



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 25 February 2020 at 2.00 pm

Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

February 2020

Committee Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Steve Harrod	Cabinet Member for Children & Family Services
Ian Corkin	Cabinet Member for Council Business & Partnerships
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Liam Walker	Cabinet Member for Highways Delivery & Operations
Mark Gray	Cabinet Member for Local Communities

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 4 March 2020 unless called in by that date for review by the appropriate Scrutiny Committee.

Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 17 March 2020

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *“You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself”* or *“You must not place yourself in situations where your honesty and integrity may be questioned.....”*.

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, but please give as much notice as possible before the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 34)

To approve the minutes of the meeting held on 21 January 2020 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

6. Becoming a Dementia Friendly Council (Pages 35 - 58)

Cabinet Member: Adult Social Care and Public Health

Forward Plan Ref: 2019/162

Contact: Lorraine Donnachie, Senior Strategic Commissioning Officer Tel: 07795 291338

Report by Corporate Director Adults & Housing Services (**CA6**).

It is proposed that the council considers working towards becoming a dementia friendly organisation and helps to create and support dementia friendly communities. This will

help to develop further awareness, understanding and support for people in the community and staff in the workforce who are living with dementia. Many people living with dementia feel that the support they need to participate in their community is not available and they are not able to do the everyday things they want to. Many feel isolated and do not feel they are part of their local communities. The creation of dementia friendly communities is an attempt to meet this need and, as a leader, commissioner, planner, regulator and service provider, the council has a key role in supporting and facilitating these.

The report sets out the stages recommended by Alzheimer's Society and the Local Government Association that the council needs to complete in order to become more dementia friendly.

The Cabinet is RECOMMENDED to:

- (a) approve the council working towards becoming a dementia friendly organisation and developing dementia friendly communities; and***
- (b) endorse the funding for Dementia Friendly Community Coordinators to develop and deliver a programme for dementia friendly communities.***

7. Business Management & Monitoring Report - December 2019 (Pages 59 - 106)

Cabinet Member: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2019/149

Contact: Steven Fairhurst Jones, Corporate Performance & Risk Manager Tel: 07932 318890/Hannah Doney, Strategic Finance Manager (Assurance & Reporting) Tel: 07584 174654

Report by Corporate Director Customers & Organisational Development and Director of Finance (**CA8**).

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan, at 31 December. A summary of overall performance and description of change is contained within the report. The report contains three annexes:

- Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
- Annex B sets out the Leadership Risk Register which has been developed as part of the Council's work to strengthen risk and opportunities management
- Annex C sets out the current financial position, providing detailed explanations of significant budget variations and an update on the Medium-Term Financial Plan including the delivery of savings agreed by Council in February 2019

The Cabinet is RECOMMENDED to:

- (a) note the contents of this report; and***
- (b) note the virements set out in Annex C – 2b.***

8. Staffing Report - Quarter 3 - October-December 2019 (Pages 107 - 122)

Cabinet Member: Deputy Leader of the Council

Forward Plan Ref: 2019/198

Contact: Sarah Currell, HR Manager – Business Systems Tel: 07793 242888

Report by Director – Human Resources (**CA9**).

This report gives a snapshot of the workforce profile including headcount and fte comparison, equality, apprenticeships, sickness, turnover and agency spend for the quarter ending 31 December 2019. Headcount, FTE, turnover and agency spend are provided in Appendix 1. In addition, the report provides information on the cost of posts being covered by agency staff and a 4 year Agency Trend analysis in Appendices 2 and 3.

The Cabinet is RECOMMENDED to note the report.

9. Youth Opportunity Fund (Pages 123 - 130)

Cabinet Member: Local Communities

Forward Plan Ref: 2019/192

Contact: Fulya Markham, Senior Strategic Commissioning Officer Tel: 07776 997956

Report by Corporate Director of Children's Services (**CA10**).

The Youth Opportunity Fund was introduced by Cabinet in 2019 to increase opportunities for young people across Oxfordshire. This fund aims to support voluntary and community organisations to establish new youth opportunities and extend existing activities to additional sessions, areas or groups of young people between the ages of 11 to 18 (25 where young people have special educational needs). The total value of the Fund is £1 million for two years from the date of award, and up to a maximum of £70,000 per application across the two years. Once the available resource is used the Youth Opportunity Fund will be closed.

Following the application process, as per the agreed cross-party decision-making process, the cross-party panel reviewed the applications and assessed them against grant criteria.

This paper sets out the final cross-party panel recommendations for allocation of the Youth Opportunity Fund for decision by Cabinet.

The Cabinet is RECOMMENDED to:

- (a) award a total of £999,800 (details can be found at Annex 2); and**
- (b) close the Youth Opportunity Fund.**

10. Forward Plan and Future Business (Pages 131 - 134)

Cabinet Member: All

Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA10**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

CABINET

MINUTES of the meeting held on Tuesday, 21 January 2020 commencing at 2.00 pm and finishing at 4.10 pm.

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Mrs Judith Heathcoat
Councillor Lawrie Stratford
Councillor Ian Corkin
Councillor Steve Harrod
Councillor Lorraine Lindsay-Gale
Councillor Yvonne Constance OBE
Councillor David Bartholomew
Councillor Mark Gray
Councillor Eddie Reeves

Other Members in Attendance: Councillor Liz Brighthouse
Councillor Glynis Phillips
Councillor Susanna Pressel
Councillor John Howson
Councillor Paul Buckley
Councillor Mark Lygo

Officers:

Whole of meeting: Yvonne Rees (Chief Executive)Yvonne; Nick Graham, Director of Law & Governance and Deborah Miller; Lorna Baxter, Director of Finance;

Part of Meeting:
Item

8 Hannah Farncombe, Deputy Director Children's Social Care;
10 Deputy Director Education, Jayne Howarth
11 Eric Owens, Assistant Director Growth & Place and Joanne Fellows

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

127/19 MINUTES

(Agenda Item. 3)

The Minutes of the Meeting held on 17 December 2019 were approved and signed as an accurate record.

128/19 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

11 Questions with notice were asked. Details of the questions and answers and the supplementary questions and answers (where asked) are set out in Annex 1 to the Minutes.

129/19 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

Cabinet Received the following Petitions and Public Address:

Petitions

Mr Jamie Hartzell, local resident of Kingston Road presented a Petition of some 650 signatures calling on the Council to keep the South end of Walton Street closed to traffic, on the basis that the majority of local residents wanted the closure to remain; it had brought huge benefits including: through traffic being eliminated, an improvement in air quality, and the overall street scape was now safer and far more pleasant for cyclists and pedestrians.

Mr Richard Brown, local resident presented a petition of some 350 signatures requesting a review of the safety of the road running through the village of Middle Barton.

Councillor Constance, Cabinet Member for Environment thanked the petitioners for their petitions and requested a copy of the speech from Mr Hartzell.

Public Address

Sushila Dhall addressing the Cabinet in her role as Chair of the Oxford Pedestrian Association explained that despite successive County documents purporting to put pedestrians and other vulnerable road users at the centre of road and transport planning, the experience of walking from Oxford rail station to the city centre, and throughout many of Oxford's most heavily used pavements was that pedestrians were kept to narrow, neglected margins; were highly over-crowded; held up at road crossings; that pavements were dirty and often obstructed or in bad shape. Pedestrians were unable to see the historic buildings as were crammed between walls and metal vehicles, even on wide historic streets like St Giles, you could not hear birds for the roar of engines. The air stank. People could not breathe deeply or properly. New schemes included the pavements being narrowed to 1.5m, the County's

minimum, which was not wide enough for a wheelchair user to pass a double buggy, or for two couples to walk past one another.

The Pedestrian Association welcomed Connecting Oxford as a radical vision, where Oxford could become a beautiful city, like Bath, where the public realm was celebrated and the historic buildings could be properly seen in their magnificence, and where independent shops were not closing like in Oxford, but thriving; where one day people may have air they could breathe, roads they could cross; see the trees and hear the birds on St Giles; have more public space, and walk, gaze, and breathe in a kind of ordinary joy.

Councillor Constance, Cabinet Member for Environment thanked Ms Sushila Dhall for her support.

Item 6

Councillor Glynis Phillips, Shadow Cabinet Member for Finance
Councillor Liz Brighouse, Chair of Performance Scrutiny Committee

Item 10

Councillor Liz Brighouse, Chair of Performance Scrutiny Committee

Item 11

Sushila Dhall, Chair of Oxford Pedestrians Association
Ms Alison Hill, Chair of CycloX the Cycle Campaign for Oxford
Mr Robin Tucker, Oxfordshire Cycle Network
Councillor Liz Brighouse, speaking as Local Member
Councillor John Howson, speaking as Local Member
Councillor Susanna Pressel, speaking as Local Member
Councillor Paul Buckley, speaking as Local Member
(Addresses are recorded at the relevant item)

130/19 SERVICE & RESOURCE PLANNING REPORT - 2020/21 - JANUARY 2020

(Agenda Item. 6)

The Cabinet considered the final report in the series of the Service & Resource Planning process for 2020/21 to 2023/24. The report was set out in three sections; the Corporate Plan; the revenue budget including the draft council tax precept for 2020/21 and the Medium-Term Financial Plan (MTFP) to 2023/24; and the Capital & Investment Strategy and Capital Programme including the Treasury Management Strategy. Information outstanding at the time of the Cabinet meeting would be reported to Council when it considers the budget on 11 February 2020.

Cabinet's Corporate Plan and revenue and capital budget proposals took into consideration the latest information on the council's financial position outlined in this report and comments from the Performance Scrutiny Committee meeting on 9 January 2020.

The public consultation on the budget closed on 29 January 2020. The budget consultation report and any changes to the proposed budget as a result of comments received would be incorporated into the Service & Resource Planning 2020/21 – 2023/24 report to Council on 11 February 2020.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance welcomed the additional funding allocated to children's and adult social care, although noted it was currently for one year only, pending a number of reviews and explained the importance of knowing the sustainable funding position for as many years as possible.

The Labour Group remained concerned about the continued use of one-off financial grants allocated by councillors and felt the money should be used to directly support the work of the Council. When initially challenged on this use of funds the argument presented was that there was no guarantee of funds being available beyond that year. So, recruiting staff was not considered an option because of the short-term nature of the known funding streams. This was not the current situation and she urged the Cabinet to use the funding to recruit more staff to reduce the number of children in care or put more funds into Public Health to (for example) reduce the number of people dependent on drugs and alcohol.

In relation to the Review of Charges she noted that it still referred to developers making a contribution to the cost of officers providing advice and attending meetings. The Labour Group would support the strategic objective of moving to charging actual costs.

On the Capital & Investment Strategy, she noted that during 2021/2022 there would be a fundamental review. Given that in the next financial year 2020/2021 only essential requirements were built into the programme, the group felt that should be capacity for this review to take place next year and not the year after. In relation to 145 she questioned what allocations had been removed and whether they had been removed permanently or reassigned to another year?

The Group were keeping an eye on the current £18.4m shortfall, to ensure that the amount did not drift upwards without some really good reasons. She echoed Performance Scrutiny's support given to the Director of Public Health's approach to use health inequalities data to inform service provision.

She requested that Councillors be made aware of any changes following the Final Local Government Finance Settlement as soon as possible.

Councillor Bartholomew, Cabinet Member for Finance thanked Councillor Phillips for her useful comments. He agreed that sustainable funding was key and that it was important to know how much they had got and what they could spend. He continued to press Government for a medium-term approach, rather than the year on year approach which was unsatisfactory. In relation to Developer Charges, he agreed that fees needed to be

investigated further, although there were some regulations around market norms.

The £18.5 million shortfall looked big, but in the scheme of things, across the years was not very much, but they would be keeping an eye on it.

Councillor Gray, Cabinet Member for Local Communities expressed the importance of the Councillor Priority fund, in that all services that were supported was doing the work of the Council and spread work County Wide.

Councillor Constance, Cabinet Member for Environment endorsed the comments by Councillor Gray, in that the County Priority Fund took small funding to important projects in small areas, where as otherwise they may feel ignored by the County Council.

Councillor Liz Brighouse, Chairman of the Performance Scrutiny Committee read of the statement by the Performance Scrutiny Committee included in the papers at Annex 2, Appendix 10.

Councillor Bartholomew welcomed the broadly supportive comments from the Scrutiny Committee and Briefing, which he had attended. He assured Councillor Brighouse that the comments would be considered, in particular the comments around evidence, feedback and monitoring.

Councillor Stratford, Cabinet Member for Adult Social Care and Public Health thanked the Committee for their comments particularly around Public Health where they would be taking a more proactive view around prevention and equalities, though he stressed that those issues were about environment as well as public health.

In relation to Adult Social Care, the new Director was working more closely with Health colleagues to address issues and the two Directors responsible for this area were working more closely than ever, which would see great benefits.

Councillor Corkin, Cabinet Member for Cherwell Partnership explained that as transformation moved into business as usual there would be a greater need and role for Scrutiny. Councillors were collectively responsible for holding the paid service to account, so he welcomed the highlighting of this issue.

Councillor Harrod, Cabinet Member for Children & Family Services thanked the Committee for their support around the Family Safeguarding Model.

Councillor Liz Brighouse commented that there was a need to ensure that Governors and Trustees of academies were scrutinising attainment and safeguarding within schools.

Councillor Lindsay-Gale thanked and supported the Committee for their comments. She had written to the Secretary of State on several issues and

would continue to do so, as due to the way things were currently arranged, it made it very difficult for the Council to have any influence at all. In relation to being able to scrutinise investments that were being made, she reminded members that there was a SEND Performance Board which tracked every single Health Care Plan. She would ensure that the data would be available to members.

Councillor Bartholomew, in moving the recommendations of the report emphasised that the Budget before the Cabinet was an "investment budget" in public services to prevent problems before they happened by: supporting struggling families so fewer children came into care; investing in community support for older and disabled people to help them live independently; and by designing places that helped people stay healthy by encouraging cycling and walking, carbon emissions had halved since 2008 – but the target was zero carbon by 2030.

Funding for children and adult social services would increase by £30 million next year, including an extra £8.1 million from the government. This money was needed to support an increase in adult social care needs for both older and disabled people, as well as the increasing number of child protection cases, which had grown in line with national trends.

The budget proposals also included investment in infrastructure across the county, including an extra £50 million for new and existing schools over ten years, with most of the funding coming from housing developers to meet the need for more pupil places in Oxfordshire. The Cabinet proposed to spend £30 million in 2020/21 from the capital budget on repairs to roads, bridges, drainage and footways across Oxfordshire's towns and villages, with major schemes scheduled in Banbury, Abingdon and Witney. New funding of £3 million per year was proposed to improve local road safety and accessibility, including new pedestrian crossings, improved junctions and better bus stop facilities. These measures were designed to encourage walking and cycling as part of the council's commitment to improving air quality and active lifestyles.

The county council continued to face long-term financial pressures, with government having steadily reduced funding for local authorities since 2010. At the same time, more people had needed support from social services. To ensure that they could continue to invest in services and infrastructure, while meeting the needs of the most vulnerable people in Oxfordshire, there was a proposed increase in Council Tax by 1.99 per cent, with a further two percent 'to pay for the growing number of people requiring adult social services. He commended the Budget to Cabinet.

Councillor Heathcoat, Deputy Leader of the Council introduced the Corporate Plan. She welcomed the views from the Performance Scrutiny Committee, which she had attended. A cross-part Working Group had been set to work on the plan. She thanked all the members on the Corporate Plan Working Group. The Plan had also gone out for consultation to all Members. The

Plan had been refreshed to concentrate on the Council's priorities, to make it more accessible to residents, staff and stakeholders.

The Plan was a core document for the Council and set the Strategic direction. The plan reflected the council's vision of Thriving communities for all, together with the priorities and how they would be achieved, including how progress against them would be monitored. Climate Action, Health Place Shaping and working in partnership with Cherwell District Council was well noted in the Plan.

Councillor Stratford welcomed the new format of the report.

Councillor Bartholomew requested that an explanatory note be added for clarification to the Investment Advisory Panel in Appendix B for when roles were held by the same person.

RESOLVED: (subject to the revised Annex 2 – Appendix 8 set out the Addenda)

In relation to the Corporate Plan (Annex 1);

Cabinet RECOMMENDED Council to:

(a) approve the Corporate Plan.

In relation to the Revenue Budget and Medium-Term Financial Plan (Annex 2);

Cabinet:

- (a) approved the Review of Charges for 2020/21;
- (b) approved the Financial Strategy for 2020/21;
- (c) approved the Earmarked Reserves and General Balances Policy Statement 2020/21; and
- (d) delegated authority to the Leader of the Council, following consultation with the Director of Finance and the Cabinet Member for Finance, to make appropriate changes to the proposed budget.

Cabinet RECOMMENDED Council to:

- (a) approve a budget for 2020/21 and a Medium-Term Financial Plan to 2023/24, based on the proposals set out in Annex 2 – Appendix 2;
- (b) approve a council tax requirement (precept) for 2020/21;
- (c) approve a 2020/21 council tax for band D equivalent properties; and
- (d) approve the virement arrangements to operate within the approved budget.

In relation to the Capital & Investment Strategy and Capital Programme (Annex 3);

Cabinet:

- (a) approved the Pupil Place Plan 2019/20 – 2023/24; and
- (b) approved the Highways Asset Management Strategy for 2019/20 – 2023/24.

Cabinet RECOMMENDED Council to approve:

- (a) the Capital & Investment Strategy for 2020/21 - 2029/30 including:
 - (i) the Investment Strategy;
 - (ii) the Prudential Indicators; and
 - (iii) the Minimum Revenue Provision Methodology Statement;
- (b) the new capital proposals for inclusion in the Capital Programme as set out in Annex 3 – Appendix C;
- (c) the Treasury Management Strategy Statement and Annual Investment Strategy for 2020/21 incorporated in the Capital & Investment Strategy;
- (d) to continue to delegate the authority to withdraw or advance additional funds to/from external fund managers to the Treasury Management Strategy Team;
- (e) that any further changes required to the 2020/21 Treasury Management Strategy be delegated to the Director of Finance in consultation with the Leader of the Council and the Cabinet Member for Finance;
- (f) the Treasury Management Prudential Indicators; and
- (g) The Specified Investment and Non-Specified Investment instruments as set out in Annex 3 - Appendix F, paragraphs 47 to 52.

131/19 BUSINESS MANAGEMENT & MONITORING REPORT - NOVEMBER 2019

(Agenda Item. 7)

Cabinet considered a report which set out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities, and provided an update on the delivery of the Medium Term Financial Plan, at 30 November, including current performance against targets; the new Leadership Risk Register which had been developed as part of the Council's work to strengthen risk and opportunities management; and the current financial position, providing detailed explanations of significant budget variations and an update on the Medium-Term Financial Plan including the delivery of savings agreed by Council in February 2019.

Councillor Heathcoat, Deputy Leader of the Council, in moving the recommendations stated that the Business Management Report supported the Council's vision on transparency and formed part of the suit of documents which highlighted ambitions, priorities and financial performance and confirmed that good progress was being made towards the Corporate Plan priorities. The report followed each of the Cabinet portfolios.

In relation to her portfolio she reported that trading standards had continued to introduce junior friends against scams, with 60 new pupils pledged, bringing the total to 116 and a fire safety day for Oxfordshire schools.

In relation to the amber indicators and the red indicator set in the report which referred to the number of people leaving hospital awaiting Social Care, she asked the Cabinet to note that the report set out the position as at November 2019 and that most of the amber indicators should be green in the final quarter.

Councillor Bartholomew, Cabinet Member for Finance referred to the forecast position of the Revenue Budget as at the end of November 2019 set out in the report which included MTFP savings, reserves and balances. He thanked Lorna Baxter and her team for their work.

Based on expenditure to the end of November 2019, there was forecast directorate overspend of £3.6 million. This was partly off-set by net underspend on corporate measures, including interest at £0.3 million, and remained unchanged from the position reported in December.

In relation to Corporate Parenting, a significant increase in demand of high-cost placements had recently been identified and would likely cause an overspend against budget in the current financial year.

80% of the planned savings totalling £36.8 million were on track to being delivered in 2019/20. The £5.1 million savings that were not expected to be achieved in year were reflected in the directorate forecast outturn position and would be addressed as part of the service and resource planning process.

Councillor Lawrie Stratford reported that delayed discharges of care remained to be a challenge and was still very variable, but it was improving. Part of that was ensuring that they were working with health partners to improve outcomes. A number of consultations had been carried out to get people to not use A&E as their first port of call.

Councillor Constance, Cabinet Member for Environment reported that they had seen a 10% increase in the satisfaction levels expressed by residents in the annual survey on highway improvements.

RESOLVED: to:

- (a) note the contents of this report;
- (b) note the virements set out in Annex C – 2b;
- (c) approve the creation of a new Redundancy Reserve and approve the transfer of £1m from the Budget Priorities Reserve to the Redundancy Reserve as set out in Annex C.

132/19 COUNCIL TAX DISCOUNT SCHEME FOR CARE LEAVERS

(Agenda Item. 8)

Cabinet had before it a draft proposed policy on establishing a joint Council Tax Discount Scheme for Care Leavers across Oxfordshire. The scheme was proposed to establish care leavers as a class for the purpose of Section 13A(1)(c) of The Local Government Finance Act 1992 and reduce their liability for council tax payments to nil between the ages of 18-21. Further arrangements on a case-by-case basis up to the age of 25 are proposed within the draft policy. A joint Memorandum of Understanding was also proposed, and a draft is attached at Annex 1.

