

## **CABINET – 14 May 2019**

### **BUSINESS MANAGEMENT & MONITORING REPORT**

**1<sup>st</sup> - 31<sup>st</sup> March 2019**

**Report by Assistant Chief Executive and Director of Finance**

#### **RECOMMENDATION**

1. **The Cabinet is RECOMMENDED to note the contents of this report.**

#### **Executive Summary**

2. This report demonstrates 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 March 2019. Please note this is not the final financial outturn position: year end transactions are still being processed at the time of writing. The Provisional Revenue Outturn 2018/19 Report will be considered by Cabinet on 18 June 2019.

#### **Introduction**

3. This report is the first of a monthly reporting cycle, replacing the previous quarterly cycle. This report concerns the month ending 31 March 2019.
4. The report summarises "what" the Council is doing – progress towards the objectives in the Corporate Plan – and "how" the Council is doing – our organisational health.
5. The report covers four elements of business management: performance, risk, human resources and finance. The main body of the report summarises these elements to show how they collectively affect progress towards the achievement of outcomes in the Corporate Plan. Further detail is then provided in each of the four annexes:
  - Annex A: performance
  - Annex B: risk
  - Annex C: human resources (HR)
  - Annex D: finance
6. Periodic reports on performance, finance and HR have previously been made to Cabinet by various mechanisms and timetables. Risk information has not previously been published for Cabinet.
7. Cabinet will receive these monthly reports at each of its meetings throughout the year. Performance Scrutiny Committee will receive the monthly report closest to

its meeting date to enable scrutiny of the council's performance. Audit & Governance Committee will receive the monthly report as required to enable members' consideration of the business management process.

## Summary of progress towards Corporate Plan outcomes<sup>1</sup>

OUTCOMES	Feb tally	Change	Notes
Green	6 (46%)	0	There have been no changes to outcome RAG ratings since the Q3 report
Amber	7 (54%)	0	
Red	0 (0%)	0	
TOTAL	13		

8. Red, Amber or Green (RAG) ratings are given to outcomes and indicators based on Directors' assessments of progress towards performance objectives, taking into account finance, HR and risk. No outcomes are considered at risk of becoming Red in the next reporting period (April).
9. The 13 outcomes are supported by 48 indicators which show us how the outcomes are being achieved:

INDICATORS	Feb tally	Change	Notes
Green	34 (71%)	+1	Since the Q3 report 1 indicator has moved from Amber to Green.
Amber	11 (23%)	-1	
Red	1 (2%)	0	
No RAG	2 (4%)	0	
TOTAL	48		

10. The sole Red indicator, on looked after children, has an improving outlook. The overarching outcome which it supports ('children are given a good start in life') remains Amber: all children are safe, as recognised by Ofsted in their recent inspection. However, numbers of looked after children are higher than in similar authorities, hence the Red indicator. This causes both workload and financial pressures, and also the sole operational risk reportable to CEDR (Chief Executive's Direct Reports) this month (CSC9, see Annex B).
11. The indicator improving from Amber to Green since the Q3 report in December 2018 concerns the reduction of children's social care assessments. The rate has fallen during the year and is now below that of similar authorities. This has been delivered by a tripling of early help assessments over the past 2 years: more children are assessed, just fewer through a formal social care assessment which is both more intrusive for the family and more costly for the local authority.
12. A full account of performance against the Corporate Plan priorities is at Annex A. Highlights this month include:

<sup>1</sup> Outcomes = the change we will see as a result of OCC's actions. Indicators show that outcomes are being achieved. Measures and targets show progress towards the indicators.

- With no outcomes rated Red, and only 1 of 48 indicators rated Red (and almost three quarters rated Green), this is a positive summary of performance
- after 10 years of rising child protection numbers, these fell last year. This is a superb achievement, against the national trend, and real evidence of successful early help
- because we have increased the number of early help assessments this has led to a reduction in the number of children who require a statutory social care assessment
- services for people exiting treatment for drug or alcohol use exceeded targets
- performance across all adult social care indicators remains either above or very close to target, and our CQC care ratings remain higher than elsewhere
- rates of 'delayed transfers of care' showed a reduction of 46.5% in Oxfordshire in the last 12 months compared to a 10% reduction nationally

13. Key issues constraining our ability to deliver our priorities this month include:

- indicator 'value for money through effective use of resources' remains Amber
- our performance maintaining highway condition, while positive, still shows the effects of recent hard winters
- our performance on waste management remains strong but is likely to fall slightly short of our headline target (in line with national trends)
- numbers of looked after children fell but remained above target level, presenting a financial and workload pressure
- adult social care services face increased demand and a limited pool of potential workers and external providers, which together create a risk to performance.

### **Corporate Plan outcomes of concern**

14. At 31 March 2019 none of the 13 outcomes reported on are rated either "Red", or "Amber" with a negative outlook. The dashboards in Annex A record officers' assessments of performance at 31 March.

### **Summary of risk**

15. OCC manages risk at operational (i.e. service-specific) and strategic levels. The latest Strategic Risk Register is summarised at Annex B. There have been no material changes to strategic risk scores since February 2019. No strategic risks have been closed, or new risks added, since February 2019.
16. As noted in paragraph 10, Annex B shows one operational risk for which the score requires reporting to CEDR. CEDR noted the risk in February and concluded that activities in hand should reduce the risk over the next quarter.
17. OCC's new Risk Management Strategy is being drafted and will be brought to CEDR and Cabinet in the first quarter of 2019-20 for approval.

## Summary of human resources (HR)

18. OCC's staffing number at 31 March 2019 (including retained fire-fighters but excluding schools) was 4956 employees, equivalent to 4023.66 FTE. This compares with 4595 employees, equivalent to 3729.9 FTE for the period ending 31 December 2018, but note that those figures did not include retained fire-fighters.
19. Where employees are absent e.g. on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted. See Annex C for further details.

## Summary of finance

20. There is a forecast overspend<sup>2</sup> of £8.7m by directorate services, compared to a forecast overspend of £7.6m in February. This is partially offset by additional interest of £1.0m, additional government grant of £0.2m and additional business rates of £0.5m to give an overall Council overspend of £7.0m. The overspend will be reduced further by using the unallocated corporate contingency of £6.9m.

Directorate	Latest Budget 2018/19 £m	Forecast Outturn 2018/19 £m	Forecast Outturn Variance 2018/19 £m	Forecast Outturn Variance 2018/19 %
Children's Services	107.6	116.7	+9.1	8.5%
Adult Services	183.7	184.2	+0.5	0.3%
Communities	104.8	104.0	-0.8	-0.8%
Resources	36.2	36.1	-0.1	-0.3%
<b>Total Directorate Position</b>	<b>432.3</b>	<b>441.0</b>	<b>+8.7</b>	<b>1.7%</b>
Strategic Measures	-432.3	-434.0	-1.7	-0.4%
<b>Overall Surplus/Deficit</b>	<b>0</b>	<b>7.0</b>	<b>7.0</b>	

### Main variations

21. An overspend of £9.1m is forecast for Children's Services which mainly relates to Children's Social Care. An additional £9.5m was included in the budget for Children's Social Care in 2018/19 due to significant increase in demand. Savings of £3.0m were also included in the budget to reflect the work of the Children's Services Programme that was established with focus on addressing demand management; strengthening early help and prevention including closer partnership working; strengthening staffing resources and building community resilience. Despite the additional funding demand for Children's Social Care continues to rise beyond expectations, both locally and nationally and savings are taking longer to deliver than anticipated, although are still expected to be met in the Medium Term Financial Plan period.

<sup>2</sup> This is not the final outturn position: year-end transactions are still being processed at time of writing. The Provisional Revenue Outturn 2018/19 Report will be considered by Cabinet on 18 June 2019.

22. There is also a £6.9m overspend forecast on the Dedicated School Grant (DSG) – High Needs Block. This is mainly due to increasing demand for special school places and the need to place children at independent non-maintained schools. This overspend will be met partly by using the £4.9m DSG reserves but the remaining £2.0m overspend will be carried forward to 2019/20 via the DSG High Needs Block reserve.
23. As per the Council's Financial Regulations, an action plan was agreed by Cabinet on 19 March 2019 for the Children's Services overspend as it is greater than £1.0m.
24. See Annex D for further details and commentary.

CLAIRE TAYLOR  
Assistant Chief Executive

LORNA BAXTER  
Director of Finance

Contact Officers:

Steven Fairhurst Jones, Corporate Performance and Risk Manager - 07392 318 890

Katy Jurczynszyn, Finance Manager (Finance, Strategy and Monitoring) - 07584 909518

2 May 2019

**ANNEX A – PERFORMANCE DASHBOARDS – to 31 MARCH 2019**



WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY					
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	PERFORMANCE AND COMMENTARY
<b>Residents feel engaged with the county council</b>	Prevalence of services developed through co-production	↑	Involve more people in co-producing service redesign with the council by ensuring at least 5 co-production products are delivered by March 2019	5	6 co-production products are in development (target met). 20 co-production champions have been trained (target met). We are also co-producing an approach to voluntary sector infrastructure support / provision.
			Train 20 co-production champions by July 2018	20	
			Co-design of a library of resources for supporting co-production work	Completion	
	Number and value of opportunities for public engagement	↑	% of Residents' Survey respondents who say local people can influence us	>43%	Feb 2019: 38% agree (Q2 = 35%)
			% of Residents' Survey respondents who say we act on residents' concerns	>58%	Feb 2019: 54% agree (Q2 = 57%)
			% of our public consultations robust enough to withstand legal challenge	100%	100%
	Rates of customer satisfaction	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	Feb 2019: 45% were satisfied (Q2 = 47%)
The % of users of Adult Social Care services who are extremely or very satisfied remains above the national average			16-17 nat. av. 64.7%	Annual measure: 72.4% of users of these services are extremely or very satisfied, which remains above the target of the national average (64.7%)	
<b>Our services improve and deliver value for money</b>	Value for money through effective use of resources	↔	Achievement of planned savings	95%	91%
			Achievement of general balance outturn in accordance with risk-assessed level	100% of risk assessed level	141% of Risked Assessed Level. General Balances are expected to be £27.3m at 31.3.2019 which is £8.1m above the risked assessed level of £19.3m agreed by Council in February 2019.
			Use of earmarked reserves	100% of planned use	It is forecast that £25.9m of reserves will be used during 2018/19 compared to £14.2m assumed in the 2018/19 budget agreed by Council in February 2018. This mainly relates the use of the DSG reserve to offset the High Needs Block overspend and a higher contribution from Parking Account Reserve. However, reserves are forecast to be £70.7m at year end compared to £63.5m forecast in the 2018/19 budget approved by Council in February 2018.
			Outturn variation by Directorate	1% variation by directorate	1.7% variation. This reflects overspends by Children's Services (£9.1m), and Adult Services (£0.5m) partly offset by an underspends by Resources (-£0.1m) and Communities (-£0.8m). An action plan for Children's Services was agreed by Cabinet in March.
			Capital outturn variation compared to original programme	5%	0.1% variation. Forecast to the end of March 2019 is an overspend of £0.2m. This represents a directorate overspend of £8.7m off set by unallocated contingency budget of £6.9m, additional interest of £1.0m, additional business rates of £0.5m and additional government grant of £0.2m.
	Improvement following external inspection/audit	↔	Proportion of post-inspection/audit action plan objectives dealt with on time	100%	Her Majesty's Inspectorate of Constabulary and Fire and Rescue have completed their inspection of our service. We expect to receive the preliminary report in May 2019 in order to review and feedback to HMICFRS before the final and public report is sent in June 2019.
The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the national average			17-18 nat. av. 80%	End March: 90%	
<b>The use of our assets is maximised</b>	Progress with One Public Estate Programme	↔	Q1-2: One Public Estate is on track against agreed programme Q3-4: One Public Estate is on track to deliver business cases and savings	Progress per programme agreed with Government	First phase projects are progressing with some adjustment to the original programme due to longer timescales to agree scope of briefs with partners and delays in the commissioning process. One option appraisal has been completed and is with partners to consider next steps. Government has announced funding for three new projects which demonstrates the success of this new partnership. These projects will be scoped during 2019.

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY					
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	PERFORMANCE AND 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	6,248	Trading Standards programmes for vulnerable adults & children: Q4 target 2,500, actual = 2,383 Gypsy & traveller site fire safety visits: annual target 90, 49 complete at end March. Safe & well visits: March target 3,660, actual = 3,681. Work experience placements: Q4 target 4, actual = 7. Fire prevention campaigns: March target 10,946, actual = 60,149. Fire cadets: Q4 target 3,040. actual = 2,742. Trading Standards risk reduction activities for children & young adults: Q4 target 650, actual = 250
			Number of children better educated to live safer and healthier lives	14,168	
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	1,000	Road Traffic Collision fatalities: March target 22, actual = 29. We launched 'The Fatal 4 It's Not Worth The Risk' campaign across five sites in the county with great publicity in the media. Our media reach to date is 409,205. We've had 465 views on OCC's webpages which makes it one of the best performing road safety stories this year. Facebook engagement is 15%: one of the most engaging posts this year. The campaign continues to run through April with media events and collaborative events with TVP and FRS Partners. Co-responding calls: March target 863; actual = 151. Co-responding ceased in all but one of our stations (Thame) from September 2017 due to National pay negotiations, which remain unclear. Rescues from primary fires: March target 17, actual = 32. Special service rