Families want to celebrate the educational results of the children we care for. The young people have worked hard and achieved some great results. A number received A* results and at least 6 have been accepted by universities, including Oxbridge entrants. Especially, at a time when learning was made difficult
- Despite the increase in contacts coming into the MASH, entrants to the social care system are not growing as the family solutions plus model starts to take hold. The teams have adult facing practitioners who are working with parents to help address their needs. This means that children can continue to be cared for in their own homes and that fewer need higher levels of social care intervention – such as a child protection plan
- Children across the county are invited to join the Wild World Heroes, Summer Reading Challenge 2021, at Oxfordshire libraries from Saturday 10 July. The competition held in partnership with charity the Reading Agency, encourages children to borrow and read any six library books over the summer. The Summer Reading Challenge is a great way for children to keep up their reading skills and confidence over the summer holidays and prevent the common holiday reading dip.
- Children and young people will benefit from an expansion of the holiday activities and food programme this summer, thanks to a £400,000 investment by Oxfordshire County Council. The money – made available to the council by the Department for Education – will fund wellbeing pursuits, life skills and health care initiatives for five- to 16-year-olds, such as swimming lessons, bike riding, dental care and hygiene.

Areas for improvement

- In the first 4 months of the year the number of contacts to the MASH has been 56% higher than pre Covid levels. This is being managed by the council funding of 7 additional staff from COVID-19 funds to help manage demand within the MASH. The additional number of MASH contacts does risk the additional demand moving throughout the system. The number of cared for children remains above target with delays in the court system meaning fewer children are leaving the care system. This increases the pressure on placements and means there are fewer placements for children entering the care system and moving within it. We would have expected 100 children to have left the cared for system in the last 4 months, but so far only 89 children have left. High caseloads mean workers have less time to work with individual families. The number of children we cared for remains above target. The number of children becoming cared for is increasing.

Increasing workload is also affecting recruitment and retention. This is exacerbated by a national shortage of qualified and experienced social workers in child in need/protection teams. Traditionally, Oxfordshire has had a good track record of recruiting and retaining social workers, but national and regional pressures are now beginning to impact, additional agency teams have been sourced for temporary periods in order to address bottlenecks of work.

- We are experience difficulties in accessing placements for cared for children, again this is a national issue of placement sufficiency. The service is supporting a small

number of children in temporary arrangements whilst extensive national searches for placements are undertaken

- Timeliness of Education, Health and Care Plans is below target and has been falling since October last year. This is being driven by increased demand for Statutory Assessment. The impact of the increased demand is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services to meet this demand for statutory assessment.

The below table illustrates the summary of performance for the indicators under the priority - **We strive to give every child a good start in life and protect everyone from neglect.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
	15. We provide help early on so children are less likely to be in need	Red	↔
	16. Number of looked after children	Amber	↔
	17. Number of child protection plans	Green	↑
	18. Timeliness completing Education, Health & Care Plans	Red	↓
	19. Children are supported to attend school	N/A	N/A

Indicator "OCC19 Children are supported to attend school" is being monitored over the Autumn Term starting in September. At present this indicator is not recorded, but frequency and target will be confirmed in January 2022.

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

Performance highlights

- We are transforming the way we deliver adult social care through the Oxfordshire Way approach co-designed with our voluntary sector partners. Our vision is that 'we want the people of Oxfordshire to live well in their community, remaining fit and healthy for as long as possible' and we are working with partners in health, district councils, voluntary sector and care providers to deliver this vision.
- Within small localities we are working together with our partners as one team to deliver right support at the right time. We have also started a new conversation about prevention, looking across the partnership at opportunities to join our efforts for greater impact e.g. by mapping existing resources and making better use of research to demonstrate the impact of preventative working. This is already having a positive impact on people's lives as more people are being supported in the community and fewer people are waiting to be allocated a social worker.
- The new £5 million investment from Oxfordshire County Council will go to the Resonance Supported Homes Fund (RSHF), a social impact investment fund that helps to provide accommodation for vulnerable groups, such as those with learning

disabilities, on behalf of local authorities. Supported living accommodation enables people to live in their own homes, with care and support provided on site. The fund will help to provide up to an additional 25 support living accommodation units for adults in Oxfordshire with care and support needs.

Areas for improvement

- We are already planning for winter and ensuring that we can help patients return home from hospital as soon as possible. Our new Home First service was established in November 2020 in partnership with Oxfordshire Clinical Commissioning Group, Age UK, Oxford University and Oxford Health Foundation Trusts. It is an evidence-based approach to hospital discharges, that aims to achieve greater levels of independence for people in their own home following a period of being unwell. Age UK help people return home where they need vital practical help to return home, such as ensuring there is food in the home and they actively review the patient lists with the social workers and hospital colleagues. The Home Service has now helped over 2400 people.

The below table illustrates the summary of performance for the indicators under the priority - **We enable older and disabled people to live independently and care for those in greatest need**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Care services support independent living	20. Number of people with control over their care	Green	↔
	21. People needing social care are supported to stay in their own home	Green	↔

We support a thriving & inclusive local economy that recovers strongly from the COVID crisis

Performance highlights

- In July, twelve enhancements to rural bus services in Oxfordshire have been given funding to keep operating until April 2022. Oxfordshire County Council will use £275,000 of its existing Local Authority Bus Subsidy Grant (LABSG) from the government to provide short-term interim support to the services which would otherwise have faced withdrawal in August 2021. Three routes are being saved in full through the interim grant, with the other nine having specific routes, journeys or days of operation being supported.
- The Fire Protection team is continuing to complete the backlog of fire safety audits. The Trading Standards team is still doing a lot of work around business interventions. It is encouraging to see that the 'Buy with Confidence' approved trader scheme has increased its membership and the average overall user score for the various services sitting at 98.4%.
- 10% of the number of highway trees surveyed within 4-year cycle, was above 8% target during June. 61% of the planned annual programme for inspecting 72 parishes has been completed as at end July 2021.

