

## **CABINET – 15 November 2022**

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

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

#### **RECOMMENDATION**

**1. The Cabinet is RECOMMENDED to**

- a) note the report and annexes
- b) agree the virements in Annex B-2a and the supplementary estimate request in Annex B-2c.
- c) write off a debt of £0.3m for advance payments and the cost of arranging alternative provision in relation to a home care provider that went into administration in early 2017.

#### **Executive Summary**

2. The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities and financial performance. The [2022 – 2025 Strategic Plan](#) sets out the Council's ambitions for the next four years. It also shows our priority activities for the current financial year.
3. This report presents the September 2022 performance, risk and finance position for the council.
4. Further information is provided in the following annexes to the report:

Annex A: Performance September 2022/Quarter 2

Annex B: Finance September 2022

Annex C: Climate action plan September 2022

Annex D: "Including everyone" Equalities, Diversity & Inclusion plan  
September 2022

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

#### **Performance Overview**

6. The Outcomes Framework for 2022/23 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the

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customer contact centre and measures included in the council's Financial Strategy. The outcomes framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

7. As at the end of September 2022 the indicators were rated as follows:

Month	Green	Amber	Red	Monitoring only (n/a)	Total
September 22/Quarter 2	48	12	17	8	85
Monthly	24	7	14	8	53
Quarterly	21	2	3	0	26
Bi-Annual	3	3	0	0	6

**Figure 1** – Summary of September/Q2 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin. Please note that the total number of measures fluctuates

48 (56%) of the measures were reported as green (meeting or exceeding target). 12 measures (14%) were rated as Amber (misses target by narrow margin), of which nine have been amber for 2+ months and 17 (21%) measures were rated red (misses target by significant margin).

8. The number of **monthly** measures assessed as red has increased compared to the last report to Cabinet in September which set out that as at the end of July the 52 monthly indicators were rated as follows:

Month	Green	Amber	Red	Monitoring only (n/a)	Total
July 2022	23	14	8	7	52
	44%	27%	15%	14%	

**Figure 2** – Summary of July performance for all measures. RAG as above. Please note that the total number of measures fluctuates each month as measures can be monthly, quarterly, termly, 6 monthly or annual.

9. As noted in the last report there are significant and persistent challenges around demand for children's social care and the availability of care placements and front-line social work staff. These are reflected in the performance measures for Priority 7 which are continuing to be reported as red exceptions and causing very significant financial pressure requiring rapid and active interventions. These remain and, red and despite action being taken to manage demand the underlying finance position is becoming more challenging as the year progresses.
10. Issues and volatility in the wider economy, including inflation and workforce shortages, also continue to increase the risk to the financial position for the council and the overall landscape looks much more challenging than when the budget was set in February 2022. This is also contributing to the finance measures which are now assessed as red.

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11. The following table lists the 17 measures reporting as red at the end of September/Quarter 2. Full details can be found in Annex A.

Performance measures reporting Red for September 2022/Quarter 2 (17)	
<b>OCC01.05:</b>	Total number of electric vehicle charging points by end of March 2023
<b>OCC01.06:</b>	No of Retrofits of homes in fuel poverty completed
<b>OCC01.09:</b>	Total % of household waste which is reused, recycled or composted
<b>OCC02.03:</b>	Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)
<b>OCC03.02:</b>	% of eligible population 40-74 who have received an NHS Health Check (Quarterly)
<b>OCC07.01:</b>	Number of contacts into the MASH
<b>OCC07.02:</b>	Number of early help assessments
<b>OCC07.03:</b>	Number of early help assessments completed by health visitors
<b>OCC07.06:</b>	No of children we care for (excluding Unaccompanied Children)
<b>OCC07.07</b>	The number of child protection plans
<b>OCC07.10:</b>	% of Education Health & Care Plans completed within 20 weeks
<b>OCC09.03</b>	No of Trading Standards interventions conducted with businesses
<b>OCC10.05:</b>	Number of telephone calls to customer service centre abandoned
<b>OCC11.02</b>	Achievement of planned savings
<b>OCC11.05</b>	Directorates deliver services and achieve planned performance within agreed Budget
<b>OCC11.06</b>	Total outturn variation for the dedicated schools grant (DSG) funded Services
<b>OCC11.11:</b>	Debt requiring impairment - ASC contribution debtors

Figure 3 – Summary of the Red measures September/Quarter 2.

