

# CABINET REPORT – 20<sup>th</sup> April

## BUSINESS MANAGEMENT & MONITORING REPORT February 2021

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

### RECOMMENDATIONS

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

### Executive Summary

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

### Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
4. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.<sup>1</sup>
6. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
  - a. Annex A: performance
  - b. Annex B: risk
  - c. Annex C: finance
7. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, 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.

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

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

## **Progress towards delivery of Oxfordshire County Council's Corporate Plan**

11. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
12. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
13. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.
14. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report.
15. The information below provides a snapshot of progress towards Corporate Plan outcomes during February 2021, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.

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

### Performance highlights

- The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – February – 116 customers surveyed 93.97% were happy with the service they received from Customer Services. 5,226 contacts recorded from all channels. 4,471 contacts (86%) were resolved at first point of contact.

### Areas for improvement

- During February, the Customer Service Centre received 11,541 inbound calls and made, 6,273 outbound calls. The abandoned level decreased slightly from 6.7% to 6.3%. School Admissions have seen the biggest reduction in calls during February. Areas for Communities (Highways, Street Lighting, Van & Waste) remain consistent with this time of year. Residential Parking has seen two new Controlled Parking Zones (CPZs) introduced during February, with two more due in March. Demand on the team has increased with the new zones.

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

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

## Performance highlights

- The Trading Standards team have continued to support reports of scams and doorstep crime, and the Fire Service crews, and Home & Community Advisers have continued to carry out Safe and Well visits during lockdown in a COVID safe way.
- Drivers are being warned about the dangers of using mobile phones while driving in a campaign launched by Oxfordshire Fire and Rescue Service. Research has shown that using a mobile phone can impair driving ability more than being over the drink drive limit. The campaign is in collaboration with Thames Valley Police. Their officers will be focusing on detecting and prosecuting drivers who use their mobile phones behind the wheel.

## Areas for improvement

- The Fire Service aim for the nearest Fire Engine to attend an emergency within 11 minutes 80% of the time and within 14 minutes 95% of the time. At present it is running at 76.79% and 88.51% respectively.

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

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

## **Performance highlights**

- The percentage of highway maintenance construction, demolition and excavation waste diverted from landfill is at an average of 97.9% between April and January (data reported one month in arrears). Achieving over and beyond the 90% annual target.
- An annual measure of 8% reduction in carbon equivalent emissions from Council estates & activities is 2% higher than the 6% target for the year.
  - 545 streetlights converted to LED in February.
  - OCC obtained £2.1m funding from Public Sector Decarbonisation Scheme (PSDS) to implement heat decarbonisation and energy efficiency projects for 7 council builds and 4 maintained schools
  - Scoping of new design standards for new build and refurbishment completed.
  - Benson Library refurbished with a range of energy saving measures, solar PV and an air source heat pump taking it off the gas grid.
- Options for improved air quality metrics have now been drafted. County and district colleagues are being consulted on this and once agreed these will allow better reporting of the air quality position and progress in the county.

## **Areas for improvement**

- In February a further 545 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,761. This represents 31.5% of the 59,631 within the County. The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.
- The library service has seen a 53% drop in Active Users in February 2021 compared to the same time last year. Registered borrowers have dropped by 10%, New borrowers dropped by 78% and daily visits have dropped by 97%. The drop is due to the service operating a limited service from only 14 libraries in Feb 2021.

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

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

## Performance highlights

- In the last 12 months 59% of Education Health and Care Plans have been issued in 20 weeks, in line with the latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped.
- Children Services have supported schools who remained open for vulnerable children and children of key workers and continue to support them as they open fully and welcome children back into full time education
- Throughout the year we have worked hard to improve the timeliness of Education, Health and Care plans. This has now hit the target level and is line with the national average. This has been delivered by strong management action; improved processes and targeted resources.

## Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). The MASH is staffed to deal with 350 contacts per week and so far, this year there have been over 550 per week. The additional 7 temporary staff agreed by the council have been recruited and have helped to deal with this additional work.
- The number of children we care for is above (worse than) the target level, but lower than this time last year. Numbers since April have risen slightly (767 to 780), whereas previously they were dropping. The change in trajectory has been partly driven by a slowdown in children and young people who leave the system. The implementation of the Family Safeguarding plus Model was planned to help manage and reduce demand. However, managing risk to children in the community, supporting them to stay within the family home, the key impact of the Family Safeguarding Mode, is particularly challenging at this time and the service has had to make difficult risk-based decision, given the limitations of education and community protective factors during the three lockdown periods.

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

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

## Performance highlights

- We continue to support independent living by increasing the amount of home care we purchase to support people at home. We are currently purchasing over 4,000 more hours of home care per week than in April. This has meant that more people are supported at home and fewer people have been placed in care homes. Just under a hundred new people this year have been supported with care in extra care housing.
- People are supported to have more control over the delivery of care. More people have a personal budget than the national average and more people organise their care through a direct payment where they are provided with the cash to purchase the care.

## Areas for improvement

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

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



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

## Performance highlights

- 95% of iHub’s live projects are progressing on schedule and on Budget. There is a reliance on external partners to reach time and deliver milestones.
- Average excess waiting time for buses on frequent services (minutes) is running at 1.1 mins, well below the target the 5 mins target. Going forward the target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now signed off by OCC and bus operator Directors.

## Areas for improvement

- Supporting the delivery of new affordable housing has not met its three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG).
- Trading Standards interventions or fire risk inspections for businesses are performing at a high rate during COVID. However, Trading Standards has failed to reach the target of 3135, only making 2331 interventions.

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

## Risk Management

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

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	Risk reviewed
LR2	Safeguarding of vulnerable children	15 High Risk	↔	Risk reviewed
LR3	Capital Infrastructure Programme Delivery	10 Medium	↔	Risk reviewed
LR4	Local resilience, community resilience, cohesion	8 Medium Risk	↔	Risk reviewed
LR5	Management of partnerships (non-commercial)	6 Low Risk	↔	Risk reviewed
LR6	Supply chain management	8 Medium Risk	↔	Risk reviewed
LR7	Delivery of statutory duties	4 Low Risk	↔	Risk reviewed
LR8	Corporate governance	2 Low Risk	↔	Risk reviewed
LR9	Workforce management	9 Medium Risk	↔	Risk reviewed
LR10	Organisational Change and Service Design	12 Medium Risk	↔	Risk reviewed
LR11	Financial resilience	10 Medium Risk	↔	Risk reviewed
LR12	Property and assets	6 Low Risk	↔	Risk reviewed
LR13	Health and Safety	8 Medium Risk	↔	Risk reviewed
LR14	Business Continuity and recovery plans	8 Medium Risk	↔	Risk reviewed
LR15	Cyber security	12 Medium Risk	↔	Risk reviewed
LR16	ICT Infrastructure	8 Medium Risk	↔	Risk reviewed
LR17	COVID-19 Community and customers	16 High Risk	↔	Risk reviewed
LR18	COVID-19 Business continuity	20 High Risk	↔	Risk reviewed
LR19	Safeguarding of vulnerable adults	10 Medium Risk	↔	Risk reviewed
LR20	Demand management - adults	12 Medium Risk	↔	Risk reviewed
LR21	County Elections May 2021	12 Medium Risk	↔	Risk reviewed

18. The table above provides a summary of the Council's leadership risks at 16<sup>th</sup> February 2021. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible.
19. During February the Leadership Risk Register has no score changes. Please review Annex B for details.

## Financial Management

### 20. Summary of the Council's financial position

21. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. Council agreed the 2021/22 revenue budget and the 2021/22 to 2025/26 Medium Term Financial Strategy on 9 February 2021. The Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.
22. In relation to 2020/21, based on expenditure to the end of February 2021, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£4.0m within directorates and a net underspend on Corporate Measures of -£0.4m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance February 2021	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	133.2	131.7	-1.5	-1.1%
Adult Services	197.6	197.6	0.0	0%
Public Health	0.5	0.5	0.0	0%
Environment & Place	62.6	63.1	+0.5	0.8%
Customers, Organisational Development & Resources	35.2	34.6	-0.6	-1.7%
Commercial Development, Assets and Investments	50.0	47.6	-2.4	-4.8%
<b>Total Directorate Position</b>	<b>479.1</b>	<b>475.1</b>	<b>-4.0</b>	<b>-0.8%</b>
Corporate Measures	-508.8	-509.2	-0.4	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
<b>Overall Surplus/Deficit</b>	<b>0.0</b>	<b>-4.4</b>	<b>-4.4</b>	

23. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August 2020 to October 2020. A third virement from the COVID-19 budget of £2.1m was approved by Cabinet on 16 March 2021 for the period November 2020 to January 2021 and an estimate for February 2020 and March 2021.
24. The financial impact of COVID-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. It is now expected that £42.2m of additional expenditure and income losses will occur in 2020/21 and a further £10.0m, originally forecast for 2020/21, falling into 2021/22.
25. The balance remaining on the COVID-19 budget at year end will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. The balance is currently forecast to be £14.0m after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme.
26. As set out in Annex C-5b, the total of COVID-19 related grants paid to the Council at end of February 2021 was £74.5m. Of this, £24.8m has been passed to schools, providers, the voluntary sector and the City and District Councils. The total does not include the second claim to the Sales, Fees and Charges Income Guarantee scheme of £1.8m for the period August 2020 to November 2020 which is still subject to confirmation and an estimated claim of £1.2m for the period December 2020 to March 2021.
27. The current forecast for general balances at 31 March 2021 is £33.1m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £4.0m and the Strategic Measures underspend of £0.4m are returned to balances.
28. 84.6% of planned savings totaling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.
29. See Annex C for further details and commentary.

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ANNEX A – PERFORMANCE DASHBOARDS – February 2021

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our services improve	1. Improvement following audit or inspection	GREEN ↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	50%	60%	Of the 10 actions required, 6 have been closed. We expect to close 1 more in April 2021, 2 in Q3 of 21/22 and the last in Q4 2022.
			The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	94%	94% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally
	2. Listening to residents	AMBER ↔	Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	29%	<p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in February was 843. Of these:</p> <ul style="list-style-type: none"> <li>• 247 (29%) are now repaired.</li> <li>• 479 (57%) were closed without action. Of this group, 5% were the responsibility of other organisations 46% did not meet our intervention criteria 38% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) 11% were duplicates of other reports</li> <li>• 96 (11%) are still awaiting a decision from officers.</li> <li>• 21 (2%) are waiting for Skanska to repair.</li> </ul> <p>Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions.</p> <p>The 38% of issues in the 'closed without action' group represents xxx (Tom to confirm on 15th March) reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a systems upgrade on the projects list for Spring 2021. This forms part of wider FMS / customer enquiry improvements.</p> <p>This information is reported in arrears to enable inclusion of full month activity.</p>
			Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public	+4 per month	0	<p>Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers (SUs).</p> <p>The volunteer coordination team is currently in the process of completing the remote training program following feedback from the Highways Officers. We plan to trial the new FMS training system in April. The main focus is now converting the existing SU's over from HIAMS to the new system.</p>
			Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	93.97%	<p>The Customers Service Centre undertakes a customer satisfaction survey one week every month.</p> <p>Latest satisfaction survey – February – 116 customers surveyed 93.97% were happy with the service they received from Customer Services. 6.03% where Neutral. 0% was dissatisfied.</p> <p>99.14% of customers where happy with the experience they received from individual officers.</p>