Areas for improvement

- Participation in innovation funding bids or new projects in support of Living Oxfordshire achieved one new project against the target 2.5 projects per month. this month (HySPERT), which is the 8-month feasibility project funded by Innovate UK, in collaboration and led by ULEMCo Ltd. The specialist hydrogen commercial vehicle company, with Oxfordshire Fire & Rescue Service, Oxfordshire CC, develop a bespoke hydrogen fuel cell based zero- emission niche vehicle chassis platform. It will be adaptable for special purpose applications, like fire- pumping appliances and refuge trucks. The total funding for this project is £356k, with funding for OCC of £87k.

The below table illustrates the summary of performance for the indicators under the priority - **We support a thriving & inclusive local economy that recovers strongly from the COVID crisis.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Everyone has access to good homes and jobs	22. Infrastructure delivery supports growth	Amber	↓
	23. Number of new homes	Amber	↔
Businesses are able to grow and develop	24. Support for a strong local economy	Red	↓
People and communities Have excellent transport	25. Levels of disruption to journeys	Green	↔

Risk Management

- The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from services to the leadership level due to the potential scale of their impact.
- The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.
- The 2021/22 Risk opportunities and management strategy has been reviewed and refreshed, reflecting on the risks associated with the corporate plan and priorities of the council. The scoring matrix has changed to a 5 x 5 matrix, further details included in Annex B.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	01/09/2021 - Mitigating actions and comments updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	09/09/2021 – Potential impact and mitigating actions updated
LR3	High needs block funding	15 Medium Risk	↔	01/09/2021 - No changes
LR4	Safeguarding of vulnerable adults	10 Medium Risk	↔	03/08/2021 – No changes
LR5	Demand management - Adults	12 Medium Risk	↔	25/08/2021 - Risk manager and comments updated
LR6	Capital Infrastructure Programme Delivery	15 Medium Risk	↑	01/09/2021 – Residual score increased, mitigating actions and comments updated
LR7	Local resilience, community resilience, cohesion	8 Medium Risk	↔	17/08/2021- No changes
LR8	Management of partnerships (non-commercial)	6 Low Risk	↔	06/08/2021 - No changes.
LR9	Supply chain management	8 Medium Risk	↔	03/08/2021 - No changes.
LR10	Corporate governance	2 Low Risk	↔	17/08/2021 – No changes
LR11	Workforce management	9 Medium Risk	↔	18/08/2021 - Comments updated.
LR12	Organisational Change and Service Design	12 Medium Risk	↔	18/08/2021 - Comments updated.
LR13	Financial resilience	10 Medium Risk	↔	25/08/2021 – No changes
LR14	Health and Safety	8 Medium Risk	↔	17/08/2021 - Comments updated
LR15	Business Continuity and recovery plans	8 Medium Risk	↔	11/08/2021 – Comments updated
LR16	Cyber security	12 Medium Risk	↔	18/08/2021 - Comments updated.
LR17	ICT Infrastructure	8 Medium Risk	↔	18/08/2021 - No changes.
LR18	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	9 Low Risk	↔	04/08/2021 – Controls updated
LR20	Construction, Resources and Skills Shortages	16 High Risk	↔	26/08/2021 – No changes

15. The table above provides a summary of the Council’s leadership risks at 01st September 2021. Risks are assessed for both their likelihood (on a scale of 1-5) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk’s “residual score” is recorded. This can be seen in detail in Annex B.
16. There was one score change on the Leadership Risk Register during July, “LR6 Capital Infrastructure Programme Delivery” has increased its residual score from 10 (Medium Risk) to 15 (Medium Risk). For further details please go to Annex B Leadership Risk Register July.

Financial Management

Summary of the Council’s financial position

18. This report is the second financial monitoring information for the 2021/22 financial year and covers the period up to the end of July 2021. This report is on an exception basis, focusing on key risk, issues and areas of emerging pressures.
19. The table below sets out the forecast position for 2021/22. The forecast overspend of £0.4m reflects the ongoing impact of pressures and vacancies reported within the directorates at the end of the 2020/21 financial year. Further detail is set out in the directorate sections below. Where variations to the budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance	Variance
	£m	£m	£m	%
Children Services	139.6	140.3	0.7	0.5
Adult Services	198.5	198.5	0.0	0.0
Public Health	0.2	0.2	0.0	0.0
Environment & Place	61.0	62.1	1.1	1.8
Customers, Organisational Development & Resources	33.3	33.1	-0.2	-0.6
Commercial Development, Assets and Investments	50.3	49.1	-1.2	-2.4
Total Directorate Budgets	482.9	483.3	0.4	0.1
Corporate Measures	-482.9	-482.9	0.0	0.0
Total Forecast Position	0.0	0.4	0.4	0.1

20. General Balances at 31 March 2021 were £34.6m and are forecast to be £34.2m by 31 March 2022 and reflect to the current forecast directorate overspend of £0.4m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.
21. See Annex C for further details and commentary.

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