Councillor Ian Hudspeth, Leader of the Council in moving the recommendations welcomed the proposal, particularly for those that needed as much help as possible. He welcomed the partnership working with other councils and the police.

Councillor Stratford, Cabinet Member for Adult Social Care and Public Health welcomed the proposal, particularly for those young people who may not have had a good start to life. It demonstrated excellent working in partnership with the districts.

Councillor Corkin, Cabinet Member for Cherwell Partnership welcomed the innovative piece of work and the interface the scheme provided between adolescence and adult life and worked towards the preventative nature of focusing resources so that young people had good lifestyles. He believed there was a lot more work that could be done on this area to drive prevention forward.

RESOLVED:

to note the contents of a draft joint policy proposing to establish a joint Council Tax Discount Scheme for Care Leavers, and to request appropriate officers respond to it ahead of a final policy being taken to all Oxfordshire authorities' Executives for approval ahead of implementation on 1 April 2020;

to approve that:

- (a) care Leavers are determined as a class for the purpose of Section 13A(1)(c) of The Local Government Finance Act 1992;
- (b) all Oxfordshire Authorities and Thames Valley Police implement the Council Tax Discount Scheme for Care Leavers from 1 April 2020;
- (c) all Oxfordshire Authorities and Thames Valley Police are signatories to a joint Memorandum of Understanding stating the joint commitment to the proposed scheme.

133/19 INNOVATION AND SUSTAINABILITY FUNDS

(Agenda Item. 9)

Cabinet considered a report on the Innovation and Sustainability Funds, which had been introduced in 2018, following the review of daytime support services and the implementation of a new, flexible countywide system of daytime support in Oxfordshire. The Innovation Fund for Daytime Support 2018-19 was open to applications from all community and voluntary organisations to deliver new innovative projects for daytime support in Oxfordshire.

This report outlined the Innovation & Sustainability Funds for Daytime Support, administered by Adult Social Care to support the development of daytime opportunities for adults in Oxfordshire. The fund helped support people to live well at home and in their communities.

The aim of the sustainability funding was to provide support to existing services and the innovation funding was to provide one-off funding to support the development of self-sustaining projects, delivering new opportunities for adults in Oxfordshire.

The round of applications to the Innovation and Sustainability Funds opened on 12 August 2019 and the closing date for both funds was originally 20 September 2019. However, an unprecedented number of requests to extend the deadline resulted in an extension of the closing date to 30 September 2019.

The report set out the final cross-party panel recommendations for allocation of the Innovation and Sustainability Funds for Daytime Support 2020-21.

Councillor Lawrie Stratford, Cabinet Member for Adult Social Care and Public Health in moving the recommendations thanked the cross-party working group for their work on finding what was best for the residents and thanked the service users who had contributed.

Councillor Heathcoat, Deputy Leader of the Council welcomed the proposals set out in the report. She referred to her local Daytime support centre which provided excellent support for those who were lonely within the communities, providing a hot meal and a chance to come together. She also praised the Farcycles scheme which carried out work with Children and the elderly.

RESOLVED: to:

- (a) approve the recommendations, as set out under 28 (a-b);
- (b) approve the recommendation to transfer £40,138 from the Innovation Fund 2020/21 to the Sustainability Fund 2020/21, to cover the extra funding awarded, as set out under 28(c);
- (c) to carry forward the remaining balance of £39,430 from the Innovation Fund 2020/21 to the Innovation Fund 2021/22, as set out under 28 (d).

134/19 SEND LA OFSTED REPORT

(Agenda Item. 10)

The Cabinet had before it the final SEND re-visit report, which had been published by Ofsted on the 23 December 2019, following the revisit on the 15 - 17 October 2019. The findings of the report detailed the outcome, which advised that the Local Area had made significant progress in three out of five areas of significant weakness, which was highlighted in the Ofsted SEND Inspection held in September 2017.

Councillor Liz Brighthouse, speaking as Chairman of the Performance Scrutiny Committee explained that the Scrutiny Committee had considered the report at its meeting on 9 January. Overall, the Committee had been pleased that Ofsted had recognised the progress that the Council's partners had made in relation to supporting students with special educational needs and disabilities, with 3 out of the 5 significant weaknesses identified having made significant progress.

A key aspect the Committee wished to highlight was the level of joint working with colleagues in the NHS to produce EHCPs. The Committee wanted everyone involved in making these plans, to keep the language as simple as possible as the documents were often very complex.

The Committee had noted through their monitoring reports that keeping to the timescales for EHCPs had been challenging due to rising demand and were pleased to see that Ofsted acknowledged the progress made in relation to timeliness. However, quality should not be sacrificed, and the Committee remained concerned over the variable quality highlighted through the inspection. The Committee supported Ofsted's view regarding officers working directly with parents for co-production of solutions.

The Committee would continue to keep as an area of concern the long waiting times for Child and Mental Health Services, until children were seen in a timely fashion. The Committee further noted that the decision to exclude children from Academies was out of the local authorities control and under the responsibilities of the Multi Academy Trusts.

Councillor Lorraine Lindsay Gale, Cabinet Member for Education & Cultural Services welcomed the report. Despite the fact that only 3 out of the 5 areas had made significant progress, the comments from the inspectors on the remaining 2 areas had been encouraging, rather than hyper-critical. The inspectors had been very pleased to hear of the plans to improve those areas. Therefore, it was not expected that there would be a further inspection but would instead be monitored on the action plan going forward. She commended and moved the report.

Councillor Ian Hudspeth, Leader of the Council emphasised the importance of the co-production with parents.

RESOLVED: to note the outcome of the SEND Local Area Re-Visit report, published on the 23 December 2019.

135/19 CONNECTING OXFORD

(Agenda Item. 11)

Cabinet considered a report which outlined Connecting Oxford proposals - further traffic restrictions across Oxford and a workplace parking levy in Oxford's Eastern Arc - and the transport, environmental and other benefits it could deliver for Oxfordshire. A timetable and costs for the work required to design a detailed scheme and develop a DfT compliant business case, which would thoroughly assess a range of scheme benefits and impacts, were contained within the report. Initial proposals were recently subject to an extensive engagement exercise and the report confirmed the main findings.

Ms Alison Hill speaking as Chair of Cyclox (the cycle campaign for Oxford), welcomed Connecting Oxford as a once-in-a-generation opportunity to address the way people travelled in the city. They believed in approving this, the Council would be the first in the UK to tackle the problems of congestion in such a radical way.

Ghent in Belgium a medieval university city like Oxford, had demonstrated that it was possible to switch attitudes overnight. Streets were blocked to motorists one Sunday evening in 2017 and to the disappointment of the waiting media – there was no wailing, no gnashing of teeth, no gridlock. Motorists had found that, while their journeys were longer in distance, they took less time because there were fewer fellow travellers on the roads. Motor vehicles used to make up 55% of trips in Ghent – that number had now fallen to 27%.

There would inevitably be resistance as this was a huge change. CoHSAT offered support through engagement with their collective membership and with the local communities, by promoting the plans, and providing or obtaining expert advice in taking the next steps to making Connecting Oxford a reality and increasing its ambition. She urged the Cabinet to approve the bold plan.

Councillor Constance, Cabinet Member for Environment thanked Ms Hill for her strong support and offer of assistance to reach the general public.

Mr Robin Tucker speaking as Chair of Oxfordshire Cycling Network and a member of the Oxfordshire Strategic Transport Forum and of the coalition for Healthy Streets and Active Travel, welcomed the proposals for Connecting Oxford. In a recent Government Survey, 74% agreed that everyone should reduce how much they use their motor vehicles in urban areas for the sake of public health. The impact of climate crisis had reached a dramatic level, yet traffic increased year on year. People understood the need for change but found it difficult to change long established habits. It was up to the Council as policy makers to carry people in the right direction.

As well as individual benefits, Connecting Oxford enabled a positive transformation of the City, new spaces for people, supporting education and business became possible.

He urged the Cabinet to adopt the plan and offered their help to develop the details and to help engage with communities.

Councillor Constance thanked Mr Tucker for his comments, particularly around the emphasis on improvement on the public realm Hill. She reported that Birmingham had plans to stop all cars driving into the city centre.

Councillor Corkin, Cabinet Member for Cherwell Partnership, endorsed the importance of getting people over the hump of scepticism. Engagement and co-production in the process would be key. The Council needed to be bold and brave to implement the Plan.

Councillor Hudspeth, Leader of the Council endorsed the points made. People needed to understand that everyone was part of the congestion, not just the car in front. He looked forward to working with the groups.

Councillor Mark Lygo, local member explained that everyone appreciated the work being carried out by the City and County Council to reduce car use - to do nothing was not an option, but that there was concern from the residents of Marston Road and surrounding area, and the Parish Council regarding the need to collect more evidence for the scheme, including further modelling and a pilot for the Marston Ferry Road Bus Gate, looking at the hours of operation prior to it being implemented.

Councillor Constance thanked Councillor Lygo for bringing forward the views of the people of that area. The whole intention now would be to go out with more detailed proposals towards a business case, and details such as hours of operation, where the bus gate would be located, would all be addressed as part of the information collected now on how to proceed. She confirmed that there would be further modelling, but that she could not promise a pilot.

Referring to the lessons learnt from the Access to Headington scheme, Councillor Lygo stressed the importance of engagement and communication and public meetings, so that local residents felt listened to.

Councillor Liz Brighthouse spoke as local member representing her residents. Although this scheme was called Connecting Oxford, it only really effected one part of the City, and those residents felt they were being disadvantaged. Her division had some of the best cycle tracks in the City, but they were piecemeal and didn't connect with anything. There was a need going forward to ensure anything that was carried out was cohesive.

Residents were concerned that the proposed Bus Gate at Holloway would put traffic back onto the Eastern Bypass which was already heavily congested and the junction at Aldi's even worse. However, the main issue that concerned residents was the workplace parking levy, particularly for

schools, whose budgets were struggling. Most people who worked at schools worked outside of the City. This would cause great difficulty. Recruitment and retention were already a major problem.

A workplace levy for schools had to be equitable. It would not be fair to push this extra financial burden only to one area of schools. She accepted that a bus service would reduce the impact of the scheme, but she believed it would not be reduced significantly or quickly enough.

Councillor Constance thanked Councillor Brighthouse for raising those important points which would be in consideration at this stage of the consultation. However, it was not just about the workplace parking levy and the bus gates. The point of the workplace parking levy was to deliver a new bus service which would run every 7 minutes on roads that would be empty of congestion, between Abingdon and Kidlington, to wherever they needed to go. The intention was the bus would be 24 hours a day. The timing of the bus gates, the cost and the subsidy of it was all to be considered. Far from being disadvantaged, residents would have controlled parking zones to stop parking from the bus gates and they would have a regular bus service that would be within a ten-minute walk from anywhere in the Eastern Arc, less congested streets, cleaner air and a vast improvement in the public realm. They would be the most preferred residents in Oxford.

Councillor Brighthouse strongly disagreed. She felt that if you were putting a charge on a small group of schools in the Eastern Arc, but to no other schools in the City, they were disadvantaged.

Councillor Bartholomew, Cabinet Member for Finance agreed with the Leader's comments, that there was a need to change the philosophy that everyone one else, but you created congestion. To be fair there was a need not to make any group of people 'special cases. This was a carrot approach, not just a stick in the form of the high frequency, subsidised non-congested bus route. Lots of work would be carried out to ensure it was a firm but fair approach.

Councillor John Howson spoke as local member on behalf of his division. Much of his division was in the Parking Levy proposals. Residents of his division would only enter or exit when the bus gates were in operation via the ring road. They would have two entry points on the Banbury and Woodstock Roads, but it would be hard to comment on this until the timing of the gates was known.

The Marston Ferry Link Road carried between 10,000 and 20,000 vehicles a day, a bus every 7 minutes with about 70 passengers would add around spaces, which would add around 5,000 passenger spaces every 12 hours in that direction, only a proportion of which, would be in the rush hour. If Summertown was included in the WPL, the bus would have to cope with the displaced car users from that area as well. Although he recognised that the bus service was a carrot, it was not enough of a carrot, especially in the rush hour.

For residents living near the Canal, a journey to the Churchill hospital would be a nightmare – there was a need to ensure some equality of treatment. He failed to see logic behind the simultaneous introduction of bus gates and a WPL and how they integrated together. He asked the Cabinet to consider just implementing the bus gates first to see what happened. He would also prefer to see congestion charging introduced at the 14 points of where the Ring road met the radial routes into Oxford.

He questioned why there was no mention of Oxford Rail Network and the Oxford Cowley Branch and a revived rail line to Witney. He further questioned why there was no mention of any proposals to immune rate the effects of tourist buses within his division.

Councillor Constance thanked Councillor Howson for his contribution and agreed that many of the proposals needed to be worked out, including the impact on the boundaries. Times of operation, numbers of passengers the buses could carry and the impact on the residents by the Canal would all be considered. In relation to railway, if they had to wait for the railway it would delay things for years. Congestion management could not depend upon the railways.

Councillor Hudspeth reported that the rail connectivity study that had been undertaken with Network Rail would be coming before the Cabinet shortly, there would be recommendations coming forward and people would be able to see what sums of money were involved. There were proposals to have 4 trains an hour from Hanborough, into Oxford and then into London by 2024. The Cowley Branch Line was dependent on the Grenoble Road development. It was important that they got on with what was practical and achievable to tackle congestion now.

Councillor Susanna Pressel spoke as local member in support the proposals set out in the report; for the bold vision; for the workplace parking levy (WPL) (which she had suggested 6 years ago) and for working so effectively with the City Council and other partners.

The bus gates especially, but also the WPL would be a bitter pill for some people to swallow. She felt strongly that more was needed to sweeten that pill. Even at this early stage, there was a need to be able to point to measures that the Council were bringing in now to encourage people to leave their cars at home and to switch to other means of travel. There was a need more and better bus routes, and not just in the Eastern Arc; more and safer cycle lanes and far more secure cycle parking. But above all, there needed to be much better maintenance of the roads and pavements in the City. Uneven footways and crumbling, pot-holed roads could put off all but the most intrepid cyclists. City Council and ODS staff did their best, but they had been unfairly starved of money for many years. She requested that the Cabinet review the way the available County Highways budget was divided up among the five district councils, and to take into account wear and tear as well as simply the length of the roads, and to take pavements into account.

She further requested that the Cabinet look closely at how the recent extra government money for potholes had been shared out, as she believed none of it has reached the City so far and would not help the Connecting Oxford project to succeed.

Councillor Constance thanked Councillor Pressel for her contribution and support. In relation to the need for 'a sweetener' now, was difficult due to funding, but they would be introducing 9 residents parking zones ahead of the introduction of congestion management, and she had ambitions for 17 more. Congestion management would result in more and better bus routes. She agreed with Councillor Pressel on the maintenance of highways and pavements in the City and would be looking for funding. They had not yet received any of the £2 billion funding for potholes from the Government.

Councillor Hudspeth suggested that there needed to be a review to see whether Oxford Direct Services were providing the service they were paid to do. Councillor Constance agreed that it could be useful to have a review to ensure the allocation of the funding was right.

Councillor Buckley speaking as local member broadly supporting the proposals. He was however concerned that the proposals would unfairly affect some residents and commuters. Huge care was needed to counter the inevitable and divisive view of unfairness that will emerge in the City. All that he spoke to thought the workplace levy in only part of the City very unfair. It's justification of the new bus route did not wash. He urged the Cabinet to make the levy city wide as far as the ring road. He believed that many parts of the City without a CPZ would be clogged with commuter cars looking for somewhere to park. And that before the congestion measures came in all residents that could be affected by the proposals should get a CPZ (if they wanted one).

He agreed with the use of bus gates in principle but warned it would need very careful planning. In particular the Northern Sector with 3 bus gates became a funnel meaning that the entire section would have to go north through an already heavily congested Wolvercote and Cuttleslow roundabout. The consequence of adding further congestion to the ring road and those roundabouts must be addressed prior to any of the proposals going ahead.

He believed the current high level of congestion in the city was a deterrent itself and worried that the new congestion free zone would encourage shoppers back into their cars and suggested further measures such as cheaper Park and Ride and reducing on street parking in the City.

Councillor Constance thanked Councillor Buckley for his contribution and asked him to put his speech into the formal consultation so they could pick up all the points. She agreed with the point that outside the ring road would need CPZ. She also agreed that they would need to provide Park and Ride and the cost would be considered. She agreed that the funnelling in the

North would need looking at. Parking spaces and the time you can spend at them is slowly being reduced. She did not agree with introducing the WPL across the City. There was evidence that WPL only worked if there was a tangible advantage.

Councillor Bartholomew, Cabinet Member for Finance reminded members that it would be the job of the Steering Group, Officers and the Consultation process to try and resolve all the issues in a broad and fair approach.

Eric Owens, Deputy Director for Growth & Place and Joanne Fellows in introducing the report, set out the need for further consultation and engagement. It was proposed to develop a detailed scheme and business case between January/February 2020 and Autumn 2021. This would include significant public engagement to work up the proposal in much more detail and could be followed by a Public Inquiry in June 2021. Subject to the outcome of the inquiry, a request to the Department of Transport for approval and if they did decide to go ahead with a WPL a request to the Secretary of State for approval.

Councillor Constance confirmed that SoS approval was only needed for the WPL and not the bus gates and that the Public Inquiry would be held due to the scale of the proposal and not because it was required.

Councillor Lawrie Stratford, Cabinet Member for Adult Services and Public Health welcomed the proposals and highlighted that the effects would be Countywide.

Councillor Judith Heathcoat welcomed the proposal but felt that the trade and economic effects of the proposals, particularly footfall within the City Centre needed to be carefully looked at and that local elections Purdah needed to be taken into account when setting the date for Public Inquiry.

Councillor Ian Hudspeth welcomed the broad support for the proposals, understanding the individual concerns. He expressed the importance of the scheme to achieve Modal shift. He moved the recommendation.

RESOLVED: to endorse the overall approach proposed as the basis for further scheme and business case development of Connecting Oxford proposals in partnership with Oxford City Council.

136/19 DELEGATED POWERS - JANUARY 2020

(Agenda Item. 12)

Cabinet noted a quarterly report on executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Exemption</i>
10 October	Request for exemption from tendering under	Approved an exemption from the tendering	To allow sufficient time for the new Contract for the Housing

2019	Contract Procedure Rule ("CPR") 20 for a contract: Housing Related Support, Assessment Centre	requirements under OCC's Contract Procedure Rules to extend the Contract to Oxford Homeless Pathways for the Housing Related Support Assessment Centre for a 2-month period from to 31 March 2020 at a cost for the extension of £61,500 and an aggregate cost for the entire contract of £1,537,500.	Related Support Assessment Centre to be procured, a short two - month extension of the existing Contract is required to enable the procurement process to be undertaken.
10 October 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 for a contract in respect of a Contract for school services at Northfield School	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules in respect of a contract for the provision of school services at Northfield School by Gallery Trust at a cost of £420,000	To provide continuity of service to ensure safe delivery of education for pupils with high level and complex special educational needs. Urgent need caused by school failing to convert to academy as anticipated.
20 November 2019	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 in respect of the award of a Contract for House Project nominations with Response.	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules in respect of the award of a contract to Response in respect of the House Project for a revised period from October 2018 to September 2022 at a cost for the entire period of £212,590	Due to the success of the project to allow the continuation of the pilot. Identification and sourcing of new properties and relatively small duration make the opportunity unattractive to other providers.