				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	86%	5,226 contacts recorded from all channels. 4,471 contacts (86%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	6.3%	<p>During February, the Customer Service Centre received 11,541 inbound calls and made, 6,273 outbound calls. The abandoned level reduced slightly from 6.7% to 6.3%</p> <p>School Admissions have seen the biggest reduction in calls during February. Areas for Communities (Highways, Street Lighting, Van &amp; Waste) remain consistent with this time of year. Residential Parking has seen two new Controlled Parking Zones (CPZs) introduced during February, with two more due in March. Demand on the team has increased with the new zones.</p> <p>Registration contacts remain high but are down 21% compared to February.</p> <p>Calls to Adult Social Care dropped slightly in February compared to January – down 3%. Compared to February 2020, they are down 20%</p> <p>Calls to Children Social Care remain consistent with only a slight fall compared to January.</p> <p>Carers Oxfordshire service will move out of the Customer Service Centre from 1st April to a new provider and work is on-going to ensure a smooth transition.</p>
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	Financial indicators contained in the Financial Strategy are on track	100%	66%	The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience.
				General balances remain at or above the risk assessed level	100%	141%	Balances are forecast to be £33.1m at 31 March 2021.
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.8%	Based on expenditure to the end of February 2021 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£4.0m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	↔	Number of vulnerable children and adults helped to live more secure and independent lives	5707	5649	This measure is doing well and on track to meet the year-end target. The Trading Standards team have continued to support reports of scams and doorstep crime, and the Fire Service crews and Home & Community Advisers have continued to carry out Safe and Well visits during lockdown in a COVID safe way.
			Number of children better educated to live safer and healthier lives	13326	440	Unfortunately, the government restrictions have significantly affected this measure and the year-end target will not be met. Fire cadets are meeting online and Fire Service crews have recently adapted to using digital technology for some educational activities.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Owing to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against these targets. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, how we measure and monitor travel by cycling and walking is being reviewed with targets to be reset, with more specific indicators developed to measure the impacts of our interventions where we have approved Local Cycling and Walking Infrastructure Plans, (currently Oxford and Bicester, with others at the planning stage). The 2021/22 proposed targets below have been identified for approval by the Active Travel Programme Board:  <ul style="list-style-type: none"> <li>• OC1: OCC will plan for 38% of all Oxford to Oxford work journeys to be by bicycle by 2031 (representing a 50% increase from 11,000 to 17,000 commuter cycle journeys a day compared to 2011)</li> <li>• OC2: OCC will plan for a 50% increase in all cycle journeys within Oxford for all purposes by 2031 (representing an increase from 300,000 to 450,000 in cycle journeys a week by Oxford residents)</li> <li>• BCW 1: OCC will plan for at least a 200% increase in cycling (tripling) and 50% increase in walking for trips within Bicester from 2020 to 2031</li> </ul> In addition, the Programme Board is considering the overall headline measures for this area, which would require baselines to be re-established and targets agreed/set: <ul style="list-style-type: none"> <li>• To increase the % of cycling and walking in Oxfordshire by promoting modal shift to active travel.</li> <li>• To increase the % of people who feel safer when walking and cycling, including g on journeys to school.</li> </ul>

			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	99% drop from Feb 2020	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020, and closed again from January 2021)
6. Timeliness of emergency response	AMBER	↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	971	553	There were no road or fire fatalities in February. Our figures for rescuing people from fires and non-fire incidents remain positively high. We will not reach our target due to the low number of Co-Responding calls which is an area outside of our control. However, we are reviewing our scope and target in this area for 2021-22.
			% of emergency call attendances made within 11 minutes	80%	76.79%	We are only 3% below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year (our response for February was 79.23%). Our average response time in February was 8mins 16secs.
			% of emergency call attendances made within 14 minutes	95%	88.51%	
7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	GREEN		Rate of successful quitters per 100,000 smokers 18+	> 3,564	2423	The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020.
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	9.4%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	49.7%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	54%	We continue to exceed local targets and England averages



WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	GREEN ↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.5%	Cumulative rate and covers all defects April to January. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.2%	Cumulative rate and covers all defects April to January. (Data is reported one month in arrears.)
			Kilometres of highway resurfaced as % of total	3.07%	2.68%	The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
	9. Engagement with cultural services	AMBER ↔	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -100% b) -100%  History Service a) -100% b) -100%	Museum Service: In person engagement February 2021:-  Visitors = 0 (February '20 = 10,280) School children = 0 (February '20 = 716) In the community = 0 attendees (February '20 = 389) Museum Service unable to deliver to schools and groups in the community. All service points closed in response to Lockdown 3  History Service: In-person engagement February 2021: 0 visitors (February 2020 = 280) 0 attendees at events (February 2020 = 106). History Centre was closed to all visitors under national lockdown.
			Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service: Online/remote engagement. February 2021 = 20,865 (exc OCC website for which figures not yet available) representing a 196% increase over February 2020 NB Museum collection Heritage Search website engagements are included in History service total below.  History Service: Online/remote engagement February 2021 = 77,433 engagements representing a 6% decrease from February 2020. This includes answering 147 e-mail enquiries, a decrease of 31% on February 2020, as the remote enquiry service was largely shut down under lockdown, with no access to physical archive collections.  Library Services: Online engagement (social media and website visits) for February 2021 is 250,233
			Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -53% b) -78% c) -97%	A phased re-opening of the library network commenced in July 2020. As of 5 November 2020, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National Lockdown from January.

						<p>a) Active users Feb 2020 = 81219. Active users Feb 2021 = 38,086 - this is a reduction of 53%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output). While this is concerning, it is worth noting that registered borrowers have only dropped by around 10%.</p> <p>b) New borrowers Feb 2020 = 2211. New borrowers Feb 2021 = 484. (drop of 78%) (NB Libraries closed in Feb 2021).</p> <p>c) Daily visits Feb 2020 = 204,369. Daily visits Feb 2021 = 6,847 (drop of 97%). The drop is due to the service operating a limited service from only 14 libraries in Feb 2021.</p>	
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	AMBER	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	8%	This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target.
				% of streetlights fitted with LED lanterns by March 2021	40%	31.5%	<p>In February a further 545 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,761. This represents 31.5% of the 59,631 within the County.</p> <p>The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.</p>
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
	11. Reduced carbon impact of our transport network	GREEN	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available	<p>Work on the pilot car park in Bicester started however further issues with the supply of the charge points has meant that they will now be available for public use at the end of April 2021, a slippage, in total, of approximately 3 months. The latest issue has been caused by the certification test house being hit by an outbreak of Covid. The communication work to educate potential users on the positives of using an EV and informing them about the availability of chargers in their area which commenced at the end of November has maintained a strong presence, but with this delay we are reviewing the structure of the planned events.</p> <p>The remaining 23 car parks will now have chargers installed between July 2021 and December 2021 after which usage data will be monitored until end March 2022.</p> <p>The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board and is on course to be complete by the end March 2021.</p> <p>Annual target relates to the Park and Charge project only. It is now expected that 140 chargers in 24 car parks will be installed. Success of charging installation is not under the control of OCC, but we can facilitate/influence the project. (Note 140 relates to number of chargers - each charger is a twin socket making 280 charging spaces countywide).</p> <p>The first on-line communication event aimed at encouraging residents to move to EVs is planned for 18th March 2021.</p>

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	97.9%	Rate is the average for April to January (data is reported one month in arrears).
12. Air quality	AMBER	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available in 2021/22. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions are also underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	AMBER	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 29.7% b) 30.01% c) 0.19% Total 59.9%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts remain uncertain as waste tonnages continue to be influenced by COVID-19 factors, and volumes remain higher than last year. The slight decrease in the recycling rate reported in January is due to the suspension of garden waste collections in South and Vale in January and the normal seasonal reduction in green waste during the winter.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	3%	Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	65.69%	Household Waste Recycling Centres reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life	14. Prevalence of healthy children	AMBER ↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	No Data	During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.
			Percentage of births that have received a face to face New Birth Visit	95%	97.8%	All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)
			Percentage of children who received a 12-month review	93%	No Data	This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.
			Percentage of children who received a 2-2½ year review	93%	No Data	This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.
			Babies breastfed at 6-8 weeks of age	60%	No Data	This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indicator is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	No Data	This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.
	15. Number of children we care for	AMBER ↔	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	767	The number of children we care for was 767 at the end of February compared to 788 12 months ago. The figure is above (worse than) target as fewer people are leaving the cared for system in part due to backlogs in family courts. Nationally cared for numbers increased by 2% last year whilst in Oxfordshire they fell by 2%

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5,858	The service is staffed for 140 assessments per week. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities.
	17. Number of child protection plans	GREEN	↔	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21.	550	480	Although performance remains positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown
<b>Children are able to reach their potential</b>	18. Timeliness of completing Education, Health and Care Plans	GREEN	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	59%	In the last 12 months 59% of plans have been issued in 20 weeks, in line with the latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED								
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY		
Care services support independent living	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Monitoring	5435	Figures are affected by COVID-19.	
				Number of people receiving reablement		2374		
				% of people who need no ongoing care after the end of reablement		41%		
	20. Number of people with control over their care	GREEN	↔		% of people with safeguarding concerns who define the outcomes they want	> 90%	96.4%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
					Number of people with personal budgets remains above the national average	> 90%	92%	92% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
					% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
					% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	45%	45% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 39.5% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔		Reduce the number of people delayed in hospital awaiting <b>health</b> care	22	8	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
					Reduce the number of people delayed in hospital awaiting <b>social</b> care	6	6	
					Reduce the number of people delayed in hospital awaiting both <b>health and social</b> care	26	5	
	22. People needing social care are supported to stay in their own home	GREEN	↔		Maintain the number of home care hours purchased per week	> 21,000 hours	25,249	There has been a 20% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home
					Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	16	16 people so far in the year therefore pro rata 17 in year
					Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	90.6%	The service continues to deliver above target.
					Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	60.6%	Increasing home care being purchased and fewer care home admissions
					There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21	60	98	98 new funded placements in the year so far though not all through formal nominations

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RAT E /	COMMENTARY
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	GREEN ↔	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	75% (position as at 28 <sup>th</sup> Feb)	This measures the capital infrastructure major programme and means 75% of agreed programme for the year 20/21 has been spent or committed. In addition to this actual spend, a Funding Agreement for a further £15.9M has now also been completed and this means by year end all spending commitments for the Growth Deal will have been met.
	24. Number of new homes	AMBER ↔	We support the delivery of new affordable housing starts, 1322 by March 2022	1,322 homes to March 2022	637 homes estimated to March 2021	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG). Discussions with (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy	GREEN ↑	Number of businesses given support by Trading Standards interventions or fire risk inspections	3135	2331	The Trading Standards team are still performing well with their high number of business interventions and is the area in this measure that has able to continue successfully during the COVID-19 pandemic. All other areas have suffered and as a result the overall target will not be met.
			Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	41	Rate is April to end of February. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. New successful innovation collaboration, a project to introduce VR into care homes, collaborating with care homes in Oxfordshire and Plymouth.
			Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	95%	Rate is for February. There is reliance on external partners to reach time and delivery milestones.