12. This table indicates the direction of travel of measures compared to August 2022.

Status changes – July to August 2022	
<b>Amber to Green</b>	<b>OCC10.03</b> Achieve a high level of customer satisfaction across all channels in the CSC <b>OCC10.04:</b> Resolve customer enquiries received through the telephony channels at the first point of contact
<b>Green to Amber</b>	<b>OCC11.09:</b> Invoice collection rate Corporate Debtors
<b>Amber to Red</b>	<b>OCC01.09</b> Total % of household waste which is reused, recycled or composted <b>OCC07.02</b> Number of early help assessments
<b>Green to Red</b>	<b>OCC01.02</b> Total No. of streetlights fitted with LED Lanterns by March 2023 <b>OCC01.05</b> Total number of electric vehicle charging points by end of March 2023 <b>OCC07.01</b> Number of contacts into the MASH <b>OCC07.05</b> No of children we care for who are unaccompanied Asylum Seeking Children

Status changes – August to September 2022/Quarter 2	
<b>Red to Green</b>	<b>OCC 1.02</b> Total No. of streetlights fitted with LED Lanterns by March 2023
<b>Amber to Green</b>	<b>OCC 3.14</b> No of physical visits to Heritage services <b>OCC 9.05</b> No of new Community Micro Enterprises supporting people in the community <b>OCC 11.09</b> Invoice collection rate Corporate Debtors
<b>Amber to Red</b>	<b>OCC 10.05</b> No of telephone calls to CSC abandoned

<b>Green to Red</b>	<b>OCC 02.03</b> Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)
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Figure 4a – changes across July to September/Quarter 2

13. While the position has deteriorated since July there has been no significant change since August in terms of monthly measures. 29 measures were at, or near target in September compared to 31 in August.

Monthly comparison	Green	Amber	Red
July	23	14	8
August	20	11	14
September	24	7	14

Figure 4b - Comparison of monthly measures

14. There has also been no significant change in the quarterly results from June to September, although there is clearly a higher proportion of green results.

Quarterly comparison	Green	Amber	Red
June/Quarter 1	19	7	4
September/Quarter 2	21	2	3

Figure 5 - Comparison of quarterly measures

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

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

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

## Performance Exceptions

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

The exception report focusses on the 17 measures that have red outcomes and of the 12 measures that have reported amber, 6 have been rated amber for two months consecutively and are included in this exception report.

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

This priority has 6 measures being reported in September: 3 Red, 1 Amber and 2 Green

Priority OCC01 overall performance:			Table illustrates the measure within <b>Priority OCC 01</b> that are performing under target and the RAG status.		
April	May	June	<b>Measure:</b>	<b>Status:</b>	<b>Director:</b>
July	August	September	<b>OCC01.05</b> Total number of electric vehicle charging points by end of March 2023	Red	Bill Cotton
October	November	December	<b>OCC1.06</b> No of Retrofits of homes in fuel poverty completed	Red	Bill Cotton
January	February	March	<b>OCC1.08</b> % [by length] of Public Rights of Way network free from serious issues or obstruction	Amber	Bill Cotton
			<b>OCC01.09:</b> Total % of household waste which is reused, recycled or composted	Red	Bill Cotton

**OCC 01.09:** The recycling target has not been achieved because the volume of household waste has dropped significantly over the summer. This is due in part to the very dry summer reducing the need for the collection and composting of green waste. The household waste recycling target for Oxfordshire is exceptionally high to reflect our ambition to divert household waste away from energy recovery and landfill in accordance with the waste hierarchy.

We are still one of the best performing authorities in the country for household waste recycling.

Our targets are set in the Joint Municipal Waste Strategy agreed with the District and City Councils in Oxfordshire at 62% reuse, recycling and composting. Our current end of year forecast is 57.87% which reflects the significant reduction in household waste tonnage received over the summer and forecasted to the end of the year.