137/19 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 13)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

..... in the Chair

Date of signing

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CABINET – 21 JANUARY 2020

QUESTIONS ON NOTICE FROM MEMBERS OF THE COUNCIL

Questions	Answers
<p>1. COUNCILLOR MARK CHERRY</p> <p>As local member for Ruscote, could I ask the Cabinet Member for Environment (including transport) to work with road agreements officers including safety officers, the local member for Ruscote and Bloor Homes Planning Management to make sure that the puffin crossing by North Oxfordshire Academy School is operational by early 2020 and look at a future strengthened road agreements process to make sure the scenario we now have in Banbury Ruscote doesn't happen in the future on safety grounds'</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Road Agreements expect the remedial works at the pedestrian crossing to be completed as soon as possible and for the crossing to be commissioned by our Traffic Signals team and switched-on at the earliest opportunity in the new year. We will continue to update the local councillor and other interested parties on progress.</p> <p>We will look at the issues caused with this puffin crossing installation and check our procedures to ensure this will not happen again. There were delays in the implementation of this scheme which led to confusion over the consultation and gaining the Cabinet approval required for the pedestrian crossing. Fortunately, the consultation and approval have not delayed completion of the works at the pedestrian crossing. The delays which we continue to experience are a result of a stretched contractor, struggling to gain sufficient road space on a busy A-road in the lead up to Christmas.</p> <p>The pedestrian crossing is only a small part of a sizable S278 scheme, with all the works originally programmed for school summer holidays. Unfortunately, the crossing was the final element of the programme. Road Agreements are always cautious when our highway schemes involve carrying out works to existing pedestrian crossing points, (particularly around schools). But in this case, we should not have bowed to pressure and allowed any works to be completed at the crossing outside of school holidays. We should have isolated the crossing from the rest of the scheme and insisted that it was installed, commissioned and switched on within a strict time frame at a later date (i.e. during the Christmas holiday).</p>

Questions	Answers
<p>2. COUNCILLOR MARK CHERRY</p> <p>Could the Cabinet Member for Environment (including transport) inform me, as local member for Banbury Ruscote, of the current timeframe for consideration of lowering the speed limit outside North Oxfordshire Academy School, A422, Stratford Road, Banbury from 30 MPH to 20 MPH. ‘</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>While I’m supportive of 20mph speed limits, these are only progressed where the proposal is judged to comply with the Department for Transport (DfT) guidelines on setting speed limits. A speed survey will be required as part of the assessment, which will also identify if supporting traffic calming measures may be required. For proposals which are judged to be compliant and supported by local funding being available for the project, the statutory consultation on the speed limit reduction will then be carried out. A lower cost alternative to a 20mph speed limit is the provision of advisory signs that indicate to drivers that they should not exceed 20mph when school flashing amber lights are displayed at the start and end of the school day; no consultation is required for such signs.</p>
<p>3. COUNCILLOR MARK CHERRY</p> <p>Would the Cabinet Member for Environment (including transport) agree with other road resurfacing priorities in Banbury Ruscote like the Fairway Road, Edmonds road, Warwick Road and cul-de-sacs Glanville Gardens that need resurfacing treatment? That in essence if Fairfax Close and Braithwaite Close, were resurfaced correctly by OCC contractors the first time around, other roads from the schedule may have been resurfaced in 2020/2021 in Ruscote. Consequently, having to resurface Fairfax Close and Braithwaite Close twice has cost Oxfordshire</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>A decision was taken by Skanska and their sub-contractor to carry out the work of resurfacing of Fairfax Close and Braithwaite Close off Bretch Hill as planned, as the materials had arrived and the forecast was for light rain. However, the rain came in earlier and heavier than expected leading to some of the work having to be redone. I can confirm this will be done at no cost to the council and understand this work is due to be carried out in March 2020.</p> <p>Once the 2020/21 budgets have been finalised and approved, there are plans to structurally patch The Fairway and minor patch Edmonds Road. I understand that Warwick Road is on the list of schemes that officers will be investigating for inclusion on future years programme and I will ask officers to also investigate and consider works on Glanville Gardens.</p>

Questions	Answers																										
<p>County Council money that could have gone on other resurfacing projects in Banbury Ruscote.</p>																											
<p>4. COUNCILLOR TIM BEARDER</p> <p>What steps are being taken by the County council to improve secondary education in East Oxford now that two academies have been declared 'inadequate' by Ofsted?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR EDUCATION & CULTURAL SERVICES</p> <p>There are 4 Secondary schools in East Oxford all of whom are Academies.</p> <table border="1" data-bbox="936 592 2047 762"> <thead> <tr> <th rowspan="2">School</th> <th rowspan="2">Type</th> <th colspan="2">Ofsted</th> </tr> <tr> <th>Current NOR</th> <th>Date of last inspection</th> </tr> </thead> <tbody> <tr> <td colspan="4">Secondary schools</td> </tr> <tr> <td>Cheney School</td> <td>Academy converter</td> <td>1480</td> <td>21/03/18</td> </tr> <tr> <td>St Gregory the Great Catholic</td> <td>Academy converter</td> <td>1099</td> <td>16/10/19</td> </tr> <tr> <td>The Oxford Academy</td> <td>Academy sponsor led</td> <td>1013</td> <td>27/11/19</td> </tr> <tr> <td>Oxford Spires Academy</td> <td>Academy sponsor led</td> <td>1209</td> <td>28/11/17</td> </tr> </tbody> </table> <p>St Gregory The Great Catholic School (All through school - i.e. a primary and secondary combined) was judged Inadequate in October 2019 prior to this it had been judged Inadequate two years previously.</p> <p>16th March 2017 – Inadequate 25th March 2015 – Requires improvement 4th April 2013 (converted to an Academy) 15th September 2011 – GOOD 15th Jan 2009 - satisfactory 9th February 2006 Satisfactory</p>	School	Type	Ofsted		Current NOR	Date of last inspection	Secondary schools				Cheney School	Academy converter	1480	21/03/18	St Gregory the Great Catholic	Academy converter	1099	16/10/19	The Oxford Academy	Academy sponsor led	1013	27/11/19	Oxford Spires Academy	Academy sponsor led	1209	28/11/17
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Questions	Answers
	<p>The Oxford Academy was inspected on 26th and 27th November 2019. The report is to be published on Friday 17th January 2020. The Council and other key partners have produced a single action plan, which represents an offer to David Terry (Acting Headteacher) and for the Interim Academy Board (IAB) to consider. David joined the Academy on 1 January 2020. A copy of the action plan is attached:</p> <ul style="list-style-type: none"> • a meeting was held on Tuesday 14th January 2020 with David Terry (Acting Headteacher), Tony Wilson (Diocesan Director of Education), Maria Godfrey (Head of Early Help, MASH and Assessment), Kim James (Head of Service Learning and School Improvement) and Chris Hilliard (Consultant Deputy Director Children’s Services – Education). That meeting agreed in principle the offer and it is now for the Academy to reflect on how this can help it discharge its safeguarding responsibilities. • the Directorate Leadership Team will discuss the latest position on Thursday 23rd January 2020. • Council officers will meet with the Regional Schools Commissioner on Thursday 23rd January 2020. This is a routine meeting with discussion in relation to Oxfordshire schools and reference will be made to The Oxford Academy and rebrokering. • Officers have offered to meet monthly with senior leaders and Interim Academy Board (IAB) member(s) to discuss progress in relation to the offer document and hopefully seeing improving outcomes. • The Regional Schools Commissioner may agree the rebrokering of the Oxford Academy to a different Trust by 1st April 2020 or 1st September 2020. • It is likely that an Ofsted monitoring visit will take place within three months of the publication of the original report on 17th January 2020. <p>The LA is meeting with the RSC regarding St Gregory The Great Catholic School. That meeting is expected place later this month.</p>

Questions	Answers
	<p>The LA has also offered in East Oxford free training on mathematics, English, disadvantaged pupils, early years, service pupils, looked after pupils, Special Educational Needs and Ofsted inspection readiness.</p> <p>Since June 2019, the LA has been running half termly 'East Oxford Headteacher meetings' to share good practice; approximately 25 Headteachers attend each session. These are for both maintained and academy Headteachers.</p> <p>Role of the Regional school commissioner</p> <p>https://www.gov.uk/government/organisations/regional-schools-commissioners/about</p> <p><i>Regional schools commissioners (RSCs) act on behalf of the Secretary of State for Education and are accountable to the National Schools Commissioner.</i></p> <p><i>RSCs work with the Education and Skills Funding Agency (ESFA) to provide oversight and scrutiny of academy trusts' performance, in line with the established framework for academy trusts.</i></p> <p><i>RSCs also work closely with a number of partners.</i></p> <p><i>RSCs' main responsibilities include:</i></p> <ul style="list-style-type: none"> • <i>intervening in academies that Ofsted has judged inadequate</i> • <i>intervening in academies where governance is inadequate</i> • <i>deciding on applications from local-authority-maintained schools to convert to academy status</i> • <i>intervening in maintained schools judged to be inadequate by</i>

Questions	Answers
	<p><i>Ofsted by providing them with support from a strong sponsor</i></p> <ul style="list-style-type: none"> • <i>encouraging and deciding on applications from sponsors to operate in a region</i> • <i>taking action to improve poorly performing sponsors</i> • <i>advising on proposals for new free schools</i> • <i>advising on whether to cancel, defer or enter into funding agreements with free school projects</i> • <i>deciding on applications to make significant changes to academies and free schools</i> • <i>taking decisions on the creation and growth of multi-academy trusts</i> • <i>offering support to maintained schools and academies judged to require improvement by Ofsted</i> • <i>deciding on the transfer of an academy from one trust to another.</i>
<p>5. COUNCILLOR TIM BEARDER</p> <p>How long have any schools in Oxfordshire been in special measures with the ESFA?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR EDUCATION & CULTURAL SERVICES</p> <p>RSCs work with the Education and Skills Funding Agency (ESFA) to provide oversight and scrutiny of academy trusts' performance, in line with the established framework for academy trusts.</p> <p>When a maintained school (LA) is judged Inadequate it is subject to an Academy Order from the RSC, once it joins an Academy Trust the 'Inadequate' label 'disappears'. The process of academisation usually takes 9 months.</p> <p>Northfield Special school (maintained) has taken 14 months and joins The Gallery Trust on 1st February 2020.</p>

Questions	Answers
	<p>St Gregory the Great Catholic School was first judged Inadequate on 16th March 2017 thus it has been adequate for almost three years.</p> <p>16th March 2017 – Inadequate 25th March 2015 – Requires improvement 4th April 2013 (converted to an Academy) 15th September 2011 – GOOD 15th Jan 2009 - Satisfactory 9th February 2006 - Satisfactory</p>
<p>6. COUNCILLOR TIM BEARDER</p> <p>Carterton School has one of the largest deficits of any maintained school in England. What steps are being taken to reduce this deficit without impairing the education received by the pupils at the school?</p>	<p>COUNCILLOR LORRAINE LINDSAY-GALE, CABINET MEMBER FOR EDUCATION & CULTURAL SERVICES</p> <p>The Local Authority (LA) finance directorate is working closely with the Carterton Community College Governors. The school and LA have been offered the service of a Department for Education SRMA (School Resource Management Adviser). This work should start in the Spring Term 2020. Both LA finance & education teams are working with the school.</p> <p>https://epi.org.uk/publications-and-research/school-revenue-balances/</p> <p>School revenue balances (LA schools)</p> <ul style="list-style-type: none"> • Almost one in three (30.3 per cent) of local authority (LA) maintained secondary schools were in deficit in 2017-18 – almost four times that of 2014 (8.1 per cent). • The average secondary school deficit was nearly half a million pounds (£483,569). • Significantly, there is a marked contrast between the proportion of secondary schools and primary schools in deficit – only 8 per cent

Questions	Answers
	<p>of primaries were in 2017-18.</p> <ul style="list-style-type: none"> • Some schools have very large deficits: 1 in every 10 LA secondary school has a deficit of over 10 per cent of their total income. • The proportion of special schools in deficit has nearly doubled since 2014 (to 10.1%), with an average deficit of nearly a quarter of a million pounds (£225,298).
<p>7. COUNCILLOR SUSANNA PRESSEL</p> <p>Last summer Oxfordshire County Council announced that Kennington Bridge would need to be replaced. This is delaying the Oxford Flood Alleviation Scheme. As I write this question, the Environment Agency has declared a flood alert in my division and many residents are now facing an anxious time. Why are we <i>still waiting</i> to be told when work on the bridge will begin?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>This is a complex scheme that has a number of high-level constraints such as: overhead power lines, impacts on the A34, Network Rail assets, a Thames Water main and two water courses.</p> <p>Now the bridge needs replacing there is an opportunity to ensure it is designed in the best way possible to incorporate it into the Oxford Flood Alleviation Scheme. We will be working with the Environment Agency together to build the flood scheme and the replacement bridge at the same time. This will ensure the best use of public money, as efficiencies will be made wherever possible and it will minimise any disruption to the road network and local communities.</p> <p>Enabling works for the bridge replacement will start in 2020, to ensure that we can maintain traffic flow whilst the bridge is demolished and then reconstructed. The first part of the work will be to demolish the bridge, which will be done in two halves, starting with the northern side. As soon as the timescales for the bridge replacement are confirmed, we will let you know and announce this publicly.</p> <p>The unforeseen replacement of the bridge provides an opportunity to improve</p>

Questions	Answers
	this stretch of the road network and to improve and increase the infrastructure for more public transport into the city. We will also be using this as an opportunity to encourage commuters to utilise alternative methods of transport during the works to help minimise the impact on the network.
<p>SUPPLEMENTARY QUESTION</p> <p>How much longer will the residents in my Division have to wait for work to start on the Flood Channel?</p>	<p>Funding is being sorted for this project and the preparatory work for this scheme will start sometime this year, although I am not able to give you the month. It is very complicated as it involves all the utilities and the bridge has to be removed in two sections with a crane. The project is being worked on every day.</p>
<p>8. COUNCILLOR SUSANNA PRESSEL</p> <p>How are we proposing to use the new powers in the Bus Services Act (2017) and have we applied for money from the £220m bus strategy fund announced by the government in September 2019?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>We do not yet have any proposals to use particular Bus Service Act powers, or yet applied for funding (although we are in discussion with the DfT about what the best funding opportunities would be).</p> <p>The main reason for this is we are continuing discussions with operators about the way forward for buses in Oxfordshire, which includes a joint workshop on vision, strategy and priorities being held this month. This will help determine our strategy for buses to be taken forward as part of the new Local Transport & Connectivity Plan.</p>
<p>SUPPLEMENTARY QUESTION</p> <p>How long will it take the Council to use the powers in the Bus Services Act and when will we</p>	<p>You will be aware of the Connecting Oxford Project that just how badly buses are suffering from congestion. Until we get the congestion sorted out, we are</p>

Questions	Answers
<p>be applying for the funding the Government is offering?</p>	<p>not going to be in the position to set a new bus strategy. It will be considered as part of the Transport and Connectivity Plan on which the CAG is working on already.</p>
<p>9. COUNCILLOR SUSANNA PRESSEL</p> <p>The Pick-me-up bus service has been a godsend for many people in the City. It removes a lot of cars from our congested streets and reduces air pollution. If the service is to continue, it will need some help. Is there anything we can do?</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>The County Council have previously given support financial Pick Me Up service through some s106 money and reduction in concessionary fares. However, Pick Me Up is has not demonstrated that it can be commercially viable and therefore not seen as a sustainable service in the long term without significant subsidy. The main issues are that a city demand responsive service is sensitive to congestion and a varying passenger level. We have seen rising ticket prices for passengers to try and increase revenue levels but there are concerns this isn't enough to keep the service running.</p> <p>The County Council has identified that there is a wider public transport strategy needed to support the Eastern Arc of Oxford, which is being looked at in more detail through the Connecting Oxford proposal. It has been identified that rapid transit bus routes connecting the Oxford Arc will be provided with or without Connecting Oxford in place and the County Council have already been securing s106 contributions to support this service. The new connectivity through the Eastern Arc rapid transit bus route will give passengers both the reliability and certainty of travel times and allow the bus service capacity to grow with demand and increase frequency on the eastern arc routes.</p> <p>If the Connecting Oxford proposals proceed to the business case stage and beyond, we will see a significant decrease in congestion and improvement in air quality in the city. There may still be a role for Pick Me Up service in providing travel choices for people. The reduction in traffic in Oxford may allow the Pick Me Up service to run more effectively. However, all public transport measures (including Cowley Branch line) need to be assessed to</p>

Questions	Answers
	ensure that we can maintain a sustainable bus & rail service provision for the future, and it is essential that one service doesn't undermine the other.
<p>SUPPLEMENTARY QUESTION</p> <p>What will happen to the pick me up service? I am aware that there is a review in June, but we can't wait until Connecting Oxford come in (if it does), we need to tie over the pick me up service in the meantime.</p>	<p>Pick me up is a wonderful innovation, if people used it, it would continue and that is the simple fact of all public transport. We are dealing with the congestion which will inspire people to use public transport. But if you want the service saved, please encourage people to use it.</p>
<p>10. COUNCILLOR PAUL BUCKLEY</p> <p>Major planning application 18/02065/OUTFUL (Oxford North) was approved by Oxford City Council in December 2019, leaving local residents very worried about its potential for causing even more extreme traffic congestion on adjacent roads (A40, A44 etc). Now comes 'Connecting Oxford', proposing bus gates that will cause yet more traffic on the ring road, including Wolvercote roundabout etc. What hard evidence does the County Council have, to reassure residents that the combination of these two new developments will not cause catastrophic road congestion in Wolvercote ward?".</p>	<p>COUNCILLOR YVONNE CONSTANCE, CABINET MEMBER FOR ENVIRONMENT</p> <p>Connecting Oxford, which includes proposals for a Workplace Parking Levy in the Eastern Arc of Oxford as well as additional 'bus gates', will help break the current vicious cycle of congestion and poor alternatives to the car. The lack of bus service between the north of the city and the employment areas in the south / south-east will be remedied by Connecting Oxford, with the provision of such a service being one of the key benefits proposed to be funded by the Workplace Parking Levy.</p> <p>The next stage of work on Connecting Oxford will include traffic modelling to understand in more detail the implications of the additional bus gates and the Workplace Parking Levy. Importantly, this will also consider approved and planned developments across the area to ensure the network continues to function. These findings will form part of the business case which subject to Cabinet endorsement to proceed, will presented back to members for approval in due course.</p>

Questions	Answers
	<p>We also need to recall the impact that changes of this nature had in Oxford in the 1990's. People do find alternative ways to travel and traffic levels do reduce as a result of this type of change. In the two years following the implementation of the city centre changes in 1990 traffic levels reduced by around 20% in the city centre overall and continued to reduce so that they are now 25% lower than they were in the 1990's.</p> <p>The sustainable transport measures, including bus lanes, P&R and cycleways, planned on the A40 and A44 will also provide alternatives to the car for commuters travelling into the City centre. Currently bus services along the A40 mix with general traffic on the single carriageway road and suffer the same congested journey times in peak periods. The provision of dedicated bus lanes along the A40 will offer much improved journey times for public transport users and the planned service improvements will provide greatly increased direct bus connectivity across the city. Currently 2000 private vehicles per hour at an average occupancy of 1.5 persons per vehicle takes up the vast majority of the A40 capacity. With the bus lanes and public transport improvements the volume of passengers that can be moved along the corridor will increase dramatically. Keeping Oxford moving depends on a continued progressive shift away from private vehicle to public transport and cycling. The major schemes being implemented will put in place the high-quality infrastructure and expanded service provision to make these shifts possible.</p> <p>Whist the improvement and changes to the network will cause disruption in the short term, once the measures are in place, we should see that there will be further attractive sustainable travel options.</p>
<p>11. COUNCILLOR LIZ BRIGHOUSE</p> <p>Will the Leader agree to write to the Secretary of State for Education who is responsible for all schools other than those which have remained</p>	<p>COUNCILLOR IAN HUDSPETH, LEADER OF THE COUNCIL</p> <p>Yes, I am happy to do that.</p>

Questions	Answers
<p>County Schools.</p> <p>Such a letter should remind him of this fact, sympathise with him for the enormous task he has in overseeing over 10,000 schools, the problem this creates for Local Authorities in relation to their responsibility for basic need and safeguarding, and ask for reimbursement of the cost of putting in a team to deal with Safeguarding Alerts which had been building up.</p>	

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Division(s):

CABINET – 25 FEBRUARY 2020

BECOMING A DEMENTIA FRIENDLY COUNCIL

Report by Corporate Director Adults & Housing Services

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to:**
 - (a) **approve the council working towards becoming a dementia friendly organisation and developing dementia friendly communities; and**
 - (b) **endorse the funding for Dementia Friendly Community Coordinators to develop and deliver a programme for dementia friendly communities.**

Executive Summary

2. Dementia is a condition which is increasingly common; it can have a profound impact on an individual and their family and friends. There has been a shift in focus, away from treatments and care services, towards enabling people who have been diagnosed with dementia to live as full a life as possible and encouraging communities to work together to help people to stay healthier for longer. Councils have a key role in developing inclusive dementia friendly communities and it is proposed that the council considers working towards becoming a dementia friendly organisation and develops and supports dementia friendly communities. This supports the council's vision and will help the council to develop further awareness, understanding and support for people in the community who are impacted by dementia. The council could also receive a 'working towards being dementia friendly' status logo once working with dementia friendly community groups which could be used on websites.

Introduction

3. It is proposed that the council considers working towards becoming a dementia friendly organisation and helps to create and support dementia friendly communities. The number of people with dementia in the UK is expected to rise to 1 million by 2021. This will have a direct impact on the council through its residents, and also its workforce as more people will develop dementia whilst still in employment. Many others will seek to combine being a carer for a person with dementia with working.
4. Becoming a dementia friendly organisation is about developing further awareness, understanding and support for residents and staff impacted by

dementia. It means being able to help people to continue to do the things they want to do, whilst being supported to do so for as long as possible.

5. Many people living with dementia feel that the support they need to participate in their community is not available and they are not able to do the everyday things they want to, for example, shopping, socialising or using public transport. Many become isolated and do not feel that they are a part of their local communities. The creation of dementia friendly communities is an attempt to meet this need.
6. Enabling people with dementia to take part in 'everyday activities' – to meet up with friends, take part in sporting activities, enjoy green spaces, go shopping – is key not only to enabling them to live healthier and more fulfilling lives, but to reducing and delaying their dependence on health and social care services.

Dementia friendly communities

7. Enabling and supporting the development of dementia friendly communities provides the council and partners with a vehicle to work in new ways with local communities and to support the development of more responsive services that enable people living with dementia to live well within their local communities for as long as they are able.
8. The Alzheimer's Society and Dementia Action Alliance outline ten characteristics of a dementia friendly community. They suggest that becoming dementia friendly means:
 - Shaping communities around the views of people with dementia and their carers
 - Challenging stigma and building awareness
 - Ensuring that activities include people with dementia
 - Empowering people with dementia and recognising their contribution
 - Ensuring early diagnosis, personalised and integrated care is the norm
 - Befrienders helping people with dementia engage in community life
 - Maintaining independence by delivering community-based solutions
 - Appropriate transport
 - Easy to navigate physical environments
 - Businesses and services that respond to resident with dementia.
9. **The role of the council**
The council acts as a leader, commissioner, planner, regulator and service provider. Therefore, the council has a key role in supporting, facilitating and leading the development of sustainable, responsive and community led approaches that enable people living with dementia to overcome these barriers and to live well in their communities for as long as possible.
10. The benefits of becoming dementia friendly are:
For the community:
 - Helping people to live with dementia

- Helping people stay independent
- Improving accessibility for the whole community
- Reducing isolation
- Awareness raising

For the organisation

- Improved customer service
- Enhance brand reputation
- Future proofing
- Complying with the law.

Steps for becoming dementia friendly

11. The project would be initially led by Strategic Commissioning in Adult Social Care and other directorates would be invited to participate in order for the organisation as a whole to become more dementia friendly.
12. The council would need to follow a number of steps:

Step 1:

- Register the council with Dementia Friends via the Alzheimer's Society Programme Partnerships team.
 - This has already been completed and the council has a unique code.

Step 2:

- Increase the number of Dementia Friends in the council.
 - Becoming a Dementia Friend entails watching a video or attending a presentation to learn 5 key messages about dementia.
 - There are currently 27 Dementia Friends in the council. This number needs to vastly increase before we can further pursue the council becoming a dementia friendly organisation.
 - A representative from Alzheimer's Society will be holding a session on Dementia Friends following Cabinet on 25 February for councillors and staff. This will be a springboard for further Dementia Friends sessions across the county.

Step 3:

- **Explore** how to become **dementia-friendly by helping and developing dementia friendly communities** and **create an action plan** (*step 4*).
- Development of dementia friendly communities
The Alzheimer's Society initially recommended that the council should explore the Dementia-friendly business guide which provided a toolkit and actions for working towards becoming a dementia-friendly organisation. Following a conversation with Alzheimer's Society, they have now recommended that we use the LGA Dementia friendly

communities (2015)¹ as a more relevant guide for councils. Therefore, we are recommending helping and developing dementia friendly communities in Oxfordshire.

The Alzheimer's Society defines a dementia friendly community as a city, town or village 'where people with dementia are understood, respected and supported, and confident that they can contribute to community life. In a dementia friendly community people will be aware of and understand dementia, and people with dementia will feel included and involved, and have choice and control over their day to day lives²'.

People living with dementia have described a dementia friendly community as one that enables them to:

- Find their way around and be safe
- Access the local facilities that they are used to and where they are known (such as banks, shops, cafes, cinemas and post offices)
- Maintain their social networks so they feel they continue to belong.

The LGA Dementia Friendly Communities guidance for councils outlines the importance of councils of creating local dementia friendly communities in supporting people living with dementia. The development of effective community-based responses to enable people living with dementia to live well within their communities is a cross-cutting issue at ward level, district level and county level. The council can embrace and help deliver dementia friendly communities by working differently and in partnership with community organisations. For example:

- Planning officers can involve people with dementia in advising on new developments and make others aware of the issues that people with dementia face in accessing the built environment.
- Transport providers can consider the needs of people living with dementia in the development of their services, so that they have the confidence to travel and can ask for help when required.

The Dementia Friendly communities programme encourages everyone to share responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community. In Oxfordshire there are currently two dementia-friendly communities, as recognised by Alzheimer's Society, in Witney and Abingdon.

Step 4:

- Create an **action plan** for becoming **dementia-friendly by helping and creating dementia friendly communities**.

¹ <https://www.local.gov.uk/dementia-friendly-communities-guidance-councils>

² [Code of practice for the recognition of dementia-friendly communities in England](#)

- There are five domains for the action plan, based on recommendations from the LGA guidance for councils. There is a full action plan which will need to be considered when planning, developing or assessing the dementia friendliness of any given community, organisation or process. The five domains are summarised with examples below:
 - **The voices of people with dementia and their carers**
 - Consultation
 - Looking at the accessibility of the engagement, consultation and co-production process the council uses; and feeding back to people
 - Involving people with dementia and their carers in the planning and delivery of services
 - Beyond consultation
 - Walking the patch – spending time with people with dementia on the streets, in cinemas and shops and anywhere else they may want to go, to experience it through their eyes.
 - **The Place**
 - The built environment
 - Auditing public-facing premises to ensure they are accessible for people living with dementia
 - Encouraging developers to consider how design can support dementia friendly communities through good lighting, wide pavements with clearly defined edges, adequate and legible signage etc.
 - Transport
 - Training for public-facing transport staff
 - Housing
 - Use of assistive technology to help people retain their independence for longer
 - The importance of written and published information
 - Using plain English, with the end user in mind
 - Avoiding language such as ‘sufferers’ or victims’ of dementia
 - **The People**
 - Council as an employer
 - Training all staff and councillors as dementia friends
 - Having dementia friends champions
 - Raising awareness
 - **The resources**
 - Supporting people to obtain a timely diagnosis
 - Enabling access to good quality post-diagnostic support
 - Supporting people to stay connected
 - One to one and peer group support
 - **The networks**
 - Using strategic drivers as levers to reinforce the needs of people living with dementia

- Support and encourage local businesses to ensure they are enabling people living with dementia to access their services and activities
13. As part of the action plan there will be a media campaign including personal stories from people both living with and impacted by dementia. The campaign plan involves meeting with the chairperson of the Witney Dementia Action Alliance, working with AgeUK Oxfordshire on any awareness raising events they are planning, and visiting Witney Library and organisations in Abingdon with someone who lives with dementia to talk to staff about what is different in Witney and Abingdon for people with dementia.

Local Dementia Profile for Oxfordshire

14. Alzheimer's Society has created a **Local Dementia Profile for Oxfordshire** (Annex 1) which outlines steps and measures, summarised in the five categories below, which the council can take to make the lives of people living with dementia a bit easier:
- **Preventing well**
 - Ensuring our healthy living messaging references dementia
 - Develop an action plan to increase the invitation and take-up rates of NHS Health Checks year on year (*currently monitored through HIB*)
 - Develop a dementia strategy mapping current and future needs and tangible actions
 - **Diagnosing well**
 - Monitoring the time taken for dementia diagnosis
 - Adopting an ambitious diagnosis rate target accompanied by a robust delivery strategy
 - **Living well**
 - Alongside local health providers, the council should set out an accessible local offer for people with a dementia diagnosis that covers services and support available plus any entitlements (the current support service commissioned by the council is in the process of being recommissioned)
 - Ensuring all direct and commissioned services staff working with people living with dementia are trained to Tier 2 of Dementia Training Standards Framework
 - **Supporting well**
 - Regularly reviewing use and rates of anti-psychotic medication for the treatment of dementia
 - Carer strategy including a specific focus on dementia
 - **Dying well**
 - Ensuring all care plans include advanced decisions
 - Ensuring all delivered or commissioned care homes meet the National Gold Standards Framework end of life care
15. These measures in the profile have been shared with Strategic Commissioning and representatives in Adult Social Care and Public Health

and can be explored further as part of the work of the above action plan once the work of becoming more dementia-friendly is underway.

Sustainability

16. Making our communities more dementia friendly can have a positive impact on sustainability. For example, if public transport is made more dementia-friendly, this would allow people with dementia to use buses rather than private, personal transport such as taxis or the carer's car etc. which will cut down on emissions and have an impact on the environment.

Financial and Staff Implications

17. It is not anticipated that any additional funding will be required to increase the number of dementia friends within the council as staff participation in training will be managed within existing resources.
18. Any changes to signage for premises, for example, would need to be considered through the relevant process.
19. The council will further explore the costs for ongoing training if the council wishes to ensure that all direct and commissioned services staff working with people living with dementia are trained to Tier 2 of Dementia Training Standards Framework, as recommended in the Alzheimer's Society Local Dementia Profile for Oxfordshire (point 14 above). This will be costed in conjunction with HR colleagues.
20. The provision of support for people with dementia will be considered through the review and recommissioning of the OCC/OCCG funded dementia support service, the review of support for carers and the development of informal support networks.
21. The Alzheimer's Society is offering to work with OCC to develop a fixed term Coordinator post which would help us to develop a programme for dementia friendly communities.

Equalities Implications

22. Anyone can undergo the simple training that enables them to become a Dementia Friend and so other than a positive impact on people with dementia, we do not believe there are any equality or inclusion implications in becoming a Dementia Friendly Council.

STEPHEN CHANDLER
Corporate Director Adult & Housing Services

Background papers:

Annex 1: Local Dementia Profile

Contact Officer: Lorraine Donnachie

February 2020



July 2019

Oxfordshire

Local Dementia Profile

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Foreword

In Oxfordshire, there are approximately 8,422 people over the age of 65 living with dementia¹.

Healthier lifestyles and advances in medicine mean we are now living longer than ever before. An ageing population, however, also brings with it unprecedented pressures on our health and social care systems and on already immensely squeezed budgets. Dementia is the condition most feared by people over the age of 50. By the time of the next General Election, we expect more than 1 million people in the UK will be living with dementia.

While, at the time of writing, we await the Government's long-promised Green Paper on social care, councils are at the front line of the country's social care crisis. Given the numbers of people living with dementia, the social care crisis is a dementia crisis.

I'm proud to lead Alzheimer's Society; the UK's only charity that campaigns for change, funds research to find a cure and also delivers services and support to people living with dementia across the country. However, we know we can't deliver change alone. As a councillor, you have a significant role to play in ensuring that people living with dementia in Oxfordshire receive the best possible support.

In this local profile, we have outlined a few steps that you can take during your term of office to make the lives of those affected by dementia that little bit easier. We are keen to support you to deliver any of these recommendations – please contact the team at local@alzheimers.org.uk. If you adopt any of the measures outlined here – or have already done so – please do let us know so that we can share the good news with our supporters in Oxfordshire.



Yours faithfully,

Jeremy Hughes CBE
Chief Executive, Alzheimer's Society



What is dementia?

The word 'dementia' describes a set of symptoms that may include memory loss and difficulties with thinking, problem-solving or language.

These changes are often small to start with, but for someone with dementia they have become severe enough to affect daily life.

Dementia is caused when the brain is damaged by diseases, such as Alzheimer's disease or a series of strokes. Alzheimer's disease is the most common cause of dementia, but not the only one.

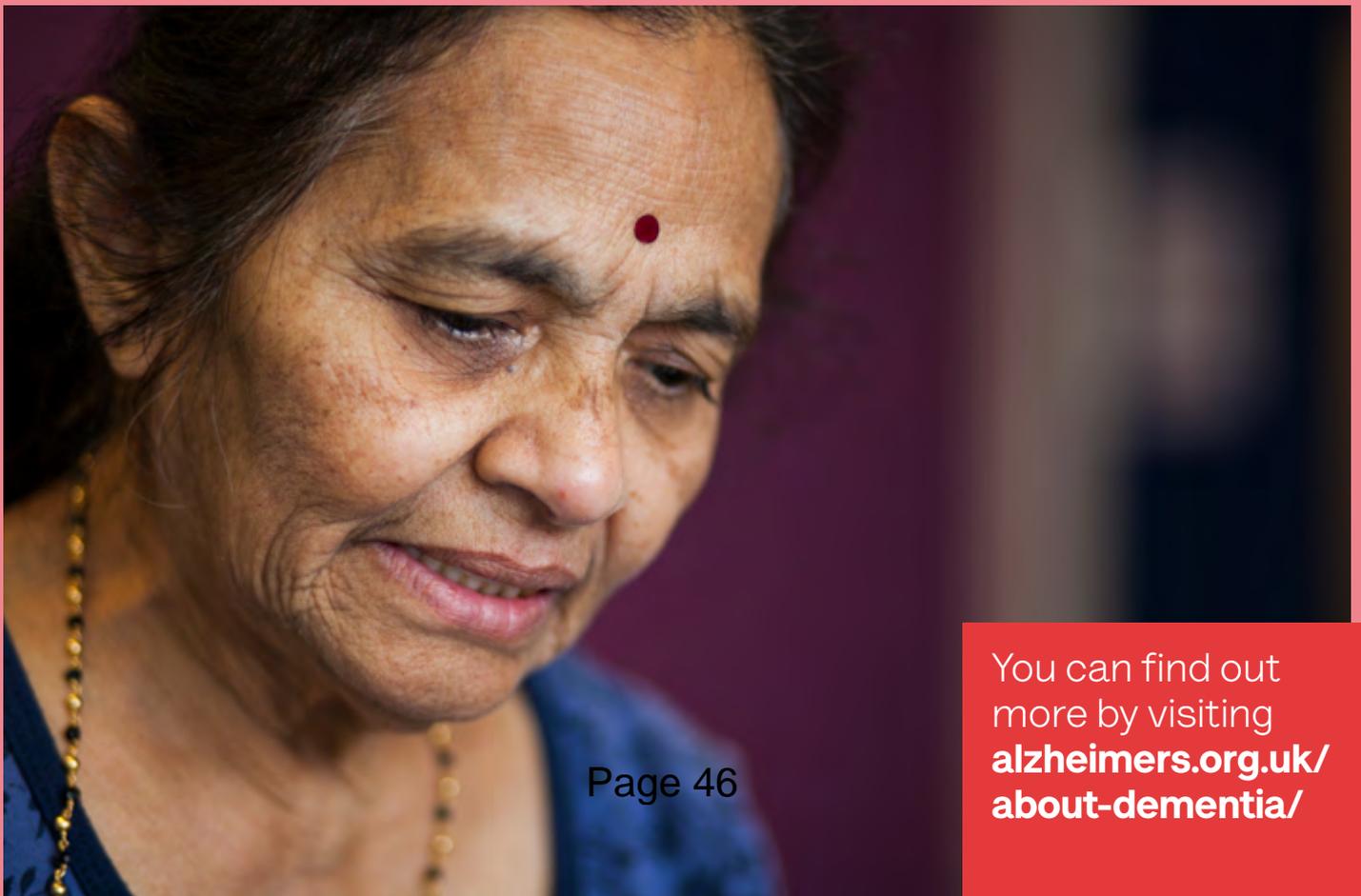
The specific symptoms that someone with dementia experiences will depend on the parts of the brain that are damaged and the disease that is causing the dementia.

The different types of dementia tend to affect people differently, especially in the early stages. Other factors that will affect how well someone can live with dementia include how other people respond to them and the environment around them.

A person with dementia will have cognitive symptoms (to do with thinking or memory). They will often have problems with some of the following:

- Day-to-day memory – for example, difficulty recalling events that happened recently
- Concentrating, planning or organising – for example, difficulties making decisions, solving problems or carrying out a sequence of tasks (such as cooking a meal)
- Language – for example, difficulties following a conversation or finding the right word for something
- Visuospatial skills – for example, problems judging distances (such as on stairs) and seeing two dimensional objects in three dimensions
- Orientation – for example, losing track of the day or date, or becoming confused about where they are.

A person with dementia will also often have changes in their mood. For example, they may become frustrated or irritable, apathetic or withdrawn, anxious, easily upset or unusually sad. With some types of dementia, the person may see things that are not really there (visual hallucinations) or strongly believe things that are not true (delusions).



Preventing well

By 2025, there will be an estimated 10,968 people over the age of 65 living with dementia in Oxfordshire². However, dementia doesn't just affect older people. We estimate by 2025 there will also be approximately 2,600³ people aged between 30 and 64 living with dementia in the South East.

While the likelihood of developing dementia increases with age, it is not a natural part of the ageing process. There are more than 42,000 people in the UK under 65 currently living with the condition. Apart from in some rare cases, we know that most forms of dementia are not inherited. While we don't yet know what can be done to prevent the development of dementia, we know there are certain lifestyle choices that can increase the risk of dementia.

More than one third of cases of dementia are potentially avoidable through modifiable lifestyle factors. Changes in mid-life can have the most impact on reducing risk⁴. Regular exercise, mental stimulation, and maintaining a healthy weight can all help prevent us from developing dementia, or slow its onset. We also know that smoking and drinking too much can increase our chances of developing the condition, with smokers 50% more likely to develop dementia than non-smokers. Similarly, those with type 2 diabetes, high blood pressure in middle age or who are obese are at greater risk of developing the condition.

All adults aged 40–74 who don't have a pre-existing condition are eligible for a free NHS Health Check. Since 2018, risks around dementia and how to prevent it have been explicitly included in these 20 minute, painless assessments. Research shows us that awareness of the risks of dementia amongst those who attend a health check is significantly higher than those who don't⁵. However we know that take-up of these important health checks across the country is low. (NB. A previous version of this profile included Public Health England-provided data on provision of health checks. These numbers have been removed due to concerns about data clarity.)



We recommend

- Councils should ensure their healthy living messaging references dementia, alongside heart disease and cancers, recognising that what is good for the heart is good for the head.
- Councils, working with Health and Wellbeing Boards, should develop and affect a clear action plan to increase the invitation and take-up rates of NHS Health Checks year-on-year.
- Where they don't currently exist, councils should develop a Dementia Strategy that maps current and future needs along the well pathway and includes tangible actions to improve the health of, and support available to, people affected by dementia.

10,968
 Estimated number
 of people aged 65+
 living with dementia
 in Oxfordshire by 2025

Diagnosing well

Access to timely diagnosis of dementia is variable and support available to both people with dementia and their carers is patchy⁶. Of those estimated to be living with dementia in Oxfordshire, just 67.9% have received a diagnosis (as at April 2019)⁷.

A timely diagnosis provides huge benefits for the individual. It unlocks a range of information, advice and support which will enable them to cope with their condition but also live better now. It also provides for better management of any other conditions that may be affected by their dementia while also providing them with the time to plan ahead and make informed decisions about their future needs. The benefits of a diagnosis are not only beneficial for the individual, but the health and social care system too. Being able to plan and efficiently allocate scarce local resources, avoid unnecessary and costly crises and emergency admissions, and provide accurate clinical management of co-morbidities are just some of the benefits to the local health and social care systems.

We recommend that all diagnoses of dementia take place in a memory service, also called a memory assessment service, or a memory clinic. Some diagnoses take place within mental health assessment teams, but we would discourage this as people with dementia report better experiences when they receive specialist support. GPs carry out initial reviews of cognitive and physical health and refer to specialist secondary services for full diagnostic assessments. This is the National Institute for Health and Care Excellence (NICE) recommended process.

The most recent Memory Clinic Audit⁸ by the Royal College of Psychiatrists found huge variation in waiting times from GP referral to initial appointment at the memory service, and between initial appointment and diagnosis.

The range of time between referral and initial appointment is 1–32 weeks, and between initial appointment and diagnosis is 1–40 weeks⁹. This means many people must wait over six months to receive a dementia diagnosis.

We recommend

- **Health and Wellbeing Boards should monitor the time it takes for a dementia diagnosis to be made – this should be a maximum of 12 weeks between concerns first being raised (usually with a GP) and a diagnosis being received (usually at a memory clinic).**
 - **Working alongside Health and Wellbeing Boards and local Clinical Commissioning Groups, Oxfordshire should adopt an ambitious diagnosis rate target, accompanied by a robust strategy to deliver this.**
 - **Health and Wellbeing Boards should ensure that all local memory services/memory clinics are accredited to the Royal College of Psychiatrists' Memory Services National Accreditation Programme (MSNAP).**
-

Just

67.9%

of people estimated to be living with dementia in Oxfordshire have received a diagnosis

A diagnosis should be made at the point when a person's symptoms are beginning to have an impact on their daily life.

Living well

In Oxfordshire, there are approximately 5,719 people over the age of 65 living with dementia who have received a diagnosis¹⁰. There are also estimated to be approximately 36,000 people in England aged between 30 and 64 who are living with young-onset dementia¹¹.

In the early stages of dementia, a person's symptoms will be noticeable and will affect their day-to-day life. However, someone in the early stages of dementia will be fairly independent and should be able to do most things with a little help, or perhaps a little differently.

Following a timely diagnosis, people living with dementia require access to good quality post-diagnostic support. This should include cognitive stimulation therapy – a light-touch, non-drug treatment that's often delivered in a small group setting and designed to keep the brain active. This intervention has been proven to be as effective as many drug therapies for those with mild or moderate dementia¹².

We know that deprivation can have a significant impact on the ability of people with dementia to live well^{13,14}. There is also evidence to suggest that people with dementia living in more deprived areas are less likely to complete an annual care review¹⁵; an important review that seeks to ensure service users receive appropriate and timely care support.

Following a diagnosis, people living with dementia should be provided with relevant and timely information to access any benefits – this being particularly pertinent for those of working age who have developed young-onset dementia – they might be entitled to, as well as any passported benefits. For example, under the 'severely mentally impaired' category of the Local Government Finance Act 1992 (section 6, paragraph 4), people living with dementia are entitled to a council tax discount or exemption. However, awareness among people affected by dementia and council officers is low, with the application process often unduly complex. Further, the Department for Transport will extend eligibility for Blue Badges to people affected by dementia in 2019¹⁶. These vital benefits can make a substantial difference in improving the quality of life for people with dementia.

Scotland: Five pillars of post-diagnostic support

Dementia diagnosis rates in Scotland are high. Five key pillars are recognised as essential to support people following a diagnosis:

- Understanding the illness and managing symptoms
- Planning for future decision making
- Supporting community connections
- Peer support
- Services to support quality of life

The Scottish Government guarantee, for a minimum of one year, a named person who has the flexibility to work alongside the person, their partner and family and ensure that each person is given help and support to work through the five pillars.



Training for health and social care staff

People with dementia occupy at least a quarter of hospital beds, 70% of care home places, and make up 60% of homecare recipients. This means the vast majority of health and care professionals will be supporting someone with the condition. Our evidence¹⁷ shows that at the root of poor quality care is a lack of understanding of dementia from the health and social care workforce, tied to training, support and leadership.

More than a fifth of organisations offering dementia care are rated as failing by the Care Quality Commission (CQC)¹⁸, which is higher than the overall service average, even though dementia services normally cost more. These failings are often not due to a lack of effort or compassion, but due to a lack of knowledge. The latest statistics available from Skills for Care suggest only 68% of direct care staff are trained to at least Tier 1 of the Department of Health and Social Care-backed Dementia Training Standards Framework. We believe that all care staff working directly with people living with dementia should be trained to at least Tier 2¹⁹, which provides basic training about the most common forms of dementia, their underlying causes, and some of the major impairments and difficulties people with dementia may face as the condition progresses.

We recommend

- Councils should ensure all their direct and commissioned services staff who are working with people living with dementia are trained to Tier 2 of the Department of Health and Social Care-backed Dementia Training Standards Framework.
 - Alongside local health providers, councils should set out an accessible local offer for people with a dementia diagnosis that covers what services and support are available to them, as well as any entitlements.
 - Councils should adopt a simplified 'severely mentally impaired' application form for council tax discounts, similar to that used in Wales²⁰.
-



People with dementia occupy at least a quarter of hospital beds.

Side by side

Case study

What is Side by Side?

Side by Side is a new Alzheimer's Society service that helps people get out and about with the support of a volunteer doing an activity of their choice, for example joining a local club, visiting a café or a walk in the park.

This extra support can make it easier for people with dementia, who might sometimes feel isolated or find it difficult to leave their homes, to do things others might take for granted and feel part of their local community. The service is highly flexible and built around the individual and their needs. The service can also be used as a form of social prescribing.

Side by Side is available in 59 locations across England, Wales and N. Ireland, and we are hoping to roll this out to more locations in the future.

How is Side by Side making a difference to people living with dementia?

- Enabling people with dementia to lead fulfilling lives, and reducing isolation and loneliness
- Ensuring people with dementia are not excluded from their local services and community activity, and encouraging informal, community-based support networks for people with dementia
- Supporting people with dementia to identify their own personal talents, strengths and capabilities, and what they can bring to their peers and the wider community



35%

of people with dementia reported moderate to severe loneliness²¹

Supporting well

Carers

Carers of people with dementia are vital contributors to our health and social care system. Unpaid carers account for £11.6 billion²² of the economic cost of dementia yet many of them are struggling in silence, often dealing with myriad challenges including practical, financial and emotional difficulties including stress, loneliness and depression.

Caring is a long-term commitment. In 2016/17, 30% of adult carers for people with dementia had been doing so for between 5 and 10 years and 22% for over 10 years. The majority of carers (58.5%) spend more than 35 hours per week providing care, while over a third of carers (35.7%) provide care for over 100 hours per week²³.

Caring is also expensive to the individual. In research commissioned by Alzheimer's Society, academics found that of those caring for people with only mild or moderate dementia, total costs – including unpaid, paid and out of pocket costs – were estimated at £4,008 per person over a three-month period. Unpaid carers of people with dementia are disproportionately shouldering the burden of care – covering 75% of the total costs (£2928) and giving upwards of 470 hours of their time over a three-month period to care for people with dementia; equivalent to an average of 36 hours a week, and five hours a day²⁴.

Through the Care Act 2014, all carers are entitled to a 'carers assessment' from their local authority, which should look at the current and future needs of the carer and cared-for person. However, through Alzheimer's Society helpline and our online peer-support network, we know thousands of carers across the country are left without access to the support they need.

58.5%
of carers spend more than
35 hours
per week providing care²³

Anti-psychotic stats

Ninety percent of people with dementia experience behavioural and psychological symptoms (BPSD), such as aggression, agitation, loss of inhibitions and psychosis (delusions and hallucinations). These symptoms can be distressing for the person and their carers as well as putting the person at risk.

People with dementia who experience BPSD are often, and sometimes inappropriately, prescribed antipsychotic drugs used to treat schizophrenia. Antipsychotic drugs do reduce psychotic experiences such as delusion. However, they are also linked to serious side effects, have a moderate benefit and do not address underlying causes of BPSD. A Department of Health study concluded of the 180,000 prescriptions for people with dementia overall, 140,000 are inappropriate²⁵.

Inappropriate prescription of antipsychotic drugs is extremely harmful. Research has shown that there is up to a nine-fold risk of stroke in the first four weeks²⁶ and that there is almost a doubling in the risk of mortality²⁷. Inappropriate prescription of antipsychotic drugs contributes to 1,800 deaths a year²⁸.

In recent years, there has been an increased focus on reducing the incidence rate of anti-psychotic medication inappropriately being prescribed for people living with dementia which has led to positive results. Between 2008–2011 anti-psychotic use reduced from 17% to just 7%. However, since then, new stats show numbers have risen again to 9.3% – but also demonstrate regional variation as in some areas it is as much as 15%²⁹. It is therefore hugely important that this increased scrutiny continues.

We recommend

- Councils' carers' strategies should include a specific focus on carers of people with dementia, detailing the support to them, including access to psychological support and practical training for unpaid carers.
- Health and Wellbeing Boards and/or council Overview and Scrutiny Committees should regularly review the use and rates of anti-psychotic medication for the treatment of dementia.

Dementia Connect

Case study

Dementia Connect is Alzheimer's Society's new personalised service for people affected by dementia, connecting them to the right support, in the right way.

Our expert Dementia Advisers and trained volunteers will provide relevant information and advice by phone or face-to-face, helping people with dementia take back control of their lives and be more independent for longer.

As part of Dementia Connect, our Side by Side (see page 10) volunteers are already helping those living with dementia to get out and about in their community and do the things they love.

How does it work?

The service is for people living with dementia, as well as their carers, family and friends. It can be accessed by either contacting us directly, or after a referral

from a GP or another healthcare professional. Following a referral, a specially trained Dementia Adviser will be in touch to assess any needs and connect the person to the right support. We'll then keep in touch, providing each person with ongoing support and services when they need it. We believe no-one should face dementia alone. And with Dementia Connect, no-one will have to.

Where does it operate?

We are currently delivering Dementia Connect in parts of East Lancashire, Blackburn with Darwen, Birmingham and Solihull, and throughout Wales. We are aiming to roll it out nationwide by 2022. If you want to find out more, please contact your local area manager whose contact details are at the end of this report.



Dying well

Dementia is now one of the leading cause of death in the UK³⁰. It is also the only condition in the UK's top 10 causes of death that doesn't currently have any treatment to prevent, cure or slow its progression.

When a person with dementia is approaching the end of their life, it can be a very difficult time for them and the people around them. Planning for the end of life is important for anyone who has a life-limiting condition. For a person with dementia, it is important to try and have these conversations as early as possible, while they can make decisions for themselves.

Health and social care staff should ensure that individuals' care plans are always up-to-date and include end-of-life plans. It may be appropriate to ensure that advanced decisions are made by the individual early due to the fact that they may lack the mental capacity in the future. Advance decisions are legally binding as long as they meet certain conditions. This means that they must be followed by doctors and other medical professionals and are shared with those involved in the person's care. Some areas have special staff who co-ordinate end-of-life care for people with dementia.

Only half of people who express a preference to die at home actually die at home³¹. This places pressure on the NHS and adversely impacts on the quality of care received by a person with dementia³². Alzheimer's Society supports the government's goal of ensuring that more people die in a place of their choosing³³. To achieve this, the Society has been calling for the implementation of the Palliative Care Funding Review³⁴. This would provide commissioners with funding for palliative care, regardless of setting, in line with a person with dementia's wishes.

We recommend

- Councils should ensure that all care plans include advanced decisions.
 - Councils should ensure that all directly delivered or commissioned residential or care homes meet the National Gold Standards Framework on end-of-life care.
-



Only half of people who express a preference to die at home actually do so.

Summary of recommendations

Our ageing population means that more people are living longer, and so are more likely to develop dementia. By 2025, one million people will be living with dementia in the UK, with that number set to double by 2050³⁵. There are now more than 2.8 million Dementia Friends across the UK and dozens of Dementia Friendly Communities, all working to help people living with dementia to continue to live in the way they want in their communities.

The recommendations we have outlined in this local profile are tangible changes that councils and Health and Wellbeing Boards can affect to ensure that people with dementia are better supported. With reasonable adjustments, many people with dementia can live well. Councils have an important role to play in ensuring that the community in which people live, and the policies that direct support services, are appropriate to ensure those people with dementia are able to live well, live safely and, as much as possible, continue to live independently.

Our key recommendations to help people affected by dementia during your time in office are:

Preventing well

- Councils should ensure their healthy living messaging references dementia, alongside heart disease and cancers, recognising that what is good for the heart is good for the head.
- Councils, working with Health and Wellbeing Boards, should develop and effect a clear action plan to increase the invitation and take-up rates of NHS Health Checks year-on-year.
- Where they don't currently exist, councils should develop a Dementia Strategy that maps current and future needs along the well pathway and includes tangible actions to improve the health of, and support available to, people affected by dementia.

Diagnosing well

- Health and Wellbeing Boards should monitor the time it takes for a dementia diagnosis to be made – this should be a maximum of six weeks between concerns first being raised (usually with a GP) and a diagnosis being received (usually at a memory clinic).
- Working alongside Health and Wellbeing Boards and local Clinical Commissioning Groups, Oxfordshire should adopt an ambitious diagnosis rate target, accompanied by a robust strategy to deliver this.
- Health and Wellbeing Boards should ensure that all local memory services/memory clinics are accredited to the Royal College of Psychiatrists' Memory Services National Accreditation Programme (MSNAP).

Living well

- Councils should ensure all their direct and commissioned services staff who are working with people living with dementia are trained to Tier 2 of the Department of Health and Social Care-backed Dementia Training Standards Framework.
- Alongside local health providers, councils should set out an accessible local offer for people with a dementia diagnosis that covers what services and support are available to them, as well as any entitlements.
- Councils should adopt a simplified 'severely mentally impaired' application form for council tax discounts, similar to that used in Wales³⁶.

Supporting well

- Councils' carers' strategies should include a specific focus on carers of people with dementia, detailing the support to them, including access to psychological support and practical training for unpaid carers.
- Health and Wellbeing Boards and/or council Overview and Scrutiny Committees should regularly review the use and rates of anti-psychotic medication for the treatment of dementia.

Dying well

- Councils should ensure that all care plans include advanced decisions.
- Councils should ensure that all directly-delivered or commissioned residential or care homes meet the National Gold Standards Framework end-of-life care.

About us

Alzheimer's Society is the only UK charity that campaigns for change, funds research to find a cure and supports people living with dementia today.

Too many people face dementia alone. People with dementia have told us how difficult it is to find out who to turn to or where to go for information and support. We deliver a range of services at a national and local level across England, supported by expert staff and trained volunteers.

In 2017/18, through our services we directly reached and supported 210,000 people affected by dementia. In the same period, we provided indirect expertise and information to 6.5 million people and we now have registered more than 2.8 million Dementia Friends.

To find out more about what Alzheimer's Society does in Oxfordshire, please find below the contact details for your local area manager and head of region below:

Oxfordshire Area Manager

Linda Goddard

linda.goddard@alzheimers.org.uk
07766 206582

Head of Region covering Oxfordshire

Marion Child

Marion.Child@alzheimers.org.uk
07484 133887

To find out more about our Dementia Friends initiative, you can use the above contacts or visit dementiafriends.org.uk

If we can support you to introduce any of the measures contained within this profile, or if you have any questions about the profile, please contact us at local@alzheimers.org.uk

Get support

If you, or anyone you know, is affected by dementia and require advice or support you can access it using some of our national services outlined below.

Dementia Helpline

You can call our helpline on 0300 222 11 22. It is open seven days a week providing information, advice and emotional support to anyone affected by dementia.

Talking Point

Our online community is a place where you can ask questions, share experiences and get information and practical tips on living with dementia. It's free to use, open 24 hours a day and all you need is an internet connection. alzheimers.org.uk/talkingpoint

Find support near you

Our comprehensive directory allows you to find advice and information support services. Simply enter your postcode or location. alzheimers.org.uk/get-support

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Alzheimer's Society is the UK's leading dementia charity. We provide information and support, improve care, fund research, and create lasting change for people affected by dementia.

To keep up to date on the latest news from our research programme, sign up to receive our research magazine at alzheimers.org.uk/careandcure

All of the dementia research we support is fully funded by voluntary income. You can donate to our research programme online at alzheimers.org.uk/donate

If we can support you to introduce any of the measures contained within this profile, or if you have any questions about the profile, please contact us at local@alzheimers.org.uk

Code ARR19

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Registered charity no. 296645. A company limited by guarantee and registered in England no. 2115499.

Alzheimer's Society operates in England, Wales and Northern Ireland.



Division(s): All

Cabinet – 25 FEBRUARY 2020

BUSINESS MANAGEMENT & MONITORING REPORT

December 2019

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

RECOMMENDATION

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

Executive Summary

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

Introduction

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

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

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

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

7. This report also helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. As reported to Council in November, we have committed to that target and to taking action across all our main areas of influence: our schools, our supply chain, our policy-making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

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

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

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

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

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

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

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



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

Performance highlights

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

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



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

Performance highlights

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

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



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

Performance highlights

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

Areas for improvement

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

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



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

Performance highlights

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

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

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

Areas for improvement

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

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



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

Performance highlights

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

Areas for improvement

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

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



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

Performance highlights

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

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

Managing risk

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

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

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

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

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

Summary of the Council's financial position

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

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

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

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

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

23. See Annex C for further details and commentary.

CLAIRE TAYLOR

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Organisational Development

LORNA BAXTER

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 DECEMBER 2019

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

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

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

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

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

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN	A and B Classified road network where carriageway maintenance should be considered	33%	33.72%	There is no new update in December. The programme is complete and will start again in Spring 2020. November position: slightly over target but Oxfordshire's network condition is broadly becoming stable with additional investment. There has been a slight change (+1.24%, or 25Km) from 32.48% in 2018 to 33.72% in 2019. This could be due to a change in survey provider where a +/-variance of 2% was a known risk.	
			Defects posing immediate risk of injury are repaired within 24 hours	100%	99.78%	Cumulative rate and covers all defects April to November. (Data is reported one month in arrears.)	
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.74%		
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 24% Closed without action: 62% Remaining open: 14%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in November was 833. Of these: <ul style="list-style-type: none"> 198 (24%) are now repaired. 517 (62%) were closed without action because the fault was below our intervention threshold, or the issue was not our responsibility 111 (13%) are still awaiting a decision from officers. 7 (1%) are waiting for OCC's Highways Maintenance contractor to repair. Data is reported in arrears to enable inclusion of full month activity.	
			Km of total highway network resurfaced as % of total	0.6%	2.18%	As at 31 December the programme for this work has delivered a total value of 2.18% of the whole network. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection and will need to be reviewed in light of the expected budget for the coming years.	
	% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.07%	Rate is the average for April to November (data is reported one month in arrears.)			
	Funding secured through planning obligations	AMBER	↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	50%	There were 4 S.106 agreements completed in December; 2 of which were completed within the 6-month target period and 2 out with. Further detail on the 2 completed out with the period is provided below: <ul style="list-style-type: none"> Faringdon – South of Park Road, negotiations extended to allow for negotiation on extra care housing provision. Banbury - South of Salt Way (Ban 17): the application site is part of a larger Strategic Site allocation with both parts coming forward separately. Negotiations required construction caps, strategic highway provisions through both sites, primary school site and option land for secondary expansion. All required additional negotiation
				At least 85% of the monies sought through the Council's response to planning application consultations from District Councils is secured within signed S.106 Agreements	>85%	94.3%	Funding in relation to the Ban 17 Salt Way strategic allocation site secured c.92% of the required Single Response amount. Strategic Highway provisions were also secured.
	Levels of public transport use	GREEN	↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire	34.8m 36.2	34.5m 35.8	Bus targets represent a 1% annual increase in journeys taken. The rail target represents a 5% annual increase in journeys taken (based on 10% increase between 2017 and 2018)
					93%	tbc	The most recent bus and rail surveys took place in December. Outcomes will be known in Spring 2020

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

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

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

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

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

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

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

ANNEX B – RISK

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

Leadership Risk Register

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

Leadership Risk Register

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

Leadership Risk Register

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

Leadership Risk Register

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

Forecast outturn 2019/20 at December 2019

Key:

RAG status
 Red
 Amber
 Green

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

Children's Services

£6.1m (5.2%) forecast overspend

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

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

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

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

Children's Social Care Countywide Services

RAG rating ▲

Direction of travel ↓

Variation £4.6m (8.8%) overspend

Action Plan
Being developed

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

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

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

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

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

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

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

DSG Funded Services

High Needs DSG Block

RAG rating ▲

Direction of travel ↔

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

Action Plan

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

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

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

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

Adult Services

£1.1m (0.6%) forecast overspend

Better Care Fund Pool

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.

RAG rating



Direction of travel



Variation breakeven position

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

Action Plan

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

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

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

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

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

Adults with Care and Support Needs Pool

RAG rating ▲

Direction of travel

Variation  £4.1m
(4.9%) overspend

Action Plan

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

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

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

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

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

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

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

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

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

Non-Pool Services

RAG rating  

Direction of travel

Variation -£3.0m
(-24.0%) underspend

Action Plan
Not required

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

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

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

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

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

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

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

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

Commissioning The service is currently reporting a breakeven position.

RAG rating 

Direction of travel 

Variation £0.0m
Breakeven

Action Plan
Not required

Public Health

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

RAG rating 

Direction of travel 

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

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

Action Plan
Not required

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

Communities

£0.6m (0.5%) forecast underspend

Planning & Place

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

RAG rating



Direction of travel 

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

Variation
£0.1m
underspend
(1.9%)

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

RAG rating


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

Direction of travel


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

Variation
£0.4m
(0.6%)
Overspend

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

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

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

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

Property & Investment

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

RAG rating


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

Direction of travel



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

Variation
£0.9m
underspend
(4.9%)
variance

Community Safety

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

RAG rating


Direction of travel



Variation
£0.0m
(0.0%)
variance

Resources

£0.2m (-0.7%) forecast underspend

Resources

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

RAG rating



Direction of travel



Variation
£0.2m (-0.7%)
underspend

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

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

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

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

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

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

Corporate Measures

General Balances

RAG rating



Direction of travel ↓

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

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

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

RAG rating


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

Unplanned Use >£250k

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

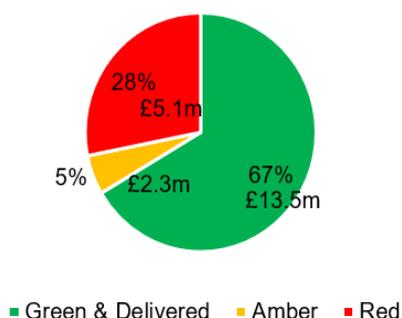
Medium Term Financial Plan Savings The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 80.1% of savings have been delivered or are forecast to be delivered by year end compared to the target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

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

Direction of travel ↑

% of savings expected to be achieved
95%

Directorate Saving Plans



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

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

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

The following Directorate saving plans are assessed as red:

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

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

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

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

Grants

RAG rating



Direction of travel ↑

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

Strategic Measures

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

RAG rating



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

Direction of travel



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

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

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

Debt and Loan Write Offs & Impairments

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

Corporate Debtors



RAG rating



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

Direction of travel

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

**Debt and
Loan Write
Offs &
Impairments**

**– Adult
Contribution
to Care
Charges**

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

RAG rating



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

**Direction of
travel**



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

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

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

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

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

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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



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

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

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

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

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

Budget

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

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

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R

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

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

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

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

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

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

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

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

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

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KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

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

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

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

Budget

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

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

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R

Business Management Report
Position to the end of December 2019

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

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

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

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020		
	£000	£000	£000		
Schools' Reserves	17,309	-4,751	12,558	12,558	0
Vehicle and Equipment Reserve	2,901	-2,124	777	777	0
Grants and Contributions Reserve	14,704	-19,119	-4,415	-4,615	-200
Government Initiatives	1,324	-1,151	173	873	700
Trading Accounts	325	138	463	463	0
Council Elections	328	150	478	478	0
Partnership Reserves	2,659	-699	1,960	1,960	0
On Street Car Parking	1,997	250	2,247	2,247	0
Transformation Reserve	3,193	-526	2,667	2,667	0
Demographic Risk Reserve	0	3,000	3,000	3,000	0
Youth Provision Reserve	0	500	500	500	0
Budget Prioritisation Reserve	4,890	-3,286	1,604	1,604	0
Insurance Reserve	10,647	-1,000	9,647	9,647	0
Business Rates Reserve	555	494	1,049	1,049	0
Capital Reserves	31,188	1,517	32,705	32,705	0
Budget Equalisation Reserve	280	-280	0	0	0
Redundancy Reserve	0	700	700	700	0
Total Reserves	92,300	-26,187	66,113	66,613	500

Commentary
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
This reserve is to fund future replacements of vehicles and equipment.
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
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.
This reserve holds funds relating to traded activities to help manage investment.
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.
To be spent on OxLEP related project expenditure and the Growth Deal
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.
£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
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.
This reserve is needed to fund the implementation costs of the Council's Transformation programme.
This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
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.
This reserve is to smooth the volatility of Business Rates income.
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.

CABINET – 25 FEBRUARY 2020

WORKFORCE REPORT AND STAFFING DATA Q3 2019/2020

Report by Deputy Director, Human Resources

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to note the report.

Executive Summary

2. Our workforce is the most valuable asset the council deploys. It is our people that make a difference to our residents and our communities. The very nature of the work, and the services we provide, is people intensive. Our residents are reliant on the professionalism of our workforce to deliver high quality services and the Council's future ambitions.
3. This report provides an update of HR activity and staffing data for Quarter 3 (1st October – 31st December 2019). The staffing data for Quarter 3 is provided at Appendix 1.

Human Resources – Quarter 3 Overview of Activity.

4. Areas of focus for the HR team have been:
 - The broad HR principles underpinning Organisation Change and Development including service re-design.
 - Embedding of the changes to Vacancy Management to bring improved control to our establishment, to ensure continued recruitment to priority areas and to seek and maximise opportunities for redeployment where relevant.
 - The re-tender of the Occupational Health contract and Employee Assistance Programme. These are two key contracts that enable the Council to best support a healthy workforce and offer a range of accessible support such as counselling, debt advice, legal advice and support with health and wellbeing needs.
 - Embedding the changes to the Cycle Scheme.
 - Support for senior recruitment and joint appointments.

Quarterly Update

Organisational Change and Development including Service Re-design

5. During the quarter, HR has provided support for four key strands of Service Re-design, namely, Communities, Strategic Capability and the development of proposals for the Provision Cycle and Business Administration Service. OD has provided support to the Finance team as the new structure and ways of working start to embed and develop for the future. Work to support the

development of consultation proposals in readiness for the delivery of the Family Safeguarding Plus model in the Children's and Families Directorate and in the Property and Facilities Management area of the Communities Directorate continue and remain on track.

6. As part of consultation, staff who may be affected by any of the proposals for change are deemed a priority in terms of potential redeployment opportunities. Where redeployment cannot be facilitated, there is an effective outplacement service delivered by an external partner which provides staff with dedicated skills and career development advice. HR also tracks all displaced staff who apply for any council vacancies to ensure their progress is monitored and a guaranteed interview is offered if the essential criteria of the job role is met. Vacancy Management plays a key part in the successful redeployment of affected staff.

Vacancy Management

7. The Vacancy Management (VM) process continues to support recruitment to priority areas and effectively supports establishment control and redeployment activity.
8. VM is in place to ensure there is a global view of all vacancies that arise throughout the council. The VM process enables appropriate challenge and thought to be applied when considering recruitment to vacancies, for example, is it possible to re-organise workload, does the vacancy provide an opportunity to consider joint working and critically, the impact of potential organisation change in terms of redeployment.
9. Decision making remains the responsibility of the Corporate Director and vacancies and the approval of them takes place at Directorate Leadership Teams (DLT). DLT's are supported by the HR and Finance Business Partners. If a decision cannot be reached by the DLT, the vacancy is referred for consideration by CEDR.
10. A report detailing all vacancies that have been considered, agreed and declined by DLT's is provided to CEDR on a fortnightly basis.

Re-Tender of Occupational Health and Employee Assistance Programme contracts

11. These are two key contracts that provide support for the health and wellbeing of our staff. Although the re-tender process experienced a short delay to the timescale set out in the Quarter 2 report it remains on track with a contract start date of 1st September 2020. The closing date for the submission of tenders has passed and the evaluation process is underway.

HR Support for Key Priorities

12. HR continues to support a significant level of organisational change, development and service redesign. Support is provided to Senior Responsible

Officers to develop proposals, write and roll out consultation frameworks in line with policies and legislation, consultation with the Trade Union and carry out job evaluation as new structures and roles are developed.

Cycle Scheme

13. Following recent changes, the Cycle Scheme is available to all staff 12 months of the year, a change that has been positively received.
14. To date there has been a steady increase in take up of the scheme with 22 applications received for bikes & accessories since it went all-year round in early December 2019 with a total value of over £15,000.

Support for senior recruitment and joint appointments

15. The HR team has provided support to the CEO and the Joint Shared Service Personnel Committee with the recent joint appointment of the Corporate Director for Commercial Development, Assets and Investment. Work has commenced to recruit to the role of Corporate Director for Children's Services following the current postholder's resignation.

Quarter 3 Staffing Data (1st October – 31 December 2019)

Introduction

16. Appendix 1 of this report provides staffing data relating to the workforce profile, sickness absence, turnover, apprenticeship numbers and agency spend.
17. Workforce data and trends are published in more detail on the Council's intranet. This includes a breakdown of staffing numbers and trends over the past five quarters by Directorates and Schools, including temporary and part time employees, turnover and sickness rates along with diversity and salary profiles. This data provides information by service and includes the spend and use of agency workers.
Appendix 2 of this report provides total agency spend by quarter since 2016 to present.
18. Appendix 3 of this report provides total agency spend in £'s by Directorate and quarter since 2016 to present.

Quarter 3 Update

Staffing

19. Staffing numbers have shown a very small increase between Quarter 2 (5021) and Quarter 3 (5030), (4086.97 FTE) including our retained fire service but excluding schools. This small increase in headcount is most likely to be as a result of vacant posts in Quarter 2 being filled with new starters commencing in Quarter 3.
20. Our workforce is made up of 2734 full time and 2296 part time employees.

21. The workforce gender split remains consistent with two thirds women and one third men. The age profile highlights a slightly higher older workforce with 54% aged 45 years and over however overall the age profile for the council is well dispersed across all age bands.

Turnover

22. The Council's Directorate rolling turnover rate for the last 12 months is 10.9%. However, across the whole workforce (including schools), our 12 month rolling turnover rate increases to 16.3%. Discounting Academy conversions, which account for more than 3% of all turnover in Q3, our turnover rate continues to be lower than the mean figure for Councils in England of 13.7% (LGA 2016/2017 reported June 2018).
23. Turnover in Quarter 2 spiked at 4.1% but this has returned to 2.7% in Quarter 3 which is within more regular parameters for the Council.

Spend on agency workers

24. Agency workers are a critical part of the council's workforce. They can provide a cost effective and flexible solution to cover temporary work demands. The Council has a managed service contract with Comensura which focuses on the provision of temporary agency and interim workers through a central electronic portal to an approved supply chain of compliant tiered agencies.
25. A managed service provides the following benefits:
- Improves oversight of agency spend and trends and helps to improve demand management and the consideration of alternative resourcing solutions
 - Secures the most competitive terms with agencies
 - Grows the supply chain to respond to temporary orders quickly
 - Reduces the time managers spend liaising with agencies and negotiating terms of business
 - Ensures all suppliers understand and comply with council vetting requirements
26. Demand for agency workers is sometimes due to the need to cover hard to fill vacancies such as children's social workers and in these circumstances, can be more costly than direct employment. Measures continue to be taken through recruitment initiatives to keep this number to a minimum.
27. The total spend on agency workers via the Comensura contract for Q3 increased slightly to £3,354,448, compared to Quarter 2 (£3,121,063).

28. Using benchmark agency charges against actual costs, the Comensura contract has saved in excess of £340,000 in charges to date in the financial year 2019/20.
29. There remains some historical off-contract spend which is now more easily identified. In Quarter 3 off-contract agency spend was £870,247.
30. Appendix 2 details total Agency spend in Quarter 3 (£4,224,695) compared to £3,694,397 in Quarter 2. However, it should be noted that some off-contract costs for Q1 and Q2 previously coded incorrectly (and therefore not included in our agency cost analysis) have been corrected and appear in Q3.
31. Appendix 3 details total Agency spend across all Directorates. It is relatively stable, and in most areas is decreasing except across Children's Services where there has been an increase of £185,785 from the previous quarter. The off-contract spend coded incorrectly for Q1 and Q2 amounts to £103,062 and accounts for the majority of the increase in agency costs in Customers and OD for Q3. It is important to note that many agency staff are funded from additional monies from central government and from partner organisations to support operational delivery.
32. The main reason for requesting an agency worker continues to be to cover a vacancy followed by project work and current temporary workload. The top two most frequently requested job categories continue to be qualified social and health care workers and admin, followed by engineering and surveying roles.

Conclusion

33. In readiness for financial year 2020/21, HR will be taking a new approach to HR strategy and this will include the development of a HR dashboard to report a range of HR metrics and key performance indicators. This will continue to be provided quarterly along with a summary of key HR activities.

KAREN EDWARDS
Director HR

Appendices
Appendix 1 – Workforce Profile Report
Appendix 2 – Agency Trend Analysis
Appendix 3 - Directorate Agency Trend Analysis

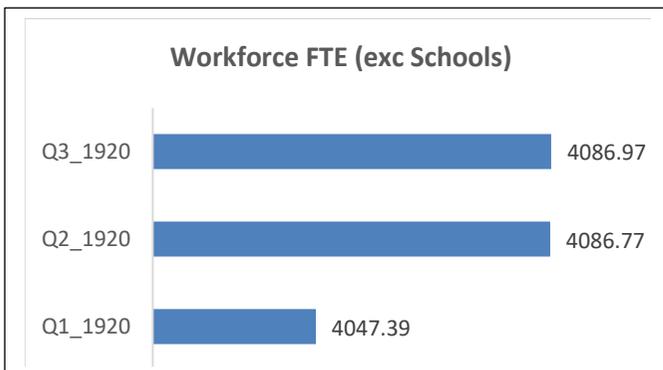
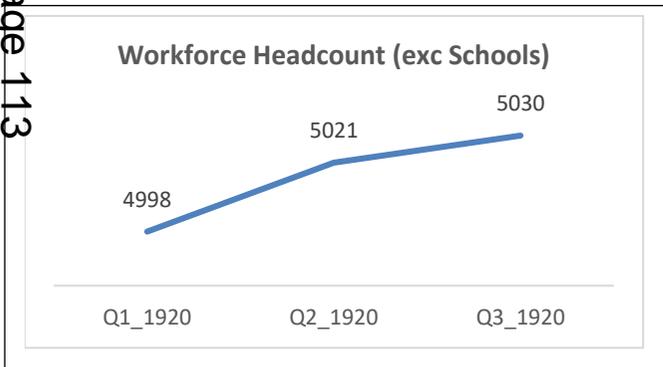
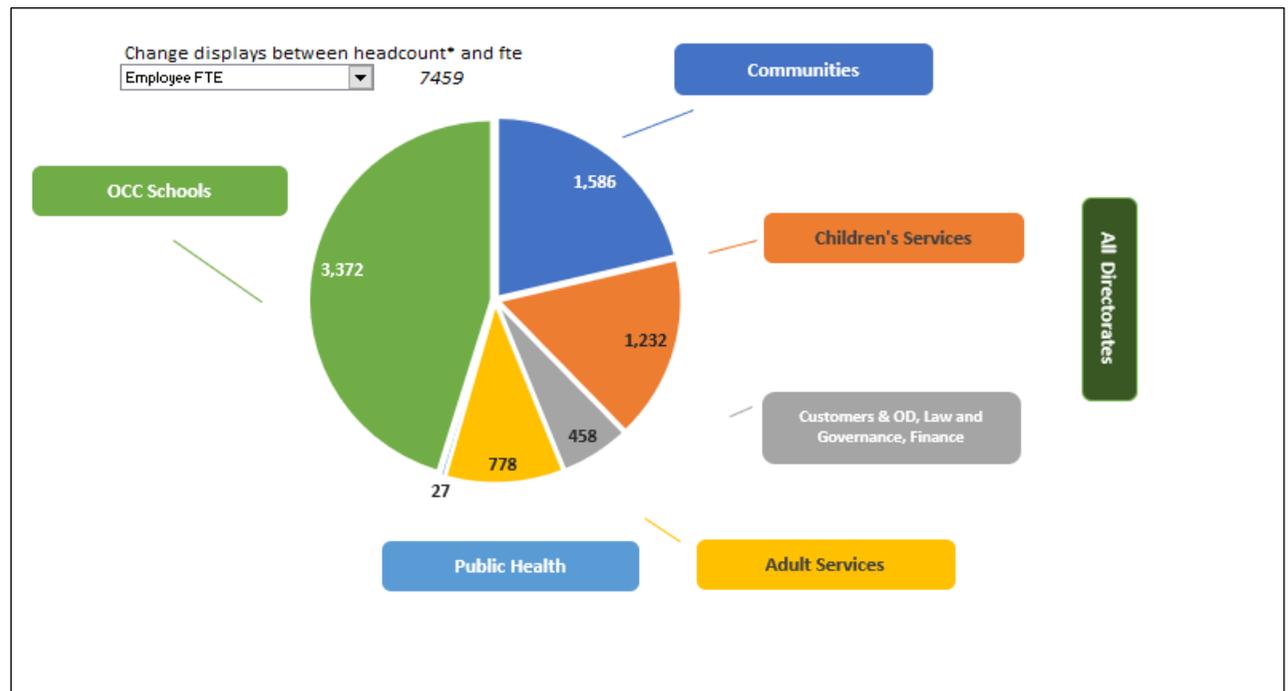
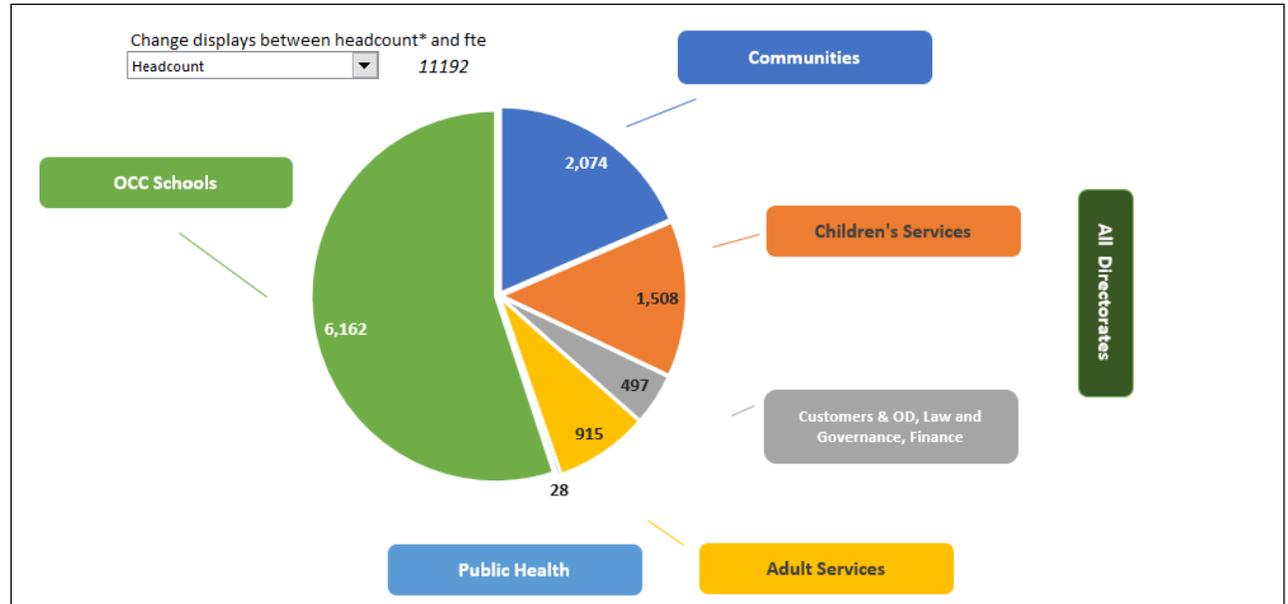
Contact Officer: Karen Edwards, Director Human Resources
11 February 2020

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WORKFORCE PROFILE
Headcount and FTE Comparison

Headcount and FTE trends over the past three quarters show that our workforce numbers (excluding schools) continue to increase very slightly each quarter. However, the changes this quarter are likely to be the consequence of leavers departing in one quarter with the new recruit commencing in the next quarter resulting in an increase of 9 headcount and a marginal increase of 0.2 employed fte. A detailed workforce profile showing a 5-quarter trend for each Directorate and service area is available on the intranet on the Workforce Data webpages.

Page 113



The Workforce gender split remains consistent with two thirds women and one third men. Those working full time/part time is more evenly split across genders.

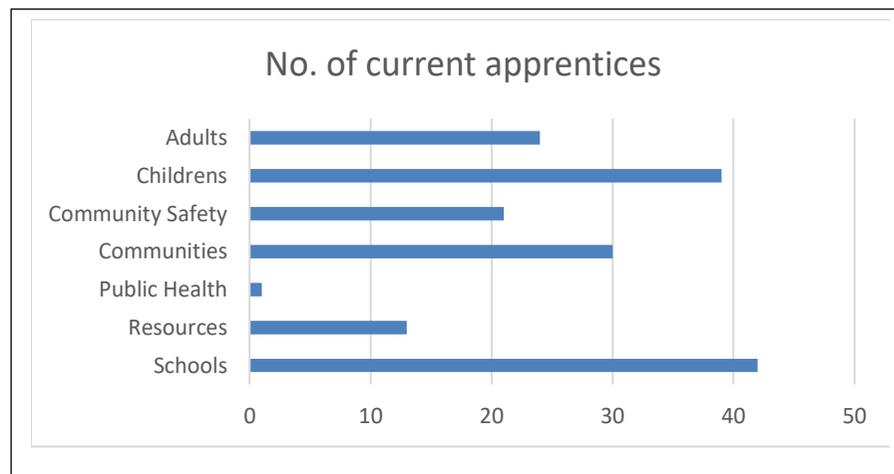
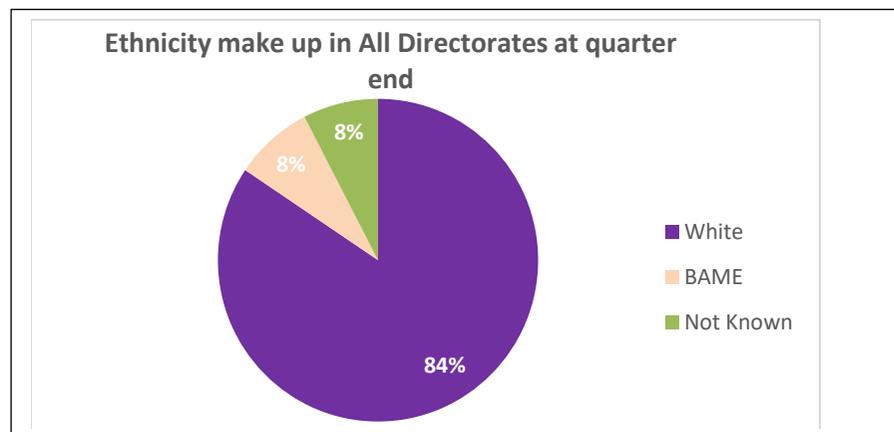
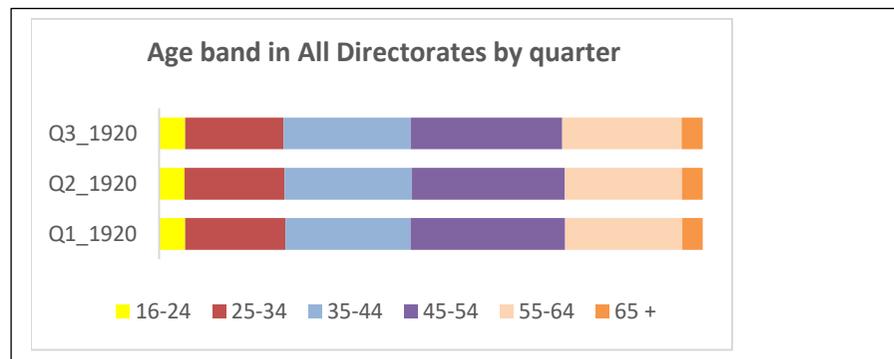
The workforce age profile highlights a slightly older workforce with 54% of the workforce aged 45 years and over.

16-24	25-34	35-44	45-54	55-64	65+
4.67%	18.05%	23.55%	27.57%	22.11%	4.03%

84% of the workforce is white British with 8% Black, Asian minority ethnic employees (BAME) and 8% are undeclared. The 2011 Oxfordshire Census reports 83.63% of residents as white British, however these demographics may have changed since this Census was produced. Our social care workforce has a much higher proportion of BAME employees.

Apprenticeships

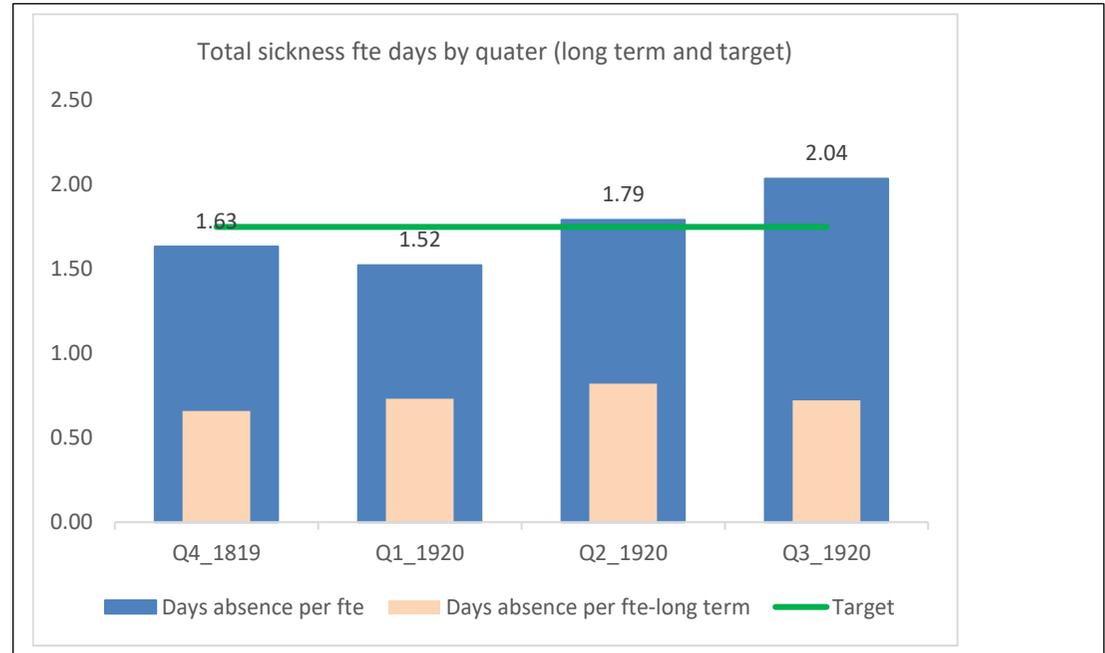
We offer a wide range of apprenticeships across 29 frameworks including Business Admin and Management, as well as specific career paths such as those in Civil Engineering and Legal, ranging from Level 2 (GCSE) to Level 7 (Masters). There are 170 employees currently enrolled on apprenticeships which includes permanent staff undertaking apprenticeships as CPD. A more detailed report will be available within the Q4 report.



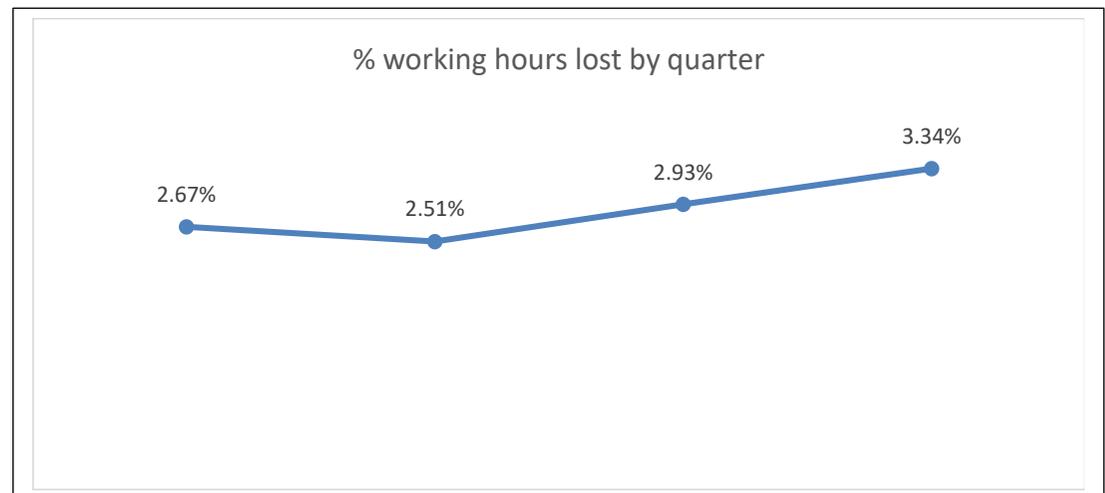
WORKFORCE PROFILE

Sickness Absence

We aim to track and benchmark our sickness rates against other comparable local authorities and the public sector as a whole. The Office for National Statistics reported the average number of sickness days lost to the public sector for 2018 was 5.6 days per fte, whereas the absence rate for OCC is currently set at 7 days for every full time employee. Short term sickness absences increased during Q3 which follows the usual winter trend, but takes the 12 month rolling absence rate to 7.64 days of absence per fte (excluding schools). However, the number of employees on long term sickness (20 days or more) reduced significantly and is now at 0.72 days per fte.



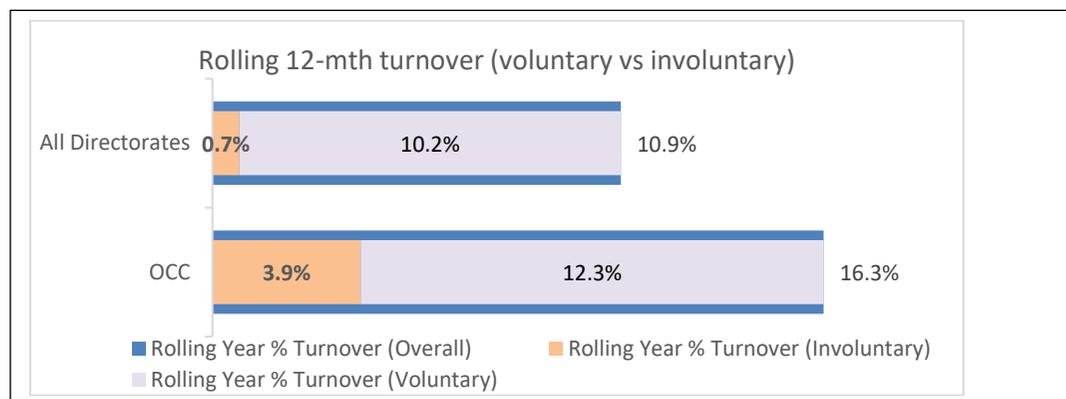
The percentage of working hours lost to sickness absence this quarter rose from 2.93% (Q2) to 3.34%, however this follows the usual seasonal trend. The national all sector average for % of working hours lost for 2018 is 2.6%. (ONS Sickness absence statistics - Labour Force Survey)



WORKFORCE PROFILE

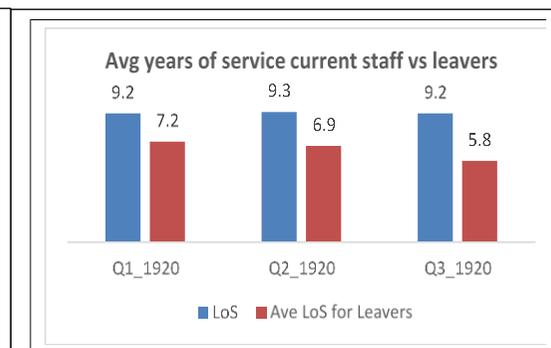
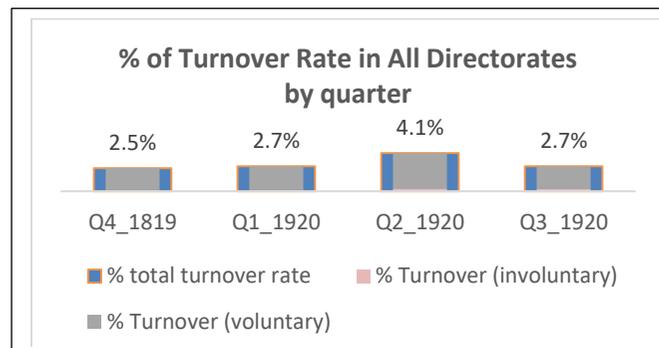
Turnover

Turnover for the past 12 months across the directorate workforce is 10.9%. However, across the whole workforce (including schools), our 12 month rolling turnover rate increases to 16.3%. Discounting Academy conversions, which account for more than 3% of all turnover in Q3, our turnover rate continues to be lower than the mean figure for Councils in England of 13.7% (LGA 2016/2017 reported June 2018).

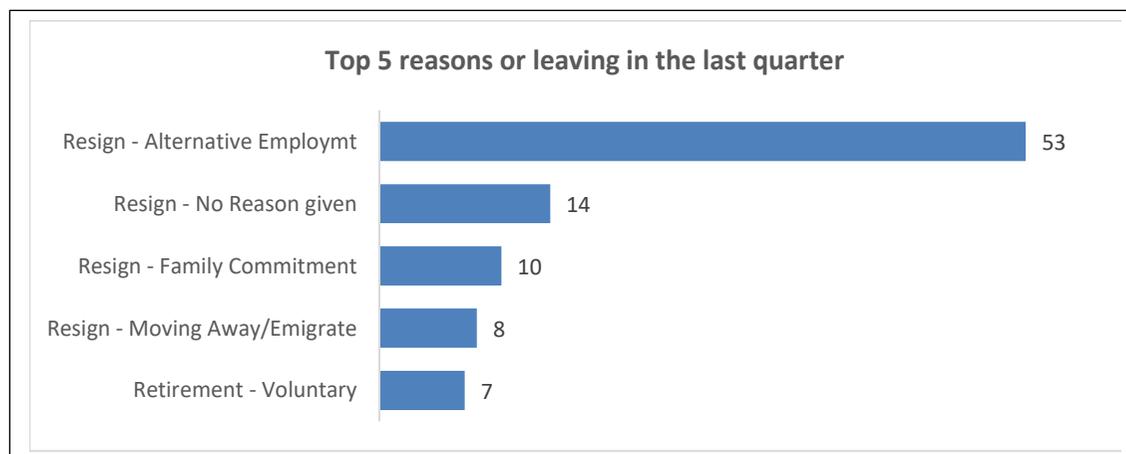


Turnover in Q3 has returned to its usual level following a spike in Q2.

The average length of service across the workforce remains stable compared to the average length of service of staff who are leaving the council, which is reducing. These headline figures will be further researched to try to establish any underlying trends that might need to be addressed.



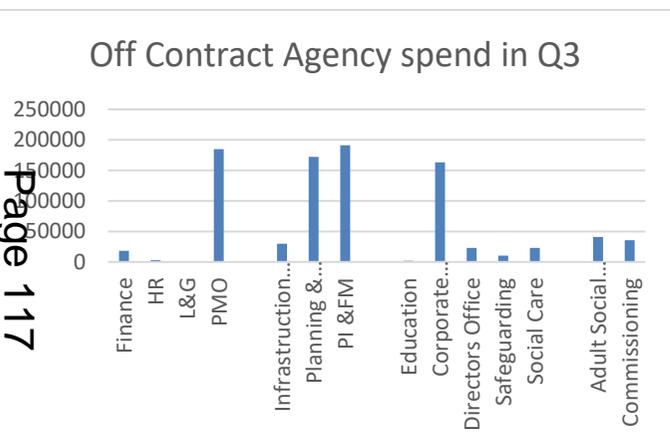
More than half of the leavers in Q3 left due to alternative employment opportunities outside of local government. Of these 53 leavers, 66% had completed between 1-5 years' service; and 10% less than 1 year. We ask all leavers to complete an exit questionnaire to understand the reasons employees look for alternative employment. Further information on trends for the year will be available for the Q4 report.



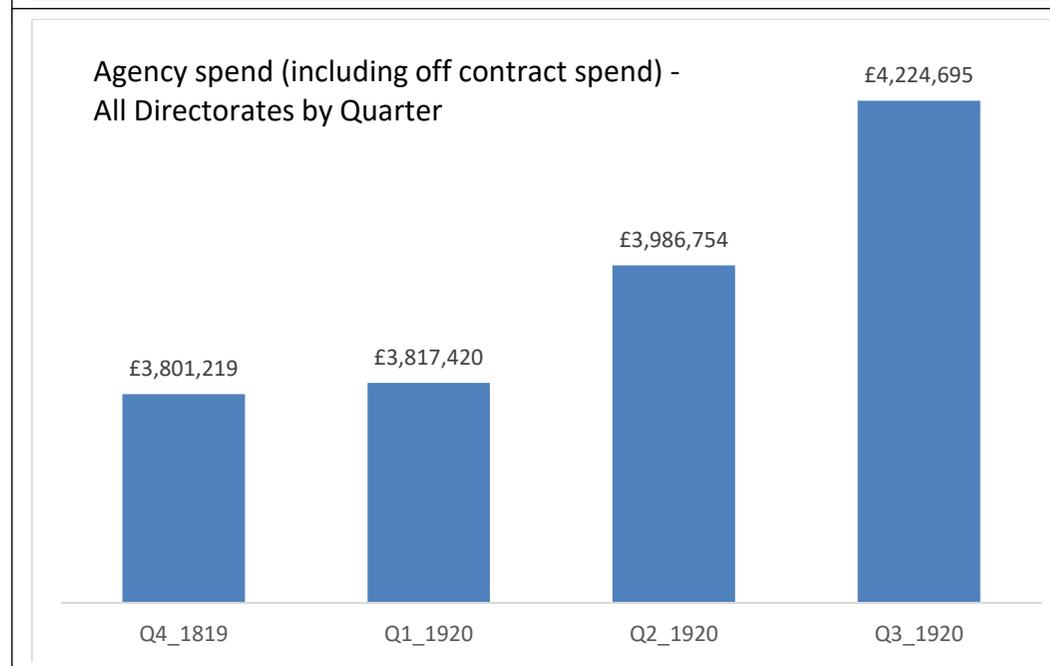
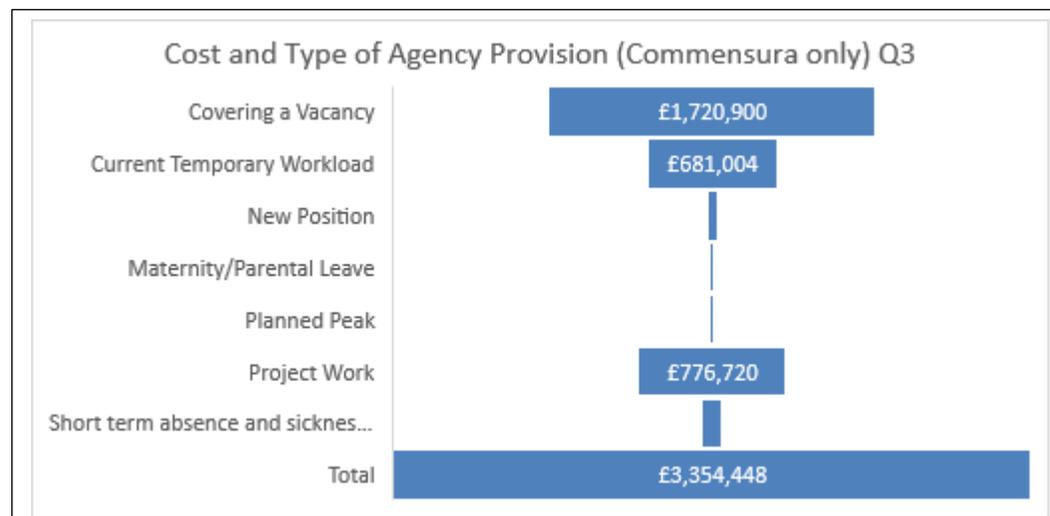
WORKFORCE PROFILE

Agency and Off Contract Spend

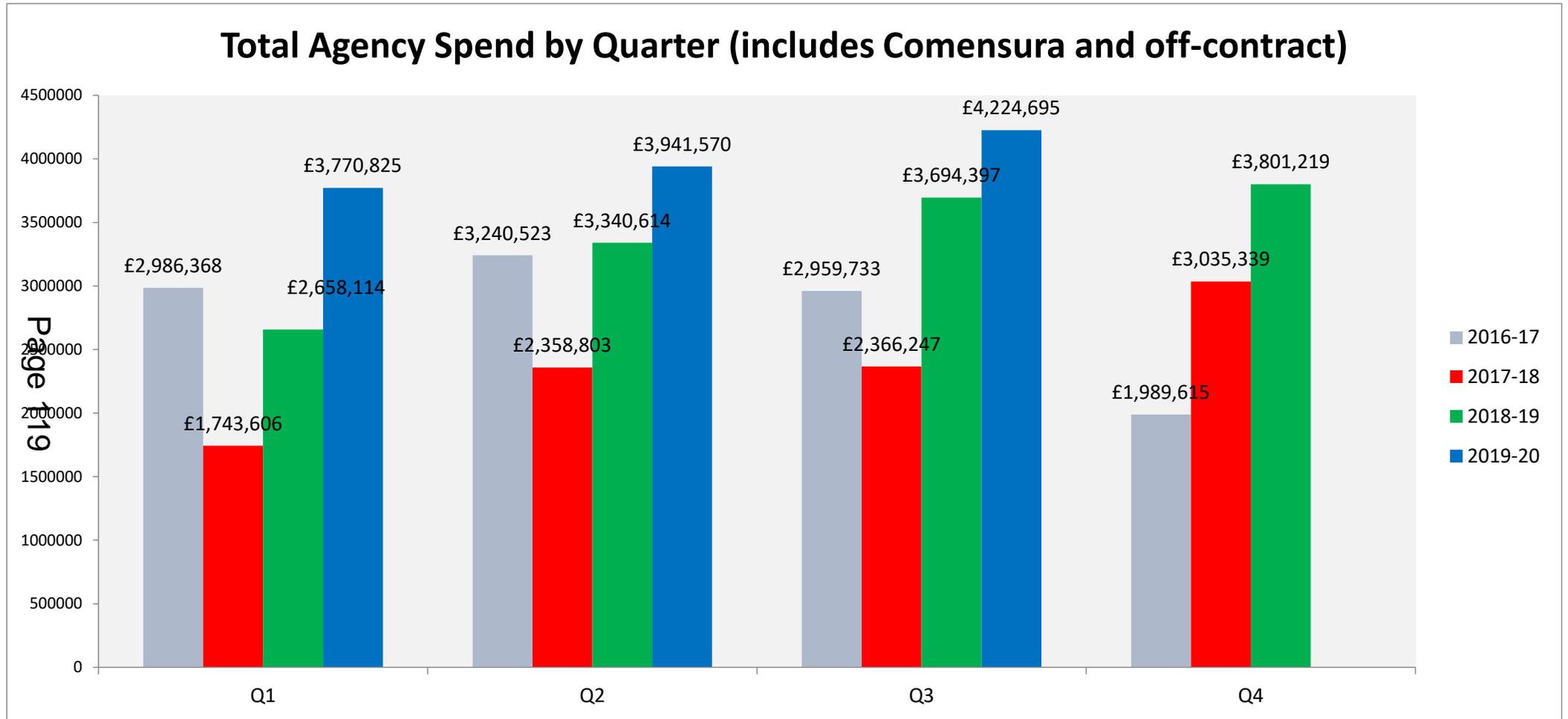
Agency staff expenditure (Comensura contract) increased slightly in Q3 to £3,354,448. The major contributing cost continues to be to cover a vacancy. Using benchmark agency charges against actual costs, the Comensura contract has saved in excess of £340k in charges so far this financial year.



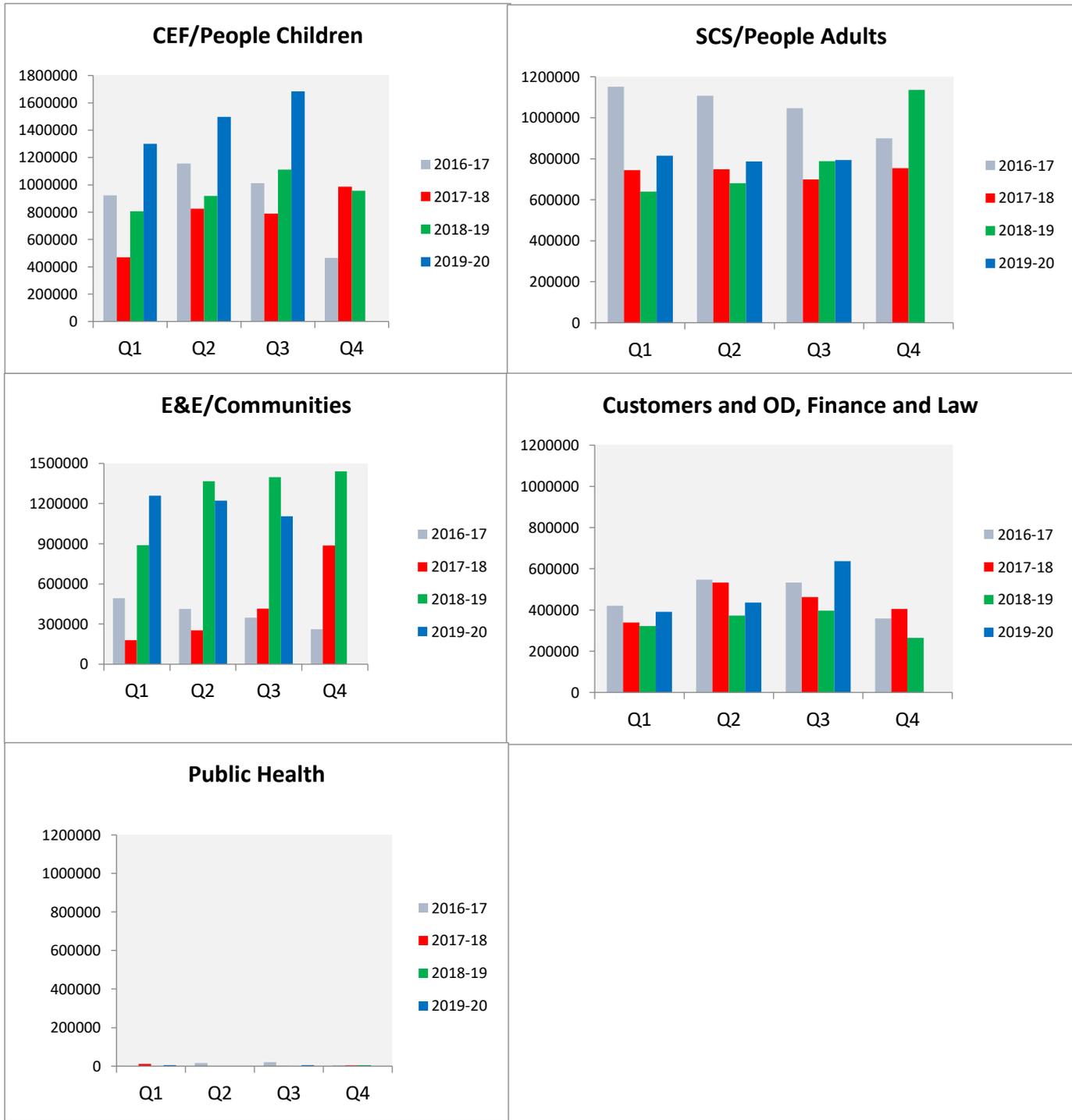
We now have an improved picture of off contract agency spend (agency usage outside of the Comensura contract) and costs coded incorrectly during Q1 and Q2 have been corrected in Q3. This has resulted in an off contract spend of £870,247 this quarter. The areas of considerable off contract spend are in Communities (Planning and Place and Property Infrastructure) and Corporate Parenting in Children’s Services.