<b>People and communities have excellent transport and broadband connections</b>	26. Level of disruption to journeys	<b>GREEN</b>	↔	Reduce the number of failed utility works inspected	<15%	24%	From 1,267 sample A/B/C inspections conducted in February (including all follow up inspections) 300 failed. This equates to 24% failure rate. This is above the target of 15% and mainly due to 1 area with extensive failures by 1 company. The failures largely relate to the quality of the reinstatements. This is being followed up through escalation with the company concerned and issuing of fixed penalty notices.
				Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and data from the Department for Transport is expected to be available from May 2021.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0.3%	The reported rate is for February. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored.  A random 10% check was completed in February by Highway Officers, and data confirms there were 8 Non-Compliant Defects. February rate calculated as 8 return repairs/visits to own works (NCDs) divided by 2,620 total potholes fixed.
				Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.
				Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	113%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November 2020, despite challenges with COVID-19.  73 parish surveys need to be undertaken by March 2022. The service has started surveying parishes due in 2021/22 to enable ability to front load at beginning of April 2021, and 13% have been completed.  Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of March 2021.
				Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now signed off by OCC and bus operator Directors.
	27. Enhanced digital connectivity for residents and businesses	<b>GREEN</b>	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,338	Rate is to end of December. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises.  The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

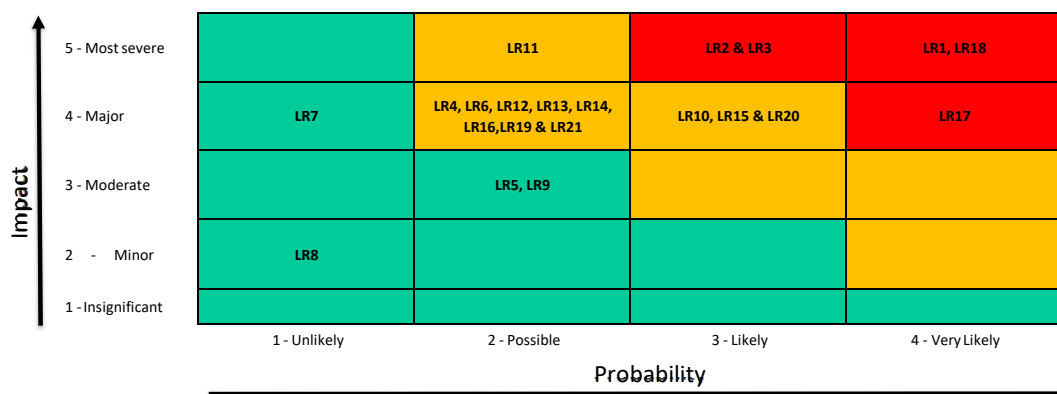


			<p>The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband</p>	99%	98.8%	<p>Rate is to end of December. Figure is for Oxfordshire delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise.</p>
			<p>The % of premises in Oxfordshire without access to:</p> <ul style="list-style-type: none"> <li>• At least Basic Broadband (at least 2Mb/s)</li> <li>• OFCOM 'acceptable' broadband (10Mb/s)</li> </ul>	<=0.1	<p>0.25%</p> <p>0.79%</p>	<p>Rates are to end of December. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall.</p> <p>The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings or Hamlets.</p> <p>The 10Mb/s reduced by a small amount and is slightly above where we would want it to be, however, a plan is in place to address this.</p>

# ANNEX B – LEADERSHIP RISK REGISTER – February 2021

## OCC Leadership Risk Register - As at 19/03/2021

Risk Matrix - Ratings (residual risk scores)



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

OCC Leadership Risk Register														
REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Residual risk level (after existing controls)			D'tion of travel	Comments	Last Updated
						Impact	Probability	Rating	Impact	Probability	Rating			
						Existing Controls Description of actions already taken or controls in place to mitigate the risk			Mitigating actions Further actions required					
LR1	Demand management - Children - managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19 , leading to more requests for children's social care, SEN services, elective home education and adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial - significant overspend in annual budgets. Over-reliance on voluntary groups acting without co-ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	5	4	20	**	Early Help networks offering 'pre-front door' swift access to family support have continued to deliver multi-agency support: now have reached over 200 families. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. All outstanding assessments have been completed and agency staff released from this task. Refreshed performance framework has been brought in from beginning Feb to sharpen managers' focus on completing agreed actions within target timeframes. First 12 weeks of FSP have been reviewed by the FSP Board and results indicate good mobilisation of the new service, including swifter access to help for parents. Child Protection numbers down <500 - lowest since 2012/13 due to focused effort on improving outcomes more quickly, stepping children down to CIB. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost effective model of delivery. The council has received 38% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DIE. Risk reviewed - No changes	19/03/2021
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.	Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a Higher financial cost related to improvement activity and intervention.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	5	3	15	**	100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35%. Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as all children on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - No changes	08/03/2021

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LR3	Capital Infrastructure Programme Delivery	Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in 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	Bill Cotton	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	5	2	10	The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A Corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high, however the probability is improving reducing the probability score and therefore the risk rating.	--	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed- Risk owner updated	03/02/2021
LR4	Local and community resilience	Pandemic control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be: change in government guidance; local decisions making regarding outbreak control and the government Tier system; lack of compliance with outbreak control measures.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Yvonne Rees	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. Update being delivered to Systems Leaders group regarding border changes in April and July. Government Road Map to Recovery being reviewed by all relevant groups.	--	Risk reviewed - Mitigating actions updated	02/03/2021
LR5	Management of partnerships (non-commercial)	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the COG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	Robin Rogers	4	2	8	• Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges • Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts • Formal/informal meetings with main bodies and sector representatives • Participation and engagement in local partnerships, forums and project / policy development work • The Civilian / Military Partnerships is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme • Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements • Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. • Systems structures in place to deliver on-going response to CV-19 and plan for recovery • Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning	3	2	6	• Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including liaisons • New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 • Community development strategy and approach to be produced and implemented jointly with VCS and partners • Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk	--	Risk reviewed - No changes	08/03/2021
LR6	Supply chain management	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Steve Jorden	Jeremy Richards	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	--	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Comments updated.	10/03/2021

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LR7	Delivery of statutory duties Delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	Litigation/judicial review Financial penalties - Local Government Ombudsman/Regulators/Central Government Damages liability to residents and commercial counterparties Central Government intervention	Sukdave Shuman	Glen Watson	4	3	12	4	1	4	--	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking. Complaints Service - taking remedial action to preserve the service due to two key members of staff leaving the Team; recruitment agreed and underway. Monitoring Officer add Directorate Leadership Team aware. Additional temporary assistance drafted from Governance Service. Risk reviewed - Mitigating actions and comments updated	13/03/2021
LR8	Corporate governance Creating and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Shuman	Glen Watson	2	2	4	2	1	2	--	Risk reviewed - Mitigating actions updated.	18/03/2021
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: -Recruitment and retention issues -Increased costs of agency staff -Increased costs in training and development -Underperformance or lack of delivery	Claire Taylor	Karen Edwards	3	4	12	3	3	9	--	Risk reviewed - No changes	10/03/2021
LR10	Organisational Change and Service Design Ensuring there are effective plans and governance in place to deliver required organisational change.	The risk is that the Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.  The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands.  It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.  Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings.  The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'held off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	Tim Spiers	4	4	16	4	3	12	--	There will be delays to planned work and the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing.  Monthly dashboards are now being produced and reported to CEDR.  Further work required to ensure programme of work is fully aligned as outlined in mitigating actions. Ongoing work is being undertaken as outlined in mitigating actions.  There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the final quarter of the year as set out in the risk strategy.  Risk reviewed- Mitigating actions updated	18/03/2021

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LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year to across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	Ian Dyson	5	3	15	5	2	10	--	The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer-term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed. The action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time. Risk reviewed - Mitigation actions refreshed and updated	15/02/2021	
LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jordan	George Eletheriou	4	4	16	3	2	6	--	All of mitigation actions referred to are now in place and activities ongoing. The right team/expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance Additional budget allocated to the team to carry out further works Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected.  Risk reviewed - No changes	11/03/2021	
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and well being risk.	Unsafe services leading to injury or loss Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	Steve Jordan	Paul Lundy	4	3	12	4	2	8	--	• Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible - Ongoing, alternative virtual delivery options now in place for most courses. • Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls - Ongoing • PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Ongoing as part of recovery plan • Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. Ongoing - H&S updates and guidance published on intranet and maintained by H&S Team. • Arrangements for supply and distribution of PPE is well established - no reported pressures.	Risk Assessments and Infection Prevention Control Procedures reviewed in line with latest Government and Public Health guidance.  Individual Risk Assessments in place for those frontline workers at higher risk.  Regular Comms on safe systems of work including provision of PPE Training and Quarterly updates to DLTs.  All reported cases of workplace exposure of COVID have been reviewed with 0 deemed reportable under RIDDOR as Occupational Exposure.  Additional monitoring and support being provided to improve team and individual resilience for those frontline teams impacted i.e. EAP, trauma counselling and wellbeing sessions. Work underway to review and improve local premises management - role of Responsible Premises Manager - to improve compliance. Risk Reviewed - Comments updated	18/03/2021
LR14	Business continuity and recovery plans Resilience to a additional significant disruption during the Covid-19 Response	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Yvonne Rees	Rob MacDougall	4	4	16	4	2	8	--	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Outbreak Investigation communications COVID19 security on building are in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed in light of lessons learnt from the first wave of the pandemic. Council widepress introduced for identification of and support to critical staffing issues	Risk reviewed - Mitigating actions updated	02/03/2021

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LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Regent) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked.  There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are currently undertaking 'Cyber Essentials Plus' accreditation. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.  Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards.  As part of the IT Service redesign a joint OCC/CDC Cyber Security officer has been appointed, to undertake: • Responsibility for managing security threats and prevention methods • Working with Information Management to ensure implications of GDPR on data security are understood and built in • Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats • Documenting processes and policy to define roles, responsibilities and procedures • Assessing tech to reduce cyber risks • Ensuring all new and existing suppliers meet cyber security requirements	→	Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Garner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness. Risk reviewed - work continues, existing controls updated.	18/03/2021
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	Alastair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	4	2	8	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational. Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services.  Staff resources are assigned to the most in demand IT requirements.  An expanded duty team will support delivery of critical services out of hours.  New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.  Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.  A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until	→	Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work.  IT Service is back to normal workloads and BAU objectives with project work also increasing, utilising our new ways of working.  Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. At present the service is running at Green, the DR is installed and believe this risk can be closed. Risk reviewed - Comments updated	02/03/2021
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	• Possible reductions in frontline service delivery, events, meetings and customer contact. • Economic hardship impacting local business and potentially the local workforce. • Impact on vulnerable residents who may find it harder to access services. • Increased demand on both frontline and enabling services. • Prolonged risk of social isolation and the mental and physical consequence thereof.	Claire Taylor	Mark Haynes	5	4	20	• Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services • Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. • Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. • Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened. • Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). • Mutual aid with regional Thames Valley partners enable a tactical response to community resilience. • Engagement with suppliers to manage impacts across the supply chain • Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day • Provision of additional body storage as temporary place of rest to support the current mortuary provision. • Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance  County is now in national lockdown and the CEV group of resident now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.	4	4	16	Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements. The nature of the risk is such that national public health guidelines will determine the council's response. The councils will enact any support schemes as set out by national government as they emerge. The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions Customer contact demand will continue to be monitored and resource allocated to key priorities Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20 Involvement on the Health Protection Board supporting vulnerable customers if isolated due to trace and trace protocols and in line with Local Outbreak Plan Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels. Review of current BCP's underway. Various central government grants are being used to support the community and residents eg COMF Additional customers are now classified as 'clinically extremely vulnerable' and being supported Vaccination outreach commenced	→	Risk reviewed - Mitigating actions updated.	12/03/2021
LR18	Covid-19. Business Continuity managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the council's business on a day to day basis.	• Possible reductions in frontline service delivery, events, meetings and customer contact • Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. • Requirement to prioritise service delivery • Assess critical services and consider alternative methods of delivery • Requirement to offer mutual aid to partner organisations. • Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.	Claire Taylor	Karen Edwards	5	4	20	• Business Continuity Plans have been reviewed, tested and are maintained and updated • Remote working in place • Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. • Regular updates from Director of Public Health, shared internally and externally. • Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). • Regular communication messages following Public Health advice • Sanitiser in washrooms/corporate buildings • Weekly sickness monitoring implemented • Agile working being tested further across services, ensuring equipment and access is in place. • Posters around the offices encouraging regular hand washing. Hand sanitiser available in washrooms and shared spaces. • Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. • Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. IT has build a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver.	5	4	20	The nature of the risk is such that national public health guidelines will determine the council's response. IT has build a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.	→	Risk reviewed - No changes	10/03/2021

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REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of travel	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR19	<b>Safeguarding of vulnerable adults:</b> Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	<ul style="list-style-type: none"> <li>Insufficient quality controls for care providers</li> <li>Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate manner</li> <li>Safeguarding concerns not being reported</li> <li>Failure to act when concerns are expressed about an individual being subject to abuse or neglect</li> <li>Poor / inappropriate information sharing amongst partners.</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable people not protected from abuse or neglect.</li> <li>Serious injury or death of a vulnerable adult</li> <li>Significant reputational damage for the council</li> </ul>	Stephen Chandler	Melanie Pierce	5	3	15	<ul style="list-style-type: none"> <li>a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire</li> <li>b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</li> <li>c. Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</li> <li>d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)</li> <li>e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</li> <li>f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission</li> <li>g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</li> <li>h. Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.</li> <li>i. Cross partnership training plan in place</li> </ul>	5	2	10	<p>Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire is higher than elsewhere as evidenced by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place.</p> <p>No additional actions required but we will respond to any issues raised in the on-going monitoring</p>	--	Risk reviewed - No changes	08/03/2021
LR20	<b>Demand management - Adults -</b> Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand. Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Suzanne Westhead	4	4	16	<ul style="list-style-type: none"> <li>a. The service has an agreed model for predicting demographic pressure and this is funded by the Council.</li> <li>b. investment in services to reduce demand (e.g. reablement)</li> <li>c. Pooled budget with health which allows whole system investment</li> <li>d. referrals into teams in 20/21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year</li> <li>e. Medium and long term impact from Covid not known.</li> </ul>	4	3	12	<p>Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPOWER rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment.</p> <p>Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.</p>	--	Risk reviewed - Risk Manager updated	08/03/2021
LR21	<b>County Elections May 2021</b> - delivery of safe and legally sound elections on 6 May 2021	Insufficient planning and staffing; Covid insecure polling stations and counts; lack of effective communication with stakeholders	Complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.	Yvonne Rees	Steve Jordan	4	4	16	<ul style="list-style-type: none"> <li>Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects.</li> <li>Election Special Interest Group (SIG) with County and District election specialists (and County Deputy Returning Officer staff) each month as key part of planning the detail.</li> <li>Electoral Commission attendance of SIGs.</li> </ul>	4	2	8	<p>Plan and risk register in place and regularly reviewed.</p> <p>Weekly project board meetings chaired by the Returning Officer. Election Special Interest Groups monthly to aid detailed planning All polling stations risk assessed for Covid compliance</p>	←	The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being risk assessed and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness. Risk reviewed - No changes	19/03/2021



## ANNEX C - BUSINESS MANAGEMENT REPORT February 2021

### Forecast outturn 2020/21 at February 2021

#### Introduction

This Annex sets out the latest financial monitoring position as at 28 February 2021. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses.