## 18. Priority OCC02: Tackle inequalities in Oxfordshire

This priority has 8 measures being reported in September: 1 Red and 7 Green

Priority OCC02 overall performance:			Table illustrates the measure within <b>Priority OCC02</b> that are performing under target and the RAG status.		
April	May	June	<b>Measure:</b>	<b>Status:</b>	<b>Director:</b>
July	August	September	<b>OCC 02.03</b> Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Red	Mark Haynes
October	November	December			
January	February	March			

**OCC 02.03:** A lack of social media usage during the national period of mourning has impacted on performance, as has the delayed launch on the Heritage Search portal, which we expected to be live over the summer. The team have been actively engaging with Communications around Marketing Strategies and working with them on social media training - so, positive steps are being taken and there is little to no risk in this

## 19. Priority OCC03: Prioritise the health and wellbeing of residents

This priority has measures being reported in September: 1 Red, 2 Amber and 12 Green.

Priority OCC03 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measure within <b>Priority OCC03</b> that are performing under target and the RAG status.		
Measure:	Status	Director:
<b>OCC03.02</b> % of eligible population 40-74 who have received an NHS Health Check (Quarterly)	Red	Ansaf Azhar
<b>OCC03.11</b> No of people directly reached with Trading Standards preventative advice and support	Amber	Rob MacDougall
<b>OCC03.19</b> New infrastructure provision implemented in 2023/24	Amber	Susannah Wintersgill

**OCC 03.02:** There was significant reduction in provision of the programme during 2020/21 and 2021/22 due to COVID-19 and that had direct impact on the outcomes of the Programme. In order to recover these services quickly and 'catch-up' on the estimated 28,000 missed Checks during that period, officers have commissioned a new supplementary delivery method of the NHS Health Check Programme through a third-party provider that sits outside of GP Practice settings (where capacity remains a challenge). The new Service Provider will begin an Implementation Phase from 1st October 2022 and commence Service Delivery from 1st January 2023. From October 2022 a new marketing and communication campaign has commenced to increase awareness of the Check and encourage those that have been invited to attend.

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

This priority has 8 measures being reported in August: 3 Amber, 2 Green and 3 monitoring only.

Priority OCC04 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measures within <b>Priority OCC04</b> that are performing under target and the RAG status.		
Measure:	Status	Director:
<b>OCC04.03</b> % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Amber	Karen Fuller
<b>OCC04.04:</b> Percentage of residents aged under 65 receiving ASC who manage their care by using direct payment	Amber	Karen Fuller
<b>OCC04.05:</b> Percentage of older residents who receive long term care and are supposed to live in their own home	Amber	Karen Fuller

**OCC04.03** Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly. In Oxfordshire 21% of older people supported at home have a direct payment compared to 15% nationally. A new Direct Payment Model was implemented in April 2021.

As the Direct Payment Advice Team develops, we would expect to see the trend increasing again. We are developing a strategic plan for further development of the Personal Assistance Market (where many people spend their direct payment) including training opportunities.

**OCC04.04:** Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly. 39.1% of adults of a working age receive their care via a direct payment. This is marginally better than the national average (38%). Performance continues to improve month on month.

**OCC04.05:** The proportion of older people who are supported, who live in their own homes is 59.4% against a target of 60%). It is up 0.2% from the start of the year, but down on last month. People prefer where possible to live in their own home and we continue to deliver services such as home care and extra care housing to make this possible

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

This priority has 9 measures being reported in September: 6 Red, 1 Green and 2 monitoring only.

Priority OCC07 overall performance:		
April	May	June
July	August	September
October	November	December
January	February	March

Table illustrates the measure within **Priority OCC07** that are performing under target and the RAG status.

Measure:	Status:	Director:
<b>OCC07.01:</b> Number of Contacts into the MASH	Red	Kevin Gordon
<b>OCC07.02:</b> Number of early help assessments	Red	Kevin Gordon
<b>OCC07.03:</b> Number of early help assessments completed by health visitors	Red	Kevin Gordon
<b>OCC07.06:</b> No. of children we care for (excluding unaccompanied children)	Red	Kevin Gordon
<b>OCC07.07:</b> The number of child protection plans	Red	Kevin Gordon
<b>OCC07.10:</b> % education health and care plans completed within 20 weeks	Red	Kevin Gordon

**OCC07.01:** Contacts rose by 35%, in 20/21. In 21/22 they rose again, by 18%. However in the first six months of this year contacts have fallen by 2.5% on the same period last year. Demand is being managed by additional temporary staff. The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on the MASH which focuses on an integrated Assessment function within the MASH which should lead to more Early Help assessments, a more robust assessment process within the MASH, and reductions in overall activity within the service that will enable staffing levels to return to pre-covid establishment.