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Division(s):

CABINET – 25 FEBRUARY 2020

YOUTH OPPORTUNITY FUND RECOMMENDATIONS FOR AWARD

Report by Corporate Director of Children's Services

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - (a) **award a total of £999,800. (details can be found at Annex 2); and**
 - (b) **close the Youth Opportunity Fund.**

Executive Summary

2. The Youth Opportunity Fund (YOF) was introduced by Cabinet in 2019 to increase opportunities for young people across Oxfordshire. The fund aims to support voluntary and community organisations to establish new youth opportunities and extend existing activities to additional sessions, areas or groups of young people between the ages of 11 to 18 (25 where young people have special educational needs). The total value of the Fund is £1 million for two years from the date of award, and up to a maximum of £70,000 per application across the two years. Once the available resource is used the Youth Opportunity Fund will be closed.
3. Applications to the Fund were opened on 8 October 2019 and the closing date was 22 November 2019.
4. 95 applications requesting an overall amount of £4,538,298.98 were received.
5. Following the application process, the cross-party panel evaluated the applications received and recommends the applications included in the report for funding.

Background

6. The Youth Opportunity Fund was introduced by Cabinet in 2019 to increase opportunities for young people across Oxfordshire.
7. This fund aims to support voluntary and community organisations to establish new youth opportunities and extend existing activities to additional sessions, areas or groups of young people between the ages of 11 to 18 (25 where young people have special educational needs).

8. The total value of the Fund is £1 million for two years from the date of award, and up to a maximum of £70,000 per application across the two years. Once the available resource is used the Youth Opportunity Fund will be closed.
9. The fund will be allocated across Oxfordshire to ensure all areas can benefit from the financial support available.

Application Process

10. Following the agreement of the grant criteria and guidance by the cross-party panel, and approval by CEDR, the Fund was launched on 8 October 2019.
11. The information about the fund has been shared with Oxfordshire Youth, the organisation representing more than 100 voluntary and community organisations working for young people, and town and parish councils. There was also a media campaign to encourage applications and wider distribution.
12. A dedicated web page was set up, www.oxfordshire.gov.uk/youthopportunity and an inbox youth.opportunities@oxfordshire.gov.uk to ensure applicants had timely access to information and updates as well as to submit their applications.
13. A workshop was held on 4 November 2019 for potential applicants to share their ideas and ask any questions. The closing date of the Fund was 22 November 2019.
14. A total of 95 applications have been received, requesting an overall amount of £4,538,298.98. The number of applications and amount requested were much higher than anticipated.
15. The number and the quality of applications showed the demand, passion and ambition for young people in Oxfordshire. Most applications were of high quality and represented the needs of the communities for supporting young people.

Evaluation Process

16. The cross- party panel chaired by Cllr Mark Gray comprised councillors representing the political structure of Oxfordshire.
Cllr Mark Gray – Chair
Cllr Jane Hanna
Cllr Jeannette Matelot
Cllr Deborah McIlveen
Cllr Liam Walker
17. The panel also included a representative from Children, Education & Families and a young person from Voice of Oxfordshire's Youth (VOXY). The YOF process and the panel have been supported by Officers from the Children's Commissioning team.

18. All Panel members scored the applications against the criteria individually. Scores were discussed and moderated at the Panel meeting on 23 January 2020.

Recommendations for award

19. The Panel recommends to
 - (a) award a total of £999,800.000, details can be found at Annex 2
 - (b) close the Youth Opportunity Fund.

Equalities Implications

20. The criteria for grant funding (Annex 1) required applicants to demonstrate how they meet the 'need' that they identified in their communities, which includes consideration of impact.
21. Equality and inclusion implications have been considered. The proposal to offer grants to the community and voluntary sector to support young people is only thought to confer a benefit on those with a protected characteristic and there is no adverse impact on those individuals.

Climate Implication

22. All applications were submitted and processed electronically by using the Council's secure applications. This enabled us to reduce the need to print applications and encouraged the use of electronic access and assessment as part of the cross-party panel meetings.

Communications

23. The process and criteria for applying to the Youth Opportunity Fund has been communicated via a dedicated section on the council website, through multiple email communications, and the Council's social media accounts to encourage applications and wider distribution. Flyers, posters and media coverage were arranged and distributed by the Council's Communications Team.
24. Following the Cabinet's decision, successful applicants will be given confirmation of the outcome by email communication on 4 March 2020.

LUCY BUTLER
Corporate Director of Children's Services

Annexes:

Annex 1: Youth Opportunity Fund Grant Guidance and Criteria
Annex 2: Youth Opportunity Fund Recommendations for Award

Report by: Karen Kuehne, Strategic Commissioning Manager
Contact Officer: Fulya Markham, Senior Strategic Commissioning Officer,
fulya.markham@oxfordshire.gov.uk , 07776997956

February 2020

Youth Opportunity Fund Grant Guidance & Criteria

Introduction

Oxfordshire has a good range of opportunities for young people, providing excellent support to young people and helping them to live fulfilling lives. In order to extend these opportunities further, Oxfordshire County Council has developed the Youth Opportunity Fund. This fund will support voluntary and community organisations to establish new youth opportunities and extend existing activities to additional sessions, areas or groups of young people.

The fund is open to community and voluntary organisations with a total of **£1 million** available. Funding will be **for two years** from the date of award, and up to a maximum of **£70,000** across the two years. All bids to the Fund should include any on-costs relating to employing members of staff – including pensions, national insurance and mileage.

The fund will be allocated across Oxfordshire to ensure all areas can benefit from the financial support available. Once the available resource is used the Youth Opportunity Fund will be closed.

The Fund

Organisations wishing to bid will need to identify the local need of young people and can use local evidence from within their community. This might include using existing data and/ or anecdotal evidence. The applicants will need to demonstrate how the bid will meet the identified needs.

Activities may include, for example, providing guidance and support about their lives and issues relating to school, family life and peers. Applications may, for example, facilitate the provision of a safe space for young people who would otherwise have nowhere to go, including a safe space to talk, some food, and the ability to enjoy some self-directed or group/organised activities.

Bids will need to demonstrate that they are offering new youth opportunities or extending existing ones for young people between the ages of 11 to 18 (25 where young people have special educational needs), and how these opportunities will support them to live a full and varied life.

We are keen for opportunities to be accessible to all young people, therefore applications demonstrating how they will extend their reach to young people who have not previously engaged with these opportunities are encouraged.

The Youth Opportunity Fund is open to applications from community and voluntary sector organisations, including existing organisations and organisations in the process of setting up, as well as town, parish and district councils. Organisations are encouraged to work with other voluntary and community organisations, and with town, parish and district councils.

The Fund cannot be used to promote the views of a religious organisation or party-political groups. Religious groups may apply for non-religious activities that they are organising for young people.

Grant Criteria

We will assess applications according to:

- Whether the proposal is providing new opportunities or extending the existing ones for young people to additional sessions, areas or groups of young people.
- How the proposed provision will meet the needs identified
- How it will support young people to live a full and varied life
- How it will add value to the local community
- How the funding will be used.

We believe supporting young people should become an indispensable part of their community and young people who have benefitted from support should continue to do so after the funding period. Applications therefore are encouraged to present their plans as to how they are going to make the provision **sustainable**.

Applicants must ensure they always have procedures in place to safeguard young people. Members of staff are required to complete the online safeguarding training offered by Oxfordshire Safeguarding Children Board free of charge (please see <https://www.oscb.org.uk/learning-zone/training>) as a minimum to familiarise themselves with principles and processes to follow.

Organisations need to provide the details of a safeguarding lead who would be the first point of contact for any safeguarding concerns that may arise during the sessions.

Support available

Oxfordshire Youth, the lead organisation for youth sector in Oxfordshire, is available to provide support to organisations wishing to bid for funding and needing support with this. For more information and to contact them for support, please see: <https://oxfordshireyouth.org/>

The Application Process – Key Dates

- **w/c 7th October 2019** - The Youth Opportunity Fund opens
- **4th November 2019** - Applicant workshop
- **12 noon on Friday 22nd November 2019** – Closing date
- **25th and 26th November 2019** - Scoring process
- **W/c 2nd December 2019** - Evaluation panel meetings
- **15th December 2019** - Applicants notified of recommendations
- **21st January 2020** - County Council Cabinet, for final decision
- **28th January 2020** - Applicants notified of final decisions

We encourage applicants to contact us with any questions they might have as early as possible.

Please complete and submit the application form electronically, along with your most recently available, year-end accounts by **12 noon on Friday 22nd November 2019**. We require all application forms to be submitted electronically, unless agreement has been sought for alternatives prior to the closing date.

How will applications be assessed?

Officers will check all applications to the Youth Opportunity Fund against the criteria set out above. All applications meeting the criteria will be discussed at the Panel.

Applications for larger grants may be offered the opportunity to present their proposal to the Panel.

The panel will make recommendations for award and the final decision will be made by Cabinet.

Awarding the grant

Successful applicants will be asked to sign a legal agreement with the Council. Once the legal agreement is signed, the funds will be transferred to the organisation's bank account.

Unsuccessful applicants will be notified without delay.

Monitoring

Successful applicants are expected to comply fully with any monitoring requests from the Council and must agree to this when signing the funding request form. This may include a review of their project during the period of funding, checking how the money was spent, reports on the activity funded, feedback from young people and any other record of the activity funded (e.g. promotional flyers and posters).

Successful applicants will need to complete a monitoring report towards the end of the funding agreement. A copy of the monitoring report will be sent out with the signed grant agreement, at the beginning of the funding period.

Any unspent grant funding will be recovered by the county council.

Contacting Us

If you have any queries about the **Youth Opportunity Fund** or the application process, please contact us:

Email: youth.opportunities@oxfordshire.gov.uk

Youth Opportunity Fund Recommendations for Award

Ref	Organisation	Name of the Project	Location	District	Funds Awarded
1	South Oxford Adventure Playground (SOAP)	Second Step: South Oxford Community Youth Project	Hinksey Park and Carfax ward	City	£16,015.29
2	Rose Hill Junior Youth Club	RH&L Creative Connections	Rose Hill and Littlemore	City	£69,050.00
3	Barton Community Association	Barton Pathways	Barton	City	£58,839.25
4	Wood Farm Youth Centre	Wood Farm Outreach Project	Oxford	City	£35,620.00
5	EMBS Community College Ltd	Take2	East Oxford	City	£70,000.00
6	Blackbird Leys Adventure Playground	Growing Young Leaders	Blackbird Leys	City	£16,740.00
7	Leys Community Development Initiative	Glow-on Leys Youth Opportunities	Blackbird Leys and Northfield Brook	City	£63,500.00
8	Asylum Welcome	Youth Support Programme	Oxford	City	£30,230.00
9	Tackley Youth Café	The YP Café Tackley	Tackley (Woodstock)	West Oxon	£5,500.00
10	Chipping Norton Town Council	Youth Engagement and Empowerment Project (YEPP!)	Chipping Norton	West Oxon	£25,620.00
11	Chipping Norton Town Council	Chipping Norton 12-18s Youth Club	Chipping Norton	West Oxon	£14,200.00
12	Got2B	Got2B Youth Work Witney	Witney	West Oxon	£42,369.94
13	Sunrise Multicultural Project	Youthie	Banbury	Cherwell	£43,839.08
14	Kingsmere Community Centre (KCC)	Active Youth Kingsmere	Kingsmere (Bicester)	Cherwell	£44,416.00

CA9

15	The Sweatbox Youth Centre	The Out of the Box Project	Wantage, Grove and surrounding villages	Vale	£54,927.48
16	The Abingdon Bridge (TAB)	The Youth Intervention Programme	Abingdon	Vale	£69,569.00
17	Cholsey Youth Club	Drop-in Sessions and 1:1 Youth Support	Cholsey and surrounding villages	South Oxon	£22,000.00
18	Berry Youth Centre	Beat the Streets!	Berinsfield and surrounding wards	South Oxon	£33,500.00
19	Thame Youth Projects Group	Detached Community Youth Work for Thame and surrounding district	Thame and surrounding district	South Oxon	£35,000.00
20	Didcot TRAIN - Inspiring Young People	Didcot Youth Club	Didcot and its immediate surroundings	South Oxon	£44,048.00
21	Nomad Detached Youth and Community Project	NOMAD Targeted Activity Programme for 11-18 year olds	Henley and surrounding villages	South Oxon	£29,000.00
22	Oxfordshire Youth	Youth Apprentices Work	Across Oxfordshire	Across	£64,058.00
23	Yellow Submarine	BEAM	Across Oxfordshire	Across	£63,207.96
24	KEEN Oxford	Community Buddies	All Oxfordshire, from 'hubs' in Banbury, Oxford, Abingdon, and Witney	Across	£48,550.00
Total					£999,800.000

Division(s): N/A

CABINET – 25 FEBRUARY 2020

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
Cabinet, 17 March 2020	
<ul style="list-style-type: none"> <p>▪ Armed Forces Support To seek agreement of Oxfordshire County Council's application for a gold award in the armed forces Employee Recognition Scheme.</p> 	<p>Cabinet, Leader 2020/004</p>
<ul style="list-style-type: none"> <p>▪ Business Management & Monitoring Report - January 2020 To note and seek agreement of the report.</p> 	<p>Cabinet, Deputy Leader of the Council 2019/169</p>
Joint Responsibility: Deputy Leader of the Council and Cabinet Member for Finance.	
<ul style="list-style-type: none"> <p>▪ Oxfordshire Minerals and Waste Local Development Scheme To seek approval of the revised Oxfordshire Local Development Scheme.</p> 	<p>Cabinet, Environment 2020/024</p>
<ul style="list-style-type: none"> <p>▪ Oxford Local Cycling & Walking Infrastructure Plan To seek approval of the Oxford Local Cycling & Walking Infrastructure Plan and related policies.</p> 	<p>Cabinet, Environment 2020/023</p>
<ul style="list-style-type: none"> <p>▪ Capital Programme Monitoring Report - January 2020 Financial report on capital spending against budget allocations, including any necessary capital programme approvals.</p> 	<p>Cabinet, 2019/168</p>
Deputy Leader of the Council, 17 March 2020	
<ul style="list-style-type: none"> <p>▪ Oxfordshire Fire & Rescue Service's Community Risk Management Plan (CRMP) 2020/2021 To seek approval of the CRMP document and the 6 projects prescribed within as the activities being undertaken for the subsequent 12 month period.</p> 	<p>Deputy Leader of the Council, 2020/021</p>

Cabinet Member for Environment, 26 March 2020

- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ Eynsham: Wharf Road - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member for Environment, 2019/126 |
| <ul style="list-style-type: none"> ▪ Bicester: Various Locations - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member for Environment, 2019/188 |
| <ul style="list-style-type: none"> ▪ Cherwell and West Oxfordshire: Various Locations - Proposed Disabled Persons Parking Places
To seek approval of the proposals. | Cabinet Member for Environment, 2019/189 |
| <ul style="list-style-type: none"> ▪ Burford: A40 - Proposed 20mph and 30mph Speed Limits
To seek approval of the proposals. | Cabinet Member for Environment, 2019/082 |
| <ul style="list-style-type: none"> ▪ Abingdon: Northcourt Road - Proposed Revised Traffic Calming Measures
To seek approval of the proposals. | Cabinet Member for Environment, 2019/173 |
| <ul style="list-style-type: none"> ▪ Banbury: Bankside - Proposed Traffic Calming Measures, Waiting Restrictions and Zebra Crossing
To seek approval of the proposals. | Cabinet Member for Environment, 2019/191 |
| <ul style="list-style-type: none"> ▪ Didcot: Great Western Park - Proposed Zebra Crossings
To seek approval of the proposals. | Cabinet Member for Environment, 2018/191 |
| <ul style="list-style-type: none"> ▪ Bicester: A41 Oxford Road - Proposed Toucan Crossing and 40mph Speed Limit on Wendlebury Road
To seek approval of the proposals. | Cabinet Member for Environment, 2019/202 |
| <ul style="list-style-type: none"> ▪ Henley: King James Drive - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member for Environment, 2019/141 |
| <ul style="list-style-type: none"> ▪ Oxford: Desborough Crescent - Proposed Waiting Restrictions in Place of Parking Places
To seek approval of the proposals. | Cabinet Member for Environment, 2019/177 |
| <ul style="list-style-type: none"> ▪ North Hinksey: North Hinksey Lane and Lime Road - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member for Environment, 2019/133 |

- **Oxford: Former Temple Cowley Swimming Pool Site Development - Proposed Waiting Restrictions**
To seek approval of the proposals.

Cabinet Member
for Environment,
2019/134
- **Oxford: Hollow Way North Area - Proposed CPZ**
To seek approval of the proposals.

Cabinet Member
for Environment,
2019/146
- **Oxford: Kirby Place - Proposed Waiting Restrictions**
To seek approval of the proposals.

Cabinet Member
for Environment,
2019/182
- **Oxford: Sunderland Avenue - Proposed Amendments to Waiting Restrictions**
To seek approval of the proposals.

Cabinet Member
for Environment,
2019/174
- **Oxford: Warren Crescent - Proposed Amendment to Parking Bay**
To seek approval of the proposals.

Cabinet Member
for Environment,
2019/136
- **Banbury: B4035 Broughton Road - Proposed Zebra Crossing**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/005
- **Burford to Fyfield: A424 - Proposed 50mph Speed Limit**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/006
- **Grafton and Radcot: A4095 at Pidnil Bridge - Proposed Revocation of Weight Limit**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/007
- **Long Wittenham: Didcot Road - Proposed Zebra Crossing**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/008
- **Oxford: Oriel Square and Turl Street - Proposed Amendment to Permitted Vehicles**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/009
- **Waterperry: Proposed 20mph Speed Limit**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/010
- **Didcot: Great Western Park - Proposed Bus Gate**
To seek approval of the proposals.

Cabinet Member
for Environment,
2020/011
- **Didcot: A4130 Didcot North Perimeter Road Near Mersey Way - Proposed Toucan Crossing**
To see approval of the proposals.

Cabinet Member
for Environment,
2020/012

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| <ul style="list-style-type: none"> ▪ East Hanney: A338 - Proposed Puffin Crossing
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/013 |
| <ul style="list-style-type: none"> ▪ Oxford: Lamarsh Road - Proposed CPZ
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/014 |
| <ul style="list-style-type: none"> ▪ Oxford: Cowley Marsh Area - Proposed CPZ
To see approval of the proposals. | Cabinet Member
for Environment,
2020/015 |
| <ul style="list-style-type: none"> ▪ Oxford: Various Locations - Proposed Exclusion from Permit Eligibility for Residents Permits
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/016 |
| <ul style="list-style-type: none"> ▪ Oxford: Oxford Road, Littlemore - Proposed Zebra Crossing
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/017 |
| <ul style="list-style-type: none"> ▪ Oxford: B4495 Windmill Road - Proposed Extension of 20mph Speed Limit
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/018 |
| <ul style="list-style-type: none"> ▪ Oxford: A420 Botley Road - Proposed Extension of 20mph Speed Limit
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/019 |
| <ul style="list-style-type: none"> ▪ Oxford: City Centre - Various Locations - Proposed Additional Cycle Parking
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/020 |
| <ul style="list-style-type: none"> ▪ Oxford - Amended Fees for Residents Parking Permits and Pay and Display Parking
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/022 |
| <ul style="list-style-type: none"> ▪ Abingdon: Boulter Drive and Lloyd Close - Proposed Waiting Restrictions
To seek approval of the proposals. | Cabinet Member
for Environment,
2020/025 |
| <ul style="list-style-type: none"> ▪ Oxford: Walton Street - Proposed Experimental Closure
To seek approval of the proposals. | Cabinet Member
for Environment,
2019/185 |