Based on expenditure to the end of February 2021 there is a forecast underspend of -£4.0m within directorates and a net underspend on Corporate Measures of -£0.4m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance February 2021	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	133.2	131.7	-1.5	-1.1%
Adult Services	197.6	197.6	0.0	0%
Public Health	0.5	0.5	0.0	0%
Environment & Place	62.6	63.1	+0.5	0.8%
Customers, Organisational Development & Resources	35.2	34.6	-0.6	-1.7%
Commercial Development, Assets and Investments	50.0	47.6	-2.4	-4.8%
<b>Total Directorate Position</b>	<b>479.1</b>	<b>475.1</b>	<b>-4.0</b>	<b>-0.8%</b>
Corporate Measures	-508.8	-509.2	-0.4	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
<b>Overall Surplus/Deficit</b>	<b>0.0</b>	<b>-4.4</b>	<b>-4.4</b>	

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 set out that the financial impact of COVID-19 in 2020/21 was anticipated to be £51.3m. The revised budget included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020 plus the creation of a COVID-19 budget for costs beyond the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. A third virement from the COVID-19 budget of £2.8m was approved by Cabinet on 16 March 2021 for the actuals for the period November 2020 to January 2021 and an estimate for February-March 2021. This takes the total additional general funding allocated to Directorates for exceptional expenditure to £18.5m. After taking into account other pressures including income losses, pressures on Dedicated Schools Grant (DSG) funded services and the reserve for Collection Fund Losses, the total anticipated cost of COVID-19 for 2020/21 is £42.2m.

The financial impact of COVID-19 will not end on 31 March 2021 and additional costs are expected in 2021/22 and across the medium term. It has previously been noted that the profile and timing of some of the COVID-19 costs and income losses may mean that some costs fall into a different financial year. It is now expected that £10.0m

Annex C  
Business Management Report February 2021

originally forecast for 2020/21 will fall into 2021/22. It is expected that there will be a balance of around £14.0m on the COVID-19 budget at year end after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme. This budget, which was created from the in year savings of £14.9m and unringfenced funding received to date of £36.4m, will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. Furthermore, any year end over or underspends relating to transfers from the COVID-19 budget will be transferred to/from the COVID-19 reserve at year end.

The Council has also received £38.1m of specific grants in 2020/21 and a £12.0m contribution from the Clinical Commissioning Group to manage the impact of COVID-19. Details of the specific funding and how it has been utilised are set out below and in Annex C – 5b.

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

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

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## **Children's Services**

An underspend of £1.5m is forecast by Children's Services against a budget of £133.2m. The directorate forecast outturn includes up to £4.4m of costs relating to COVID-19, of which £1.4m of actual costs have been funded to date.

An in year overspend of £10.8m is forecast for the High Needs DSG, against a budget of £57.9m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project.

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<b>Education and Learning</b>	<u>Variation</u> An underspend of £1.5m is forecast for this service.
<b>Budget</b> £30.4m	<u>Key Issues</u> As reflected within the performance report demand for Education, Health and Care Plans remains high and recent investment has taken place to recruit a small specialist team to address the current backlog.
<b>Variation</b> £1.5m underspend	
<b>RAG rating</b> AMBER	
<b>Outcomes Achieved</b>	The underspend of £1.5m relates to Home to School Transport. Although the service has incurred additional costs in relation to COVID-19 and social distancing on

Yes

transport, detailed below, it has also been possible to control spend during periods when schools have been operating remote learning for many of their pupils and demand for transport has been reduced. £0.9m of the underspend relates to reduced payments during periods when many children have been remote learning, £0.9m relates to savings from use of personal transport budgets, and £0.1m through an increase in the use of public transport. This is offset by a loss of £0.4m of income through the spare seat scheme, which cannot be claimed through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme. This is also after a planned contribution of £0.6m is returned to the DSG High Needs Budget.

### Financial Impact of COVID-19

To date additional funding of £0.2m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently £0.5m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

Significant areas of spend to date are £0.111m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.

Demand for Education, Health and Care Plans continue to increase throughout the various periods of lockdown, which has increased workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by COVID-19 budget for costs and income losses.

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

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's initial allocation being £0.5m. In addition, a further £0.3m has been received for the spring term from January to March. This additional grant

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of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during the period it applies to and that it will be sufficient to meet the additional costs incurred.

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**Children's Social Care**

**Budget** £30.7m

**Variation**  
breakeven

**RAG rating**  
GREEN

**Outcomes Achieved**  
Yes

Variation

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

Key Issues

At present there are no variances reported in this area.

Financial Impact of COVID-19

To date additional funding of £0.074m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.8m. The forecast for this year is currently up to £1.3m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

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

On the basis of current trends, the cost in this year to meet this additional demand is forecast to be between £0.4m and £0.7m depending on the length of time additional resource is required. This will be linked to how long demand remains higher than capacity of the existing service and will be closely monitored.

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

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A notification has been received a ringfenced grant relating to free activities and healthy food for disadvantaged children. This grant must be used to provide a programme of support for disadvantaged children across school holidays in 2021 calendar year. The grant needs to be applied for, for Oxfordshire £0.142m in 2020/21 has now been confirmed, with up to £1.272m in 2021/22 available, a total of £1.414m available across the two years.

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**Children's Social  
Care Countywide  
Services**

**Budget** £66.4m

**Variation**  
breakeven

**RAG rating**  
GREEN

**Outcomes Achieved**  
Yes

Variation

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

Key Issues

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

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

Financial Impact of COVID-19

To date additional funding of £0.9m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.4m. The forecast for this year is currently that there is £1.5m committed. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. Demand hasn't yet arrived within the service, and therefore cost to date haven't risen as fast as originally anticipated. Demand is now high within the MASH and it is assumed that this will work through the social care system, resulting in increased demand for placements in the future. Work completed so far anticipates that the forecast seen earlier in the year will move in to 2021/22 financial year.

The main areas of spend to date have been in relation to support for families and young people. The costs breakdown as follows: £1.0m in relation to placements, £0.1m for costs incurred due to the effect of court delays, and £0.1m in relation to staffing costs caused by the need for staff to isolate.

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**Children's Central  
Costs**

Variation

<b>Budget</b> £5.1m	A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.
<b>Variation</b> breakeven	<u>Key Issues</u> No variance is reported at this time.
<b>RAG rating</b> GREEN	<u>Financial Impact of COVID-19</u> No variance is reported due to COVID-19 at this time.
<b>Outcomes Achieved</b> Yes	<u>Contain Outbreak Management Fund</u>

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### Dedicated School Grant

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<b>High Needs</b>	<u>Variation</u> The variation forecast is a forecast overspend of £10.8m.
<b>Budget</b> £57.9m	
<b>Variation</b> £10.8m (19.9%) overspend	<u>Key Issues</u> The variance of £10.7m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. In addition, invoices are now being received from further education colleges, which may exceed the budget available, with further work being undertaken to ascertain the pressure this may lead to. Significant diagnostic work is being undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term. The reduction in the forecast relates to a £0.7m underspend within SEN Homes to School Transport which has enabled this to be returned to the HN Budget.
<b>RAG rating</b> RED	
<b>Outcomes Achieved</b> Yes	
	<u>Financial Impact of COVID-19</u> There is a forecast cost of £0.1m due to the COVID-19 pandemic. These costs are unfunded and will increase the deficit on the High Needs budget.
<b>Early Years</b>	<u>Variation</u> £0.2m of COVID costs have been funded in the revised budget.
<b>Budget</b> £38.8m	
<b>Variation</b> breakeven	<u>Key Issues</u> The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. <u>Options for managing the overspend</u>
<b>RAG rating</b> RED	

**Outcomes Achieved** from prior year DSG were discussed at Schools Forum in November, so this is reported as breakeven at this time.  
Yes

Financial Impact of COVID-19

A package of provider support of £1.3m was agreed in April 2020. Spend to date is estimated at £0.5m with a further £0.3m committed. The forecast for this year is currently £1.3m. This does not yet include the impact of the Jan 2021 national lockdown.

The COVID costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding where children have been placed away from their usual setting.

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

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**Adult Services**

The service is currently forecasting a £4.3m underspend against a budget of £197.5m.

This will be transferred to reserves to help meet pressures in 2021/22, resulting in a forecast break-even position being reported for Adult Services. The amount expected to be transferred to reserves has increased by £1.5m from the previous month.

The directorate forecast outturn includes **£7.9m** of costs relating to COVID-19, no change from the previous month.

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**Better Care Fund Pool** A breakeven position is forecast for the council elements of the pool. This is a reduction of £0.4m from last month. However, the forecast position is after taking account of £4.3m assumed to transfer into reserves, £1.5m increase from the previous month.

**Variation** Breakeven

**RAG rating** Green

Budgets within the pool are being managed on an aligned basis following the agreement of the risk share arrangements for 2020/21.

**Outcomes Achieved** Financial Impact of COVID-19  
Yes

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

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

#### Key Issues

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

Reflecting the positive outcomes achieved through ongoing joint working across health and social care, Oxfordshire Clinical Commissioning Group have increased their Better Care Fund contribution to support adult social care expenditure by an estimated £1.5m increasing the total from £25.0m to £26.5m in 2020/21. The council budget released will be transferred to reserves and the expectation is that this will be used to meet on-going costs relating to hospital discharges in early 2021/22. Any element not used for that will be used to meet pressures in the pools with the use agreed through the risk share arrangements. This forms part of the £26.3m minimum social care contribution for Oxfordshire that was confirmed by NHS England on 7 December 2020.

The Hospital Discharge Scheme 1 ended on 31 August 2020, with a requirement to move everyone currently funded by the scheme onto business as usual arrangements by 31 March 2021. All of the service users who were discharged under scheme 1 have now been moved back onto business as usual funding arrangements.

Arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks to enable assessment to take place remain in operation. The funding for Scheme 2 is intended to support service activity that has been put in place specifically to support hospital discharge that is additional to business as usual provision, including for people who would ordinarily be self – funders. The scheme will continue for people discharged until 31 March 2021. An update on the arrangements from 1 April 2021 is awaited.

The forecast is showing the number of net placements remaining fairly consistent with last month, however the number of new placements are showing to be more expensive than the placements leaving the service. The

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underlying effect on the pool is an increase in forecast spend of £0.3m. Estimated growth of 10 placements for March is still included within the forecast but based on activity in previous months this may not materialise. This reduces the total estimated underspend within care homes and prevention to £3.6m.

The underspend within care homes is offsetting a £0.8m overspend within hospital avoidance linked to increased activity in home support; this is a £0.1m increase on last month reflecting a further increase in activity.

Due to ongoing challenges with recruiting occupational therapists and social workers, the staffing budget in the pool is forecast to underspend by £0.3m, no change from last month. The intention is that this will be used to support additional review capacity in 2021/22.

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

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**Adults with Care and Support Needs Pool**

Variation

**Budget** £98.9m

A forecast underspend of £0.3m is being reported, a £0.4m decrease in spend from last month.

**Variation** £0.3m underspend

Financial Impact of COVID-19

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

**RAG rating** Green

**Outcomes Achieved**  
Yes

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

Key Issues

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

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

2020/21 the council is responsible for any variation against budgets for learning disabilities within the pool.

There is a **£0.3m** increase in the forecast underspend for Learning Disabilities since last month. The updated underspend of £0.4m incorporates a decrease in care home costs and an element of growth within supported living not being realised.

A pressure of £0.5m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast with the council responsible for £0.3m, a **£0.1m** reduction from last month, and OCCG £0.2m, through the risk share arrangements.

An underspend of £0.2m in the cost of care for people with High Functioning Autism is still being reported, no change from last month.

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

As part of the 2020/21 service and resource planning process £2.75m one-off funding was built into the budget to support pressures relating to Mental Health and Autism within Oxfordshire. Temporary funding arrangements put in place for NHS providers in response to the COVID-19 pandemic mean that some of this funding has not been needed and remains available to meet future pressures. £2.2m is requested to be moved into reserves for use in 2021/22 this is an increase of £0.1m from the previous report as a result of the costs paid in relation to the supported living costs for current service users over 65 being lower than originally anticipated.

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**Non-Pool Services**

Variation

**Budget** £11.0m

A forecast underspend of £0.2m is being reported an increase of £0.1m from last month.

**Variation** £0.2m  
underspend

Financial Impact of COVID-19

**RAG rating** Green

Included in the forecast is **£1.5m** of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs, a contribution to Homelessness costs in Oxford City and pressure arising within the print unit linked to a loss of income.

**Outcomes Achieved**  
Yes

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Within provider and support services, there is an estimated underspend of **£0.2m** linked to staff vacancies.

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

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**Commissioning**

Variation

**Budget** £6.8m

A forecast overspend of £0.5m is being reported, an increase of £0.1m from the last report.

**Variation** £0.5m  
overspend

Key Issues

**RAG rating** Green

The forecast includes one – off agency costs of £0.1m, plus £0.2m of staffing vacancy targets that are not expected to be achieved.

**Outcomes Achieved**

- Yes

The financial implications linked to the implementation of the new commissioning staffing structure are currently forecast to be £0.2m. This covers the one – off cost of recruitment as well as agency staff covering key roles while the new team is put in place.

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**COVID-19 Specific Grants**

As set out in Annex 5a ring-fenced government grants held by the directorate total £27.2m for 2020/21.

**RAG rating** Green

The first tranche of Infection Control Grant of £7.3m was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant total) and to support wider workforce resilience measures (25% of the grant). As required by the DHSC (Department for Health and Social Care) in accordance with the grant determination, £0.2m of has been returned.

**Expected Use of Grants**

100%

A second tranche of Infection Control Grant of £6.3m has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings in the second half of 2020/21. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant can be allocated at the discretion of the council in line with the relevant guidelines.

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The funding is required to be fully spent by care providers by 31<sup>st</sup> March 2021. Each provider is required to report monthly on their use of the grant with their returns collated into a summary update to the DHSC.

As at 28 February, £3.7m had been passed to care homes, £1.8m to domiciliary care providers, £0.3m to external day care providers and £0.4m to people using direct payments to provide financial support with infection control measures.

Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December and the council has received £1.8m of the £149m available nationally. All funding must be used to support increased LFD testing in care settings and needs to be spent by 31 March 2021. 80% of the funding needs to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes

residential drug and alcohol services. The remaining 20% must be used to support the care sector to implement increased LFD testing but can be allocated at the local authority's discretion. Each provider is required to report on the use of the grant monthly in February, March and April 2021. To date £1.1m has been passed to 83 care homes who have indicated that they are undertaking the testing.

The council has also been allocated £1.1m as part of the workforce capacity fund from the DHSC. The grant must be used to deliver measures that result in additional staffing capacity for Adult Social Care and needs to be spent by 31 March 2021. The first instalment of £0.8m (70%) was received in February. It's been confirmed by the DHSC that the remaining 30% will be received in March. It is anticipated that most of the grant will be passed to domiciliary care providers and care homes with a small element retained for local recruitment campaigns. To date £0.8m has been passed to 162 care homes and domiciliary care providers.

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

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## **Public Health**

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

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### **Variation**

Breakeven against  
£31.2m ringfenced  
grant

### Variation

A breakeven position is forecast for this service.

### **RAG rating**

Green

### Financial Impact of COVID-19

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

### **Outcomes Achieved**

Yes

### Key Issues

The forecast breakeven position is after taking account of £2.2m reductions in planned spend, an increase of £0.5m from the previous month. This includes a £1.8m reduction in spend due to reduced activity in sexual health services due to COVID-19 together with expediting a move to home testing previously scheduled for 2021/22, this is a £0.4m increase from last month, plus a further £0.4m reduction in spend on NHS health checks due to reduction in face to face services during the pandemic, no change from last month. There is also a £0.3m underspend relating to staff vacancies at the start of the year, an increase of £0.1m from the previous month.

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

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

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

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### **Grant Funding**

As set out in Annex 5a government grants held by the directorate total £34.9m for 2020/21.

**RAG rating** - Green

### **Expected Use of Grants**

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

100%

The council has received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. The spend by the end of the year is estimated to be £1.2m. The balance remaining at year end will be carried forward and used to support eligible spend in 2021/22.

The council has been awarded £0.1m from Sport England for a Wayfinding project to encourage children to walk to school. Work is in progress to recruit schools to this project. We have claimed £0.03m of this for the financial year 2020/21. The balance of the funding is anticipated to be claimed by July 2021 in line with the school year.

The Council has also received £0.1m to support us to deliver routine commissioning of pre-exposure prophylaxis for HIV. This grant covers the in-year costs of this new public health requirement. The grant will fund a contract variation with our sexual health provider who delivers this service. An announcement on how this will be funded going forward is anticipated as the public health grant will not increase for 2021/22.

The Community Testing Programme (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council has worked in collaboration with the district councils and testing in Oxfordshire started on 8 February 2021. Estimated costs of £0.6m up to the end of March will be claimed against the Community Testing Grant.

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## **Environment & Place**

A **0.8%** overspend position of £0.5m has been forecast when compared to a budget of £62.6m.

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### **Planning & Place**

**Budget** £4.1m

**Variation** £0.3m  
(7.3%) Underspend

**RAG rating**

Red

**Outcomes Achieved**

Yes

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### Change from previous report

There has been a small change in the forecast from the previous month. Planning & Place is now forecasting an underspend of £0.3m.

### Key Issues

There are some pressures on services mainly due to staffing shortages. This has generated some financial savings but may also incur additional cost pressures which can be managed within the overall budget.

There is also a risk that the forecast underspend may be offset by pressures arising from loss of income within the service resulting in a breakeven position.

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<b>Growth &amp; Economy</b>	<u>Change from previous report</u>
<b>Budget</b> £0.1m	There is no change to the financial position previously reported.
<b>Variation</b> £0.4m (483.9%) Overspend	<u>Key Issues</u> There is an on-going risk of a revenue pressure of £0.7m resulting from Infrastructure delivery dependency on Agency as opposed to OCC staff which is s likely to continue for rest of the financial year.
<b>RAG rating</b> RED	
<b>Outcomes Achieved</b> No	This has been set off against the remaining Growth deal revenue funding of £0.3m resulting in a net pressure of £0.5m.
<hr/>	
<b>Communities Management</b>	<u>Change from previous report</u>
<b>Budget</b> £0.4m	There is no change to the financial position previously reported.
<b>Variation</b> £0.0m (0.0%) breakeven	<u>Key Issues</u> None to be reported
<b>RAG rating</b> GREEN	
<b>Outcomes Achieved</b> Yes	
<hr/>	
<b>Community Operations</b>	<u>Change from previous report</u>
<b>Budget</b> £57.9m	No change to the financial position reported last month. The forecast is an overspend of £0.4m driven by forecast overspends in Waste (£0.2m) and Highways defects (£0.2m).
<b>Variation</b> £0.4m (0.7%) Overspend	
<b>RAG rating</b> GREEN	<u>Financial Impact of COVID-19</u> Included in the forecast is £1.0m of COVID-19 related expenditure for Communities management Covid-19 response
<b>Outcomes Achieved</b> Yes	There is a forecast loss of income to date of £4.2m due to the COVID-19 pandemic. This mainly relates to parking and permit income (£3.6m) and Supported Transport (£0.6m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses
	<u>Key Issues</u>

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The wet, cold and windy weather over the winter period has created a pressure on the Highways Defects budget due to a high number of incidences of flooding and the impact this causes.

The pressure on the Highway Defects budget has been partially managed within the wider service budgets by reducing spend elsewhere but there remains a residual pressure of £0.2m.

There are also additional costs pressures due to increased waste tonnages across all waste streams.

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### **Customers, Organisational Development & Resources**

An underspend of £0.6m (1.7%) is forecast when compared to the budget of £35.2m.

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<b>Corporate Services</b>	<u>Change from previous report</u>
<b>Budget</b> £2.0m	There is no change to the financial position previously reported.
<b>Variation</b> £0.0m (0%) breakeven	<u>Financial Impact of COVID-19</u>
<b>RAG rating</b>	Included in the breakeven position is £0.4m of COVID-19 related expenditure covering COD Directorate. This includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.
GREEN	
<b>Outcomes Achieved</b>	
Yes	
	<u>Key Issues</u>
	None to be reported

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<b>Human Resources &amp; Organisational Development</b>	<u>Change from previous report</u>
<b>Budget</b> £2.4m	There is no change to the financial position previously reported.
<b>Variation</b> £0.0m (0.0%) breakeven	<u>Key Issues</u>
<b>RAG rating</b>	No issues.
GREEN	
<b>Outcomes Achieved</b>	
Yes	

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<b>Communications, Strategy &amp; Insight</b>	<u>Change from previous report</u> There is a slight variation to the previous months report with further £0.1m underspend reported due to staff vacancies, and inability to carryout planned marketing and engagement activities.
<b>Budget</b> £2.5m	
<b>Variation</b> £0.4m (16.9%) underspend	<u>Financial Impact of COVID-19</u> No changes,; there is still a forecast loss of income due to the COVID-19 pandemic on the lack of provision of data assessment services. It is anticipated that most of the unachieved income will be recovered from the scheme and any remaining pressure will be funded by the COVID-19 Budget for costs and income losses.
<b>RAG rating</b> GREEN	
<b>Outcomes Achieved</b> Yes	
	<u>Key Issues</u> None to be reported
<b>ICT &amp; Digital</b>	<u>Change from previous report</u> There is no change to the financial position previously reported.
<b>Budget</b> £10.7m	
<b>Variation</b> £0.0m (0.0%) breakeven	<u>Key Issues</u> The IT and Digital service continues to work to meet its in-year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed due to the COVID-19 pandemic and that the service is currently responding to increased demand.
<b>RAG rating</b> GREEN	
<b>Outcomes Achieved</b> Yes	
<b>Culture &amp; Customer Experience</b>	<u>Change from previous report</u> There is no material change to the financial position previously reported.
<b>Budget</b> £11.1m	
<b>Variation</b> £0.2m (1.7%) underspend	<u>Financial Impact of COVID-19</u> There is a forecast loss of income of £1.8m due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.
<b>RAG rating</b> Red	
<b>Outcomes Achieved</b> No	
	<u>Key Issues</u>

	<p>The current national lockdown has again impacted upon the services ability to provide a full-service offer. This has heavily impacted upon the Library, Registration and Music Services. Within the Customer Service Centre, there has been a negative impact upon Blue Badge, Concessionary Fares too and fraud detection work has been affected too. The ongoing effect of COVID-19 is being closely monitored on a monthly basis.</p>
<b>Finance</b>	<u>Change from previous report</u>
<b>Budget</b> £6.5m	There is no change to that reported in the previous financial report.
<b>Variation</b> £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u> Included in the breakeven position is expenditure relating to the costs of PPE purchased in response to the COVID-19 pandemic. This central stock was for use across the Council to ensure all that all front-line workers met COVID-19 regulations.
<b>RAG rating</b> GREEN	
<b>Outcomes Achieved</b> Yes	<u>Key Issues</u> No issues.
<b>Grant Funding</b>	<u>COVID-19 Specific Grant Funding and Expenditure</u>
<b>RAG rating - Green</b>	<b>Food and Essential Supplies (Covid-19) Grant</b> A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July 2020. Guidance set out that government anticipated the funds would be utilised within 12 weeks.
<b>Expected Use of Grants</b>  100%	<p>The funding allocations have been made to upper tier authorities, but councils are expected to collaborate with partners to make most effective use of the funding in the interest of residents.</p> <p>The Joint District Community Hub Working Group coordinates the Oxfordshire system's community engagement and support activity in relation to COVID-19 and this group was consulted to agree the approach to allocating the funding.</p> <p>The majority of the funding was passed to the City and District Councils based on a formula that replicated the national allocation. Three County wide schemes also received funding.</p>
	<b><u>COVID Winter Grant Scheme</u></b>

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December 2020 to 31 March 2021. The Council has worked with partners to agree the best route to distributing the funding to those who need it. To date, 75% of the funding has been received with the final payment of 25% due in April 2021 subject to submission of data to DWP to evidence use of the funding.

#### **Funding to support Clinically Extremely Vulnerable**

On 2 November 2020 the DHSC notified the Council that it will receive £0.3m to support people on the Government's clinically extremely vulnerable list during the 4-week period of National restrictions. This is based on £14.60 per person on the shielding list. The Council will work with partners to utilise the funding effectively.

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### **Commercial Development, Assets & Investment**

An underspend of **£2.4m** (4.8%) is forecast when compared to the budget of £50.0m.

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<b>Property &amp; Community Facilities Management</b>	<b><u>Change from previous report</u></b>
<b>Budget</b> £17.4m	The forecast underspend is £2.6m.  The main forecast underspends within PIFM include;
<b>Variation</b> -£2.6m (15.2%) underspend	£1.0m underspend due to delayed restructure, funds held as anticipated transformation costs relating to a joint working service delivery model with CDC.
<b>RAG rating</b> Red	Estates (£0.7m) underspend due to savings from (landlord & tenant) successful rent negotiations as well as other savings from reduced utilities offset by vacant buildings costs.
<b>Outcomes Achieved</b> Yes	Strategy (£0.3m) - In year underspend due to restriction in developing and implementing best value solutions to release assets due to uncertainties regarding our future needs in light of the material changes to delivery of services arising from Covid-19.  Facilities Management (£0.4m) underspend due to reduced travel & supplies costs as a direct result of closed buildings.

There is an underlying loss of income of £0.9m forecast due to the COVID-19 pandemic. This includes the loss of income on parent purchased meals across the Summer term and into the Autumn. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme.

Key Issues

None to be reported.

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**Law & Governance and Procurement**

Change from previous report

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

**Budget** £8.1m

Key Issues

**Variation** £0.2m  
(2.5%) overspend

Several legal cases requiring Counsel advice are at risk of overspending by year end.

**RAG rating**  
**Red**

The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Due to the delays with recruitment interim staff have had to be retained to ensure service delivery resulting in an in-year pressure.

**Outcomes Achieved**  
Yes

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**Community Safety**

Change from previous report

There is a £0.1m decrease in underspend reported on the previous financial position. This is primarily attributed to pressures in reduction of income for rent and utility costs in Community Safety.

**Budget** £24.0m

**Variation** £0.0m  
(0.1%) overspend

Financial Impact of COVID-19

**RAG rating**  
**GREEN**

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

**Outcomes Achieved**  
Yes

Key Issues

None to be reported

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**Corporate Measures**

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<b>General Balances</b>	As set out in the table on Annex C-4 the current forecast for general balances at 31 March 2021 is £33.1m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £4.0m and the Strategic Measures underspend of £0.4m are returned to balances.
<b>RAG rating</b> Green	

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<b>Reserves</b>	On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be £88.9m an increase of £4.0m since last month. The reserves forecast includes the £4.3m underspend for Adult Services which will be carried forward to meet pressures in future years.
<b>RAG rating</b> Green	

This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve, agreed by Council in September 2020, to meet the expected shortfall on the Council Tax Collection Fund in future years as a result of an increase in eligibility for the Council Tax Reduction Scheme.

The position also includes a £21.6m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £10.8m during 2020/21. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

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<b>Grants</b>	As set out in Annex C-5a government grants totalling £418.9m will be received by the Council during 2020/21. This has increased by £2.9m from the last report this mainly relates fourth tranche of Contain Outbreak Management Fund Surge Funding Grant of £2.8m, additional funding for supporting the clinically extremely vulnerable £0.4m, £0.5m extension to Winter Support Scheme offset by a decrease of £0.9m of the Coronavirus Catch Up fund which will now be received in the next financial year. The balance reflects small changes to grants passported to schools.
<b>RAG rating</b> Green	

The grant funding that is being managed within the directorates and the associated spend against the funding is set out in the paragraphs above. A summary of this funding and how it has been allocated is set out in Annex C-5b.

Contain Outbreak Management Fund Surge Funding Grant  
As previously reported, the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. On 6 January 2021 the Council was notified that an additional allocation of £1.6m relating to the extended lockdown into December 2020, bringing the total grant allocation to £7.1m. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the Council and will either be spent on Council led activities or passported to the Voluntary and Community sector. On 5 February 2021 the Council received a third allocation of £2.8m and on 2 March 2021 a fourth tranche of £2.8m was also received bringing the total grant to £12.6m. Allocations of the third and fourth tranche will be made on a needs basis with partners setting out how they plan to use the funding ahead of allocations being agreed.

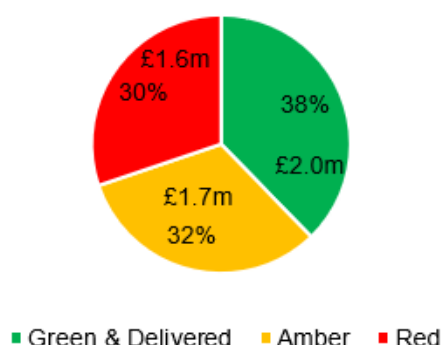
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**Medium Term Financial Plan Savings** The 2020/21 budget agreed by Council in February 2020, included planned savings of £21.7m of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these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

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

**% of savings expected to be achieved**  
84.6%

**Directorate Saving Plans**



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

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

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

affected by the COVID-19 pandemic.

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

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

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

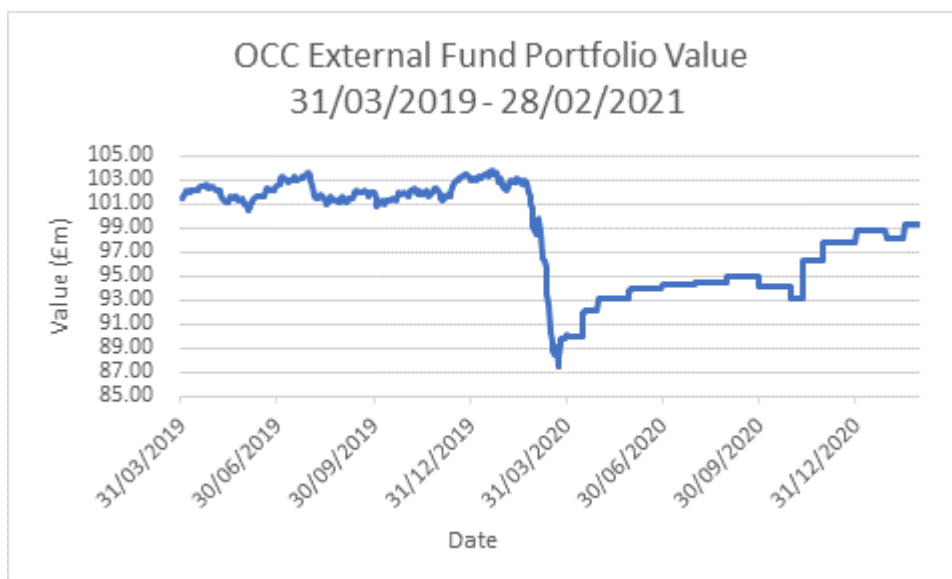
**Strategic Measures** The table in Annex C - 4 sets out average in-house cash balances and average rates of return for February 2021. The current forecast outturn position for in house interest receivable is £3.2m, which is £0.7m above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest.

**RAG rating**  
Green

External Fund dividends are paid quarterly. The forecast outturn position for

external fund returns is **£3.5m**. This is £0.3m above budget.

The value of external funds increased by £1.14m in February 2021 to a value of £99.13m as at 28.02.2021.



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

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 set out that the financial impact of COVID-19 in 2020/21 was anticipated to be £51.3m. The revised budget included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020 plus the creation of a COVID-19 budget for costs beyond the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. A third virement from the COVID-19 budget of £2.8m was approved by Cabinet on 16 March 2021 for the actuals for the period November 2020 to January 2021 and an estimate for February-March 2021. This takes the total additional general funding allocated to Directorates for exceptional expenditure to £18.5m. After taking into account other pressures including income losses, pressures on Dedicated Schools Grant (DSG) funded services and the reserve for Collection Fund Losses, the total anticipated cost of COVID-19 for 2020/21 is £42.2m.

The financial impact of COVID-19 will not end on 31 March 2021 and additional costs are expected in 2021/22 and across the medium term. It has previously been noted that the profile and timing of some of the COVID-19 costs and income losses may mean that some costs fall into a different financial year. It is now expected that £10.0m originally forecast for 2020/21 will fall into 2021/22. It is expected that there will be a balance of around £14.0m on the COVID-19 budget at year end after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme. This budget, which was created from the in-year savings of £14.9m and

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unringfenced funding received to date of £36.4m, will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. Furthermore, any year end over or underspends relating to transfers from the COVID-19 budget will be transferred to/from the COVID-19 reserve at year end.

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**Debt and  
Loan Write  
Offs &  
Impairments**

Financial Impact of COVID-19.

Customer debt attributed to COVID-19 remains at £0.02m and relates to property charges; discussions in relation to relief applications are continuing

**Corporate  
Debtors**

As with last month the average collection rate is 92%, 5% below target. In this period this is due to a batch of unpaid music service and school service buy back invoices. Work is underway to review and improve local procedures.

**RAG rating**  
Amber

Debt requiring impairment (DRI) saw a minor increase during February up to £0.574m from £0.565m, £0.274m above target. 26% of DRI is linked to a contractual dispute in relation to recycling waste. 25% of the balance will reduce when three write offs reported to Cabinet are processed. It is forecast that we will finish the year above target but under the current impairment balance.

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

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**Debt and  
Loan Write  
Offs &  
Impairments**

The invoice collection rate continues to hold at 91%, just below the 92% target. Unsecured debt over one year saw a slight decrease this month, however, remains well above the current target.

**– Adult  
Contribution  
to Care  
Charges**

Debt requiring impairment (DRI) has reduced this month by £0.110m. This leaves the DRI above current impairment levels, however, £0.05m less than forecast last month; this pressure is recognised in the Adult Better Care Fund pool budget.

**RAG rating**  
Amber

Bad debt levels continue to track last year's monthly performance and we expect to see a further reduction in March bringing down the DRI close to the carried forward balance of £2.8m.

Impact of COVID-19.

As stated last month we are not assured that the final DRI figure will be below the current level held, this is due to continued COVID delays on operations and state systems i.e. Court of Protection, Probate Office, house sales and HMCTS. £1.0m of bad debt is directly linked to Probate cases, property sales and cases pending appointments of Deputies, up from £0.8m last month.

Internal operational challenges continue to effect debt collection: impact of remote working; additional case work linked to deaths; case backlog from held action at start of the year. This may take many months to stabilise and likely the impact felt well into the next financial year.

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

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Business Management & Monitoring Report  
 Position to the end of February 2021  
**Budget Monitoring**

Directorate	Net Budget (Latest Estimate) £000	Outturn Forecast Year End £000	Total Projected Year End Variance underspend- overspend+ £000	Total Projected Year End Variance %	Variance Last Month £000	Change in Variance £000	Projected Year End Traffic Light  Red > 1% Green on track
Children's Services	133,226	131,726	-1,500	-1.1%	0	-1,500	R
Adults Services	197,523	197,523	0	0.0%	0	0	G
Public Health	460	460	0	0.0%	0	0	G
Environment and Place	62,618	63,168	550	0.9%	1,000	-50	G
Customers, Organisational Development and Resources	35,232	34,622	-610	-1.7%	-500	-110	R
Commerical Development, Assets and Investments	50,034	47,618	-2,416	-4.8%	-2,394	-31	R
<b>Directorate Total Net</b>	<b>479,093</b>	<b>475,117</b>	<b>-3,976</b>	<b>-0.8%</b>	<b>-1,894</b>	<b>-1,691</b>	<b>G</b>



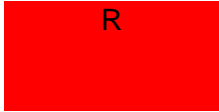



Business Management & Monitoring Report  
Position to the end of February 2021  
**Budget Monitoring**

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	8,967	4,376	95.3%	2,194	2182	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	0	0	0	0.0%		0	
Contingency	394	394	0	0.0%		0	
COVID-19 Budget	29,731	29,731	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-10,449	-10,849	-400	-3.8%	-300	-100	
<b>Strategic Measures Budget</b>	<b>45,942</b>	<b>49,918</b>	<b>3,976</b>	<b>8.7%</b>	<b>1,894</b>	<b>2,082</b>	
Unringfenced Government Grants	-49,330	-49,330	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
<b>Council Tax Requirement</b>	<b>391,445</b>	<b>391,445</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>391</b>	





**Business Management & Monitoring Report**  
**Position to the end of February 2021**  
**Budget Monitoring - Children's Services**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CEF1	Education & Learning	30,380	28,880	-1,500	-4.9%	0	-1,500	 <b>R</b>
CEF2	Children's Social Care	30,731	30,731	0	0.0%	0	0	 <b>G</b>
CEF3	Children's Social Care Countywide	66,441	66,441	0	0.0%	0	0	 <b>G</b>
CEF4	Schools	624	624	0	0.0%	0	0	 <b>G</b>
CEF5	Children's Services Central Costs	5,050	5,050	0	0.0%	0	0	 <b>G</b>
<b>Directorate Total</b>		<b>133,226</b>	<b>131,726</b>	<b>-1,500</b>	<b>-1.1%</b>	<b>0</b>	<b>-1,500</b>	 <b>R</b>

**Business Management & Monitoring Report**  
**Position to the end of February 2021**  
**Budget Monitoring - Adult Services**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
SCS1-1A	Better CarePool	80,767	80,667	-100	-0.1%	-400	300	 <b>G</b>
SCS1-1B	Adults with Care and Support Needs Pool	98,859	98,759	-100	-0.1%	100	-200	 <b>G</b>
SCS1-2 to SCS1-9	Other Adult Social Care	11,013	10,813	-200	-1.8%	-100	-100	 <b>R</b>
	Subtotal Adult Social Care	190,639	190,239	-400	-0.2%	-400	0	 <b>G</b>
SCS2	Commissioning	6,884	7,284	400	5.8%	400	0	 <b>R</b>
<b>Directorate Total</b>		<b>197,523</b>	<b>197,523</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	 <b>R</b>








**Business Management & Monitoring Report**  
**Position to the end of February 2021**  
**Budget Monitoring - Public Health**

	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
PH1& 2 Public Health Functions	31,067	29,967	-1,100	-3.5%	0	100	 R
PH3 Public Health Recharges	633	633	0	0.0%	0	0	 G
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0	 G
Transfer to Public Health Reserve	0	1,100	1,100	0.0%	1,200	-100	 G
<b>Directorate Total</b>	<b>460</b>	<b>460</b>	<b>0</b>	<b>0.0%</b>	<b>1,200</b>	<b>0</b>	

**Business Management & Monitoring Report**  
**Position to the end of February 2021**  
**Budget Monitoring - Environment and Place**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light  Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,088	3,788	-300	-7.3%	-250	-50	R
PG3	Growth & Economy	93	543	450	483.9%	450	0	R
COM1	Communities Management	488	488	0	0.0%	0	0	G
COM2	Community Operations	57,949	58,349	400	0.7%	400	0	G
<b>Directorate Total</b>		<b>62,618</b>	<b>63,168</b>	<b>550</b>	<b>0.9%</b>	<b>600</b>	<b>-50</b>	<b>R</b>

**Business Management & Monitoring Report**  
**Position to the end of February 2021**  
**Budget Monitoring - Customers, Organisational Development and Resources**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
COD1	Corporate Services	2,056	2,056	0	0.0%	0	0	 <b>G</b>
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0	 <b>G</b>
COD3	Communications, Strategy & Insight	2,491	2,070	-421	-16.9%	-300	-121	 <b>R</b>
COD4	ICT & Digital	10,746	10,746	0	0.0%	0	0	 <b>G</b>
COD5	Culture & Customer Experience	11,096	10,907	-189	-1.7%	-200	11	 <b>R</b>
COD6	Finance	6,450	6,450	0	0.0%	0	0	 <b>G</b>
<b>Directorate Total</b>		<b>35,232</b>	<b>34,622</b>	<b>-610</b>	<b>-1.7%</b>	<b>-500</b>	<b>-110</b>	 <b>R</b>



**Business Management & Monitoring Report**  
**Position to the end of February 2021**  
**Budget Monitoring - Commercial Development, Assets & Investments**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light  Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
CDAI1	Property, Investment & Facilities Management	17,383	14,747	-2,636	-15.2%	-2,491	-145	R
CDAI2	Law & Governance	8,142	8,342	200	2.5%	200	0	R
CDAI3	Community Safety	23,999	24,019	20	0.1%	-94	114	G
CDAI4	CDAI Management Costs	510	510	0	0.0%	0	0	G
<b>Directorate Total</b>		<b>50,034</b>	<b>47,618</b>	<b>-2,416</b>	<b>-4.8%</b>	<b>-2,385</b>	<b>-31</b>	<b>R</b>

**Business Management & Monitoring Report: Children's Services**  
**Position to the end of February 2021**  
**Revenue Budget Monitoring**

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-1,109	91,299
	Gross Income	-61,899	980	-60,919
		30,509	-129	30,380
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,310	33,018
	Gross Income	-3,260	973	-2,287
		33,068	-2,337	30,731
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	6,287	71,750
	Gross Income	-4,245	-1,064	-5,309
		61,218	5,223	66,441
CEF4	Schools			
	Gross Expenditure	190,476	6,039	196,515
	Gross Income	-190,260	-5,631	-195,891
		216	408	624
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-337	5,845
	Gross Income	-519	-276	-795
		5,663	-613	5,050
	Expenditure Total	390,857	7,570	398,427
	Income Total	-260,183	-5,018	-265,201
	<b>Total Children's Services Net Budget</b>	<b>130,674</b>	<b>2,552</b>	<b>133,226</b>
<b>MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)</b>				
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,141	57,939
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	<b>Total Gross</b>	<b>215,549</b>	<b>2,334</b>	<b>217,883</b>

**Business Management & Monitoring Report: Adult Services**  
**Position to the end of February 2021**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>SCS1</b>	<b>Adult Social Care</b>			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	1,047	80,767
	Gross Income.	0	0	0
		79,720	1,047	80,767
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,501	98,859
	Gross Income.	-2	2	0
		95,356	3,503	98,859
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	16,434	49,348
	Gross Income	-19,582	-18,753	-38,335
		13,332	-2,319	11,013
	<b>Total Adult Social Care</b>	<b>188,408</b>	<b>2,231</b>	<b>190,639</b>
<b>SCS2</b>	<b>Commissioning</b>			
	Gross Expenditure	6,700	1,495	8,195
	Gross Income	-1,061	-250	-1,311
	<b>Total Commissioning</b>	<b>5,639</b>	<b>1,245</b>	<b>6,884</b>
	Expenditure Total	214,692	22,477	237,169
	Income Total	-20,645	-19,001	-39,646
	<b>Total Adult Services Net Budget</b>	<b>194,047</b>	<b>3,476</b>	<b>197,523</b>

**Business Management & Monitoring Report: Public Health  
Position to the end of February 2021  
Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	2,056	31,373
	Gross Income	-228	-78	-306
		29,089	1,978	31,067
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	3,909	3,909
	Gross Income	-29,722	-5,427	-35,149
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	5,965	35,915
	Income Total	-29,950	-5,505	-35,455
	<b>Total Public Health Net Budget</b>	<b>0</b>	<b>460</b>	<b>460</b>

**Business Management & Monitoring Report: Environment and Place**  
**Position to the end of February 2021**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget £000</b>	<b>Movement to Date £000</b>	<b>Latest Estimate £000</b>
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>
PG2	Planning & Place			
	Gross Expenditure	11,412	-1,718	9,694
	Gross Income	-6,198	592	-5,606
		5,214	-1,126	4,088
PG3	Growth & Economy			
	Gross Expenditure	625	5	630
	Gross Income	-537	0	-537
		88	5	93
COM1	Communities Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
COM2	Community Operations			
	Gross Expenditure	100,345	2,558	102,903
	Gross Income	-41,386	-3,568	-44,954
		<b>58,959</b>	<b>-1,010</b>	<b>57,949</b>
	<b>Expenditure Total</b>	<b>112,382</b>	<b>1,333</b>	<b>113,715</b>
	<b>Income Total</b>	<b>-48,121</b>	<b>-2,976</b>	<b>-51,097</b>
	<b>Total Environment and Place Net Budget</b>	<b>64,261</b>	<b>-1,643</b>	<b>62,618</b>

**Business Management & Monitoring Report: Customers, Organisational Development & Resources**  
**Position to the end of February 2021**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
CODR1	Corporate Services			
	Gross Expenditure	1,751	305	2,056
	Gross Income	0	0	0
		1,751	305	2,056
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	-58	3,563
	Gross Income	-1,179	9	-1,170
		2,442	-49	2,393
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	3,943	8,070
	Gross Income	-1,108	-4,471	-5,579
		3,019	-528	2,491
CODR4	ICT & Digital			
	Gross Expenditure	11,531	3,762	15,293
	Gross Income	-317	-4,230	-4,547
		11,214	-468	10,746
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	2,242	18,812
	Gross Income	-8,408	692	-7,716
		8,162	2,934	11,096
CODR6	Finance			
	Gross Expenditure	9,820	-695	9,125
	Gross Income	-2,485	-190	-2,675
		7,335	-885	6,450
	Expenditure Total	47,420	9,499	56,919
	Income Total	-13,497	-8,190	-21,687
	<b>Total Customers &amp; Organisational Development and Resources Net Budget</b>	<b>33,923</b>	<b>1,309</b>	<b>35,232</b>

**Business Management & Monitoring Report: Commercial Development, Assets & Investment**  
**Position to the end of February 2021**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-5,192	25,340
	Gross Income	-11,058	3,101	-7,957
	<b>Total Property, Investment &amp; Facilities Management</b>	<b>19,474</b>	<b>-2,091</b>	<b>17,383</b>
CDAI2	Law & Governance			
	Gross Expenditure	6,637	2,724	9,361
	Gross Income	-797	-422	-1,219
	<b>Total Law &amp; Governance</b>	<b>5,840</b>	<b>2,302</b>	<b>8,142</b>
CDAI3	Community Safety			
	Gross Expenditure	27,865	-1,039	26,826
	Gross Income	-3,120	293	-2,827
	<b>Total Community Safety</b>	<b>24,745</b>	<b>-746</b>	<b>23,999</b>
CDAI4	Management Costs			
	Gross Expenditure	0	510	510
	Gross Income	0	0	0
	<b>Total Mangement Costs</b>	<b>0</b>	<b>510</b>	<b>510</b>
	Expenditure Total	65,034	-2,997	62,037
	Income Total	-14,975	2,972	-12,003
	<b>Total Commerical Development, Assets &amp; Investment Net Budget</b>	<b>50,059</b>	<b>-25</b>	<b>50,034</b>

Business Management Report  
Position to the end of February 2021

**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
CS	Apr	Feb	Support investments	CEF3-1	Corporate Parenting	T	221	0
				CEF5-1	Management, Admin & Central Support Service Recharges	T	-221	0
PH	Apr	Feb	PH T& T Grant , Community Testing Grant	PH4	Grant Income	T	3,422	-3,422
AS	Apr	Feb	Workforce Capacity Fund Increase in LD DP rates and OSJ fees	SCS1-6	Other Funding	T	1,146	-1,146
				ACSNPOOL	Adults with Care and Support Needs Pool	T	140	-140
				BCFPOOL	Better Care Fund Pool	T	160	-160
				SCS1-1A	Better Care Fund Pool Contribution	T	160	0
				SCS1-1B	Adults with Care and Support Needs Pool Contribution	T	140	0
				SCS1-6	Other Funding	T	-300	0
Grand Total							4,868	-4,868



## Business Management &amp; Monitoring Report - February 2021

Cabinet - 20 April 2021

## Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-29,839	-8,424	-9,421	997	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.

## Business Management &amp; Monitoring Report - February 2021

Cabinet - 20 April 2021

## Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-275	725	725	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	4,841	8,285	5,285	3,000	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-1,000	10,392	10,392	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.

## Business Management &amp; Monitoring Report - February 2021

Cabinet - 20 April 2021

## Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.  This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Budget Equalisation Reserve	0	0	0	0	0	
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	
Redundancy Reserve	548	2,000	2,548	2,548	0	
<b>Total Reserves</b>	<b>102,864</b>	<b>-14,007</b>	<b>88,857</b>	<b>84,860</b>	<b>3,997</b>	

\*Includes DSG High Needs Deficit Reserve  
-11,221      -10,414      -21,635

**General Balances**

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
<b>General Balances at 1 April 2020</b>		<b>28.7</b>
Directorate and Strategic Measures Underspend		4.4
<b>Projected Level of General Balances at 31 March 2021</b>		<b>33.1</b>
Risked Assessed Level of General Balances 2020/21		23.4

**Strategic Measures**

Month	Average cash balance	Average rate of return
February 2021	£411.46m	0.71%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.71%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

## Debt and Loan Write Offs & Impairments - Corporate Debtors

### Corporate Debtors

Performance Indicator	Target	December	January	February
Invoice collection rate	97.50%	92.60%	92.33%	92.22%
Avg. days outstanding	35	27	29	30
Debt requiring impairment	<£0.30m	£0.41m	£0.56m	£0.57m
Unsecure debt over 1 year	<£0.50m	£0.52m	£0.54m	£0.55m
Write offs as % of income YTD	<0.10%	0.002%	0.003%	0.003%

### Adult Contribution to Care Charges

Performance Indicator	Target	December	January	February
Invoice collection rate	92.00%	90.54%	90.24%	90.17%
Avg. days outstanding	100	109	106	104
Debt requiring impairment	<£2.00m	£3.09m	£3.08m	£2.97m
Unsecure debt over 1 year	<£1.60m	£4.07m	£4.41m	£4.33m
Write offs as % of income YTD	<1.0%	0.344%	0.320%	0.397%

Business Management & Monitoring Report - February 2021  
 Cabinet - 20 April 2021  
 Government Grants 2020/21

Ringfenced		Issued By	Estimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Children's Services</b>					
	<b>Dedicated School Grants</b>					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	-341	0	117,065
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	113	0	38,752
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	-2,434	0	57,939
	<b>Subtotal DSG Grants</b>		<b>220,544</b>	<b>-2,662</b>	<b>0</b>	<b>217,882</b>
	<b>School Grants</b>					
R	Pupil Premium	DfE	5,255	1,616	147	7,018
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	16	240
R	PE and Sport Grant	DfE	2,350	0	-47	2,303
R	Universal Infant Free School Meals	DfE	4,020	-47	0	3,973
R	Teacher's Pay Grant	DfE	1,430	235	0	1,665
R	Teacher's Pension Grant	DfE	2,771	2,764	0	5,535
R	Coronavirus Catch Up Premium	DfE	0	2,295	-924	1,371
R	Coronavirus (Covid-19) Schools Fund	DfE	0	305	108	413
	<b>Subtotal School Grants</b>		<b>16,050</b>	<b>7,168</b>	<b>-700</b>	<b>22,518</b>
	<b>Other Children's Services Grants</b>					
R	Youth Justice Board	YJB	548	7	0	555
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77
R	Staying Put Implementation Grant	DfE	225	46	0	271
R	Remand Framework	YJB	25	52	0	77
	<b>Subtotal Other Children's Services Grants</b>		<b>2,719</b>	<b>171</b>	<b>0</b>	<b>2,890</b>
	<b>TOTAL CHILDREN'S SERVICES</b>		<b>239,313</b>	<b>4,677</b>	<b>-700</b>	<b>243,290</b>

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Ringfenced		Issued By	Estimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Adult Services</b>					
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099
R	Winter Pressures	MHCLG	2,292	0	0	2,292
R	Infection Control Grant 1	DHSC		7314	0	7,314
R	Infection Control Grant 2	DHSC		6314	0	6,314
R	Lateral Flow Testing	DHSC		1840	0	1,840
R	Staffing Capacity Grant	DHSC		1146	0	1,146
	<b>TOTAL ADULT SERVICES</b>		<b>10,391</b>	<b>16,614</b>	<b>0</b>	<b>27,005</b>
	<b>Public Health</b>					
R	Public Health Grant	DHSC	31,329	-89	0	<b>31,240</b>
R	HIV PREP Grant	DHSC		122	0	<b>122</b>
R	Wayfinding Grant	SE		130	0	<b>130</b>
R	Track and Trace	MHCLG		2858	0	<b>2,858</b>
	<b>TOTAL PUBLIC HEALTH</b>		<b>31,329</b>	<b>3,021</b>	<b>0</b>	<b>34,350</b>
	<b>Environment &amp; Place</b>					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			818	0	818
R	Natural England	DEFRA	227	0	0	227
	<b>TOTAL ENVIRONMENT &amp; PLACE</b>		<b>227</b>	<b>1,613</b>	<b>0</b>	<b>1,840</b>

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Ringfenced		Issued By	Estimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Customers, Organisational Development &amp; Resources</b>					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507
R	Winter Support Grant	DWP		1,368		1,368
R	Winter Support Grant Extension	DWP			476	476
R	MaaS:CAV	Innovate UK		638	0	638
R	V2 Go Project	Innovate UK	0	132	0	132
R	OmniCAV	Innovate UK	0	235	0	235
R	Park & Charge	Innovate UK	0	580	0	580
R	Virgin Park & Charge	Innovate UK	0	26	0	26
R	Data Driven Safety Tool	Innovate UK	0	151	0	151
R	Quantum Gravimeter	Innovate UK	0	84	0	84
R	Resilient CAV	Innovate UK	0	25	0	25
R	Heart Park Project	DFT	0	90	0	90
R	GTC DfT Congestion Tool	DFT	0	59	0	59
R	CAVL4R	DFT	0	11	0	11
	<b>TOTAL CUSTOMERS, ORGANISATIONAL DEVELOPMENT &amp; RESOURCES</b>		<b>837</b>	<b>3,921</b>	<b>476</b>	<b>5,234</b>



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Ringfenced		Issued By	Estimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Commercial Development , Aseets &amp; Investment</b>					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	MHCLG	40	-1	0	39
R	Building Risk Review Grant	HO		60	0	60
R	Protection Uplift Grant	HO		272	0	272
	<b>TOTAL COMMERCIAL DEVELOPMENT, ASSETS &amp; INVESTMENT</b>		<b>1,401</b>	<b>331</b>	<b>0</b>	<b>1,732</b>
	<b>Strategic Measures</b>					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278	177		455
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	500			500
U	Troubled Families Attachement Fees - Phase 2	MHCLG	143			143
U	Troubled Families Payment by Result	MHCLG		73		73
U	New Homes Bonus	MHCLG	4,137			4,137
U	Local Reform & Community Voices Grant	DfE	515	103		618
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	570	-13		557
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			5,144
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG		20387		20,387
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22
U	Wellbeing for Education Return Grant	DfE		112		112
R	Contain Oubreak Management Fund Surge Funding Grant	DHSC		9,881	2,767	12,648
R	Support for Clinically Extremely Vulnerable	DHSC		305	410	715
R	Sales, Fees and Charges Compensation	MCLG		1,379		1,379
U	Rough Sleeping Drug and Alcohol Treatment Grant Scheme	DHSC		585		585
U	Business Rates Top-Up	MHCLG	40,546			40,546
	<b>Subtotal Strategic Measures</b>		<b>67,576</b>	<b>33,011</b>	<b>3,177</b>	<b>103,764</b>

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	<b>Grants held on behalf of Local Enterprise Partnership</b>					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS		54		54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>		<b>1,605</b>	<b>54.0</b>	<b>0</b>	<b>1,659</b>
	<b>TOTAL STRATEGIC MEASURES</b>		<b>69,181</b>	<b>33,065</b>	<b>3,177</b>	<b>105,423</b>
	<b>Total All Grants</b>		<b>352,679</b>	<b>63,242</b>	<b>2,953</b>	<b>418,874</b>

Ringfenced

R  
U

Issued by

DfE  
YJB  
HO  
DHSC  
MHCLG

DfT Department for Transport  
 BEIS Department for Business, Energy & Industrial Strategy  
 DEFRA Department for Environment, Food and Rural Affairs  
 AC Arts Council  
 SE Sports England

**COVID-19 Grant Detail**  
**Cabinet 20 April 2021**

<b>Government Department</b>	<b>Directorate</b>	<b>Grant Name</b>	<b>Total Grant Funding</b>	<b>Allocation to General Fund</b>	<b>Allocation to be determined</b>	<b>Allocation to schools</b>	<b>Allocation to Providers and Voluntary Sector</b>	<b>Allocation to District and City Councils</b>
			<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Ringfenced Funding</b>								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DHSC	Adult Services	Lateral Flow Testing	1,840		368		1,472	
DHSC	Adult Services	Staffing Capacity	1,146	50			1,096	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	817				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	1,395			1,395		
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme	1,368		1,368			
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme Extension	476		476			
DHSC	Customers, Organisational Development & Resources	Clinically Extremely Vulnerable	715		715			
DHSC	Customers, Organisational Development & Resources	Contain Outbreak Management Fund Surge Funding Grant	12,648	3,132	5,534		425	3,557
<b>Total Ringfenced Grants</b>			<b>38,125</b>	<b>3,18</b>	<b>9,81</b>	<b>1,70</b>	<b>17,614</b>	<b>5,511</b>
<b>Unringfenced Funding</b>								
MHCLG	Strategic Measures	COVID-19 Emergency Grant						
		Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarentee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
<b>Total Unringfenced Grants</b>			<b>36,416</b>	<b>36,304</b>	<b>0</b>	<b>112</b>	<b>0</b>	<b>0</b>
<b>Total COVID-19 Grant Funding</b>			<b>74,541</b>					
<b>Total Non-Ringfenced Grants to OCC</b>								

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

**Contain Outbreak Management Fund**

Breakdown of funding received for period to 29 December 2020

**£000****Passported to City/District Councils**

Cherwell District Council	913
Oxford City Council	1,021
South Oxfordshire District Council	587
Vale of White Horse District Council	568
West Oxfordshire District Council	468
<b>Total District/City Councils</b>	<b>3,557</b>

**Retained by County Council**

Adult Services	1,000
Children's Services	1,000
Homeless & Rough Sleeping	530
Public Health	602
Voluntary and Community Sector	425
Other	0
<b>Total County Council</b>	<b>3,557</b>

3rd Allocation - Unallocated	2,767
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<b>Total</b>	<b>9,881</b>
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