**OCC07.02:** The children's trust agreed a stretched target of 5,000 early help assessments this year and 10,000 in 23/24. However in the first six months of this year the number of early help assessments are less than 1% higher than the corresponding period last year and under half the target rate. An early help strategy is in place to help increase the provision of early help.

The CEF Service Improvement & Financial Efficiency programme which reports weekly to the chief executive and head of finance includes a workstream on Early Help which focuses on increasing Early Help activity and reducing in the number of cases escalating and progressing to the MASH. Furthermore, by increasing the number of Early Help Assessments undertaken by partners, there will be a corresponding reduction in the number of EHAs completed by LCSS, which will enable this team to focus on the 'right work'.

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

**OCC07.06:** The number of children we care for has fallen in the last month. It remains below the national rate, but above that of similar authorities. The CEF Service Improvement & Financial Efficiency programme has workstreams in preventing children becoming cared for and improving the speed by which children are returned to their family home of found



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permanent accommodation. Progress on performance and actions is reported weekly to the chief executive and had of finance.

**OCC07.07:** 637 children were the subject of a child protection plan at the end of September - an increase of almost 100 in two months. This is above the target (550) but remains over 100 less than the highpoint of June 2019 (769).

**OCC07.10** EPS delays still significant. Continued long-term staff absence and part-time hours on recommendation from medical professional continued issues with recruitment and retention of staff Issues with running 2 business systems side by side

### 22. Priority OCC09 Work with local businesses and partners for environmental, economic and social benefit

The priority has 8 measures being reported for September; 1 Red and 7 Green

Priority OCC09 overall performance:			Table illustrates the measures within Priority OCC09 that are performing under target and the RAG status.		
April	May	June	Measure:	Status	Director:
July	August	September	<b>OCC9.03</b> No of Trading Standards interventions conducted with businesses	Red	Rob MacDougall
October	November	December			

**OCC09.03** Overall performance is above target and the true figure is actually higher, but challenges reporting from a new case management system is leading an under-reporting at this time. However, reporting issues regarding this particular measure are hoped now to be resolved, with full reporting from next quarter.

### 23. Priority OCC10: Running the business

**Customer contact centre:** Of the 4 measures being reported in September: 1 Red, 3 Green

**Finance:** Of the 15 measures being reported in September: 4 Red, 4 Amber, 7 Green.

Priority OCC10 overall performance:			Table illustrates measure within Priority OCC 10 that are performing under target and the RAG status.		
April	May	June	Measure	Status	Director
July	August	September	<b>OCC10.05:</b> Number of telephone calls to customer service centre abandoned	Red	Mark Haynes
October	November	December	<b>OCC11.01</b> Overall forecast revenue variance across the Council	Amber	Lorna Baxter
January	February	March	<b>OCC11.02</b> Achievement of planned savings	Red	Lorna Baxter
			<b>OCC11.05</b> Directorates deliver services and achieve planned performance within agreed budget	Red	Lorna Baxter
			<b>OCC11.06</b> Total outturn variation for the dedicated schools grant (DSG) funded services	Red	Lorna Baxter
			<b>OCC11.08:</b> % of agreed invoices paid within 30 days	Amber	Lorna Baxter
			<b>OCC11.11:</b> Debt requiring impairment-ASC contribution debtors	Red	Lorna Baxter
			<b>OCC11.12</b> Average cash balance compared to forecast average cash balance	Amber	Lorna Baxter
			<b>OCC11.15:</b> Invoice Collection Rate - ASC contribution debtors	Amber	Lorna Baxter

**OCC10.05:** Calls received during September, increased by 11% compared to August. A total of 14,274 were offered to the Customer Service Centre, and our abandonment rate increased



by 8% compared to August. We also dealt with 6,249 of emails, received 202 webchats across seven service areas of our website and 32 social media contacts from the official OCC Twitter & Facebook pages.

The CSC has experienced a higher than expected level of turnover and we are carrying approx. 30% of vacancies within the Customer Service Centre (including new areas of work e.g. Union Street) and continue to have difficulty attracting suitable candidates. Work continues with resourcing colleagues to help rectify this and different campaigns are being run.

We have had an increase in offline business and application eligibility work, much of which is time sensitive meaning we have to redirect resources away from the phones. The introduction of workforce management will help to alleviate and coordinate this and inform when and whom it is best to undertake this work at the appropriate times. This should be in place within the next two months.

We are also undertaking a redesign of teams to ensure that offline and phone work are separated out more effectively to protect the performance of both areas of demand.

Of interest - The number of inbound phone contacts to School Admissions was up 107% compared to August due to the start of the new academic year and our Social Care activities continues to be where the highest abandonments are due to limited resources.

## Performance Highlights

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

24. In connection with priority **Put action to address the climate emergency at the heart of our work** our waste management team joined forces with the fleet services central area team to engage with residents as part of its door stepping campaign to promote food waste recycling.
25. During the summer holidays, when colleagues in the fleet services central area team weren't needed for school runs, they provided an electric vehicle and staff and joined the waste team to help provide information, advice, replacement food recycling caddies and liners to residents. Over six weeks, they **knocked on over 4,000 doors** and **spoke to over 2,500 households**, breaking down barriers and helping to change behaviours. A great example of pooling resources and working together to make a difference!
26. **Tackle inequalities in Oxfordshire** must be addressed within our own staff as well as in the county. Our framework for equalities, diversity and inclusion (EDI), 'Including Everyone', sets out our vision to lead the way in our approach to workplace inclusion, inclusive service delivery and tackling disadvantages in our communities. We're committed to nurturing an environment in which everyone feels included, respected and heard. We've recently published our updated action plan for 2022/23 which sits under the framework and, to mark National Inclusion Week.
27. To **Prioritise the health and wellbeing of residents** People in Oxfordshire were encouraged to open up and talk about their mental health as the county marks World Suicide Prevention Day (10 September). In 2020, there were over 5,000 deaths from suicides in England and Wales with three quarters of these men. Four

out of five deaths from suicide in Oxfordshire are men and across the UK someone takes their own life every 120 minutes with three-quarters of them being male. Every suicide can be prevented. That is why Oxfordshire County Council is supporting the Samaritans to raise awareness, break down stigmas arounds suicide and help create a world where fewer people die by suicide

28. People in Oxfordshire who have started to plan ahead for a difficult winter due to the cost-of-living crisis are to be offered help by the county council – including emergency welfare, council tax support and warm places for people struggling with heating bills. On 20 September, the council's cabinet agreed to a list of proposals to assist local people – particularly the vulnerable – as they face the combination of inflation and the rising cost of energy over coming months. More than £2 million of funding will be provided in 2022/23 to support the proposals with further funding in future years.
29. Supporting the government's Homes for Ukraine scheme continues to be a high priority and we'd like to take the opportunity again to thank everyone who's contributing to this important work. Here's a summary of the latest developments:
- Bus passes. Ukrainian guests can now apply for a free three-month local area bus pass thanks to our work with Oxford Bus Company, Stagecoach, Arriva and Thames Travel.
  - Supporting hosts and guests. As many are approaching six months of their sponsorship arrangements, we've started contacting hosts and guests at the four-month mark to ask them a few questions about their plans and whether they need any further help or support. The responses we receive will help us shape what support is needed for our guest and host communities across Oxfordshire
  - Rematching. We're continuing to do all we can to support the rematching process. A new three-strong team has been established, hosted by the city council, to take the lead on this.
30. To address the priority of **Invest in an inclusive, integrated and sustainable transport network** Oxfordshire County Council's cabinet approved the adoption of the updated policy statement on Tuesday 20 September. The changes could involve adopting working practices, which have a lower carbon footprint, do more to support biodiversity and contribute to improved environmental conditions. It could also mean prioritising a greater proportion of resources towards a strategy of preventative maintenance to reduce the need for reactive repairs. It is widely recognised that the highway network, if managed effectively, can enable economic, societal and environmental benefit and change. The updated approach does not adversely affect the council's ability to fulfil its other legal obligations. These include a duty to maintain roads in a safe condition, a duty to keep the traffic moving on the road network and the management of flood risk associated with extreme weather.
31. Work is due to start to improve safety for cyclists and pedestrians in the southern Oxfordshire village of Upton, as part of the Chilton Road cycling scheme, a project seeking to make a National Cycle Network route (544) along Chilton Road.

32. A new document has been approved that supports wider transport plans for Oxfordshire, the aims of which include cutting the number of car journeys in the county by more than half by 2040. The work will include the formal completion of the closure of Chilton Road to motorised traffic. The road has been closed to motorised vehicles since August 2020 on a temporary basis and the move have been predominantly well received.
33. To **Create opportunities for children and young people to reach their full potential** archaeologists in Oxfordshire County Council's museum service have been working to develop a digital access and communication engagement project. This was recognised at the Society for Museum Archaeology's annual awards. The project sought to better engage with communities in order to increase awareness of local heritage and improve digital access to resources. The society commended the project for the way it thoughtfully and successfully engaged local communities.
34. Another priority is to **Play our part in a vibrant and participatory local democracy** People who live, work in, or visit Oxford can have their say on proposals to introduce six trial traffic filters in the city. Traffic filters are part of Oxfordshire County Council's central Oxfordshire travel plan and are supported by Oxford City Council. The proposed traffic filters are expected to reduce traffic levels by more than a third within the city centre, reduce overall accidents by up to 15 per cent and significantly improve air quality in Oxford. The consultation ran from 5 September to 3 October 2022.
35. People are also being asked for their views on plans to bring in 20mph speed limits to two Oxfordshire towns. Oxfordshire County Council wants to make residential areas safer and more attractive places to walk and cycle. To enable this, 20mph speed restrictions are being used to help promote alternative modes of transport for local travel.
36. Consultations are currently taking place into plans for Abingdon and the Ladygrove area of Didcot. The council is seeking the views of residents, businesses, commuters, and visitors before the decisions are made.

## Strategic Risk Management Overview

37. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.
38. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed on a monthly basis as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.

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Risk Ref	Risk Title and Description	Inherent Risk Score	Residual Risk Score
SR1	<b>Financial Resilience:</b> The council is not financially sustainable in the immediate/medium term.	25	15
SR2	<b>Cost of Living Crisis:</b> Rapid increases in the cost of living driven by national and international inflation are putting our communities and staff under financial pressure. Increases in hardship will reduce living standards and impact on the wellbeing on staff and residents. It will also create new demand on Council and partner services. Note: Inflationary pressures on council budgets are covered in financial resilience risk.	20	12
SR3	<b>Cyber Security:</b> A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15
SR4	<b>Capital Projects:</b> Major Infrastructure Portfolio schemes become undeliverable.	20	15
SR5	<b>Absence of Oxfordshire Place Strategy:</b> A spatial and policy vacuum for strategic planning across Oxfordshire.	20	9
SR6	<b>Demand Management – Adults:</b> The council is unable to provide the appropriate level of support for people to live well and independently in their community, remaining fit, and healthy for as long as possible.	16	12
SR7	<b>Demand management - Children:</b> Level of statutory activity required by the council in relation to meeting children's needs results in significant overspend.	25	20
SR8	<b>High Needs Block:</b> Insufficient national funding and increasing local demand.	25	20
SR9	<b>Oxford Core Schemes:</b> Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	15
SR10	<b>Organisational Resilience:</b> A significant disruption to all or parts of the council means essential services are unable to be recovered within a reasonable time frame given the nature of the service affected.	20	12
SR11	<b>Health and Safety:</b> Adverse H&S event including accident, incident, near-miss or dangerous occurrence.	20	6
SR12	<b>Strategic Workforce Planning:</b> A risk that the county council's workforce does not have capacity or capability to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met.	16	12
SR13	<b>Supplier/Market Failure:</b> Insolvency of major partners of the council. Supplier chooses to no longer provide services at the contracted cost or to provide services at all.	20	15
SR14	<b>Integrated Care System:</b> Failure to maintain business as usual, as well as driving transformation and improvement during a period of externally imposed structural change.	12	6
SR15	<b>Information Governance:</b> Unable to respond to Subject to Access requests within statutory time frames (normally one month but may be extended to three months)	15	9
SR16	<b>Delivering New Pressures and Priorities:</b> A significant requirement to deliver a substantial new or amended service or response arises at short notice resulting in pressure on existing objectives or failure or partial failure to deliver the requirement.	16	12

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

### Financial Position

39. As shown in the table below there is a forecast Directorate overspend of £8.2m or 1.6%. The overall forecast variation is £6.6m or 1.3% after taking account of an increase in interest receivable on balances held by the council.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance September 2022 £m	Variance September 2022 %	Variance July 2022 £m	Change Since July £m
Adult Services	211.6	211.0	-0.6	-0.3	0.0	-0.6
Children's Services	148.7	157.4	8.7	5.8	7.9	0.8
Environment and Place	62.8	61.4	-1.4	-2.3	-1.3	-0.1
Public Health	2.4	2.2	-0.2	-8.3	-0.2	0.0
Community Safety	24.8	25.2	0.4	1.6	0.1	0.3
Customers, Culture and Corporate Services	61.1	62.4	1.3	2.3	0.7	0.6
<b>Total Directorate Budgets</b>	<b>511.4</b>	<b>519.6</b>	<b>8.2</b>	<b>1.6</b>	<b>7.2</b>	<b>1.0</b>
<b>Budgets Held Centrally</b>						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-14.6	-1.6	-12.3	-1.3	-0.3
Inflation and Contingency	12.3	12.3	0.0	0.0	0.0	0.0
Un-ringfenced Specific Grants	-33.6	-33.6	0.0	0.0	0.0	0.0
Insurance	1.4	1.4	0.0	0.0	0.0	0.0
Contribution from COVID-19 Reserve	-8.4	-8.4	0.0	0.0	0.0	0.0
Budgeted contributions to reserves	24.2	24.2	0.0	0.0	0.0	0.0
<b>Total Budgets Held Centrally</b>	<b>9.0</b>	<b>7.4</b>	<b>-1.6</b>	<b>-17.8</b>	<b>-1.3</b>	<b>-0.3</b>
<b>Net Operating Budget</b>	<b>520.4</b>	<b>527.0</b>	<b>6.6</b>	<b>1.3</b>	<b>5.9</b>	<b>0.7</b>
Business Rates & Council Tax funding	-520.4	-520.4	0.0	0.0	0.0	0.0
<b>Forecast Year-End Position</b>	<b>0.0</b>	<b>6.6</b>	<b>6.6</b>	<b>1.3</b>	<b>5.9</b>	<b>0.7</b>

40. As noted in the last two reports issues and volatility in the wider economy, including inflation and workforce shortages, continue to increase the risk to the financial position for the council and the overall landscape looks much more challenging than when the budget was set in February 2022 or compared to the same point in 2021/22 or earlier years.

41. The forecast overspend for Children's Services is particularly volatile and there remains real concern over the level of demand and lack of care placements available in the system. The last report to Cabinet noted that there was pressure of up to £11.5m requiring rapid and active intervention to achieve the forecast of £7.9m. Since then the underlying position appears to have deteriorated further. This is a significant risk for the council and requires further work to validate and

understand what is causing this. An additional update on the council's financial position will be reported to Cabinet in December 2022.

42. The forecast deficit against Dedicated Schools Grant funding for High Needs remains at £17.5m in 2022/23. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The net forecast deficit of £17.5m would increase the total deficit relating to High Needs held in this reserve to £47.3m.
43. In June 2022 National Employers agreed that all local government staff would be offered a £1,925 pay rise, equating to a 10.5% increase for the lowest paid staff and 4% for the highest paid. Unison, GMB and Unite, which make up the trade union representation on the National Joint Council have now agreed this offer and the increase will be backdated to 1 April 2022. Virements to move contingency budget to directorates to support the on-going cost will be included in the next report.
44. General Balances were £39.2m as at 31 March 2022 and increased to £40.2m after taking account of a budgeted contribution of £1.0m. The risk assessed level of balances for 2022/23 is £28.9m. After taking account of the projected overspend of £6.6m and supplementary estimate of £0.7m, balances will reduce to £29.4m. This is £0.5m above the risk assessed level.
45. See Annex B for further details and commentary on the Finance position.

## Financial Implications

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

Comments checked by: Lorna Baxter, Director of Finance

## Legal Implications

47. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

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

<p><b>CLAIRE TAYLOR</b> Corporate Director for Customers, Organisational Development and Resources</p>	<p><b>LORNA BAXTER</b> Director of Finance</p>
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## CA6

Annexes: Annex A: Performance September 2022/Quarter 2  
Annex B: Finance September 2022  
Annex C: Climate action plan September 2022  
Annex D: "Including everyone" Equalities, Diversity & Inclusion plan  
September 2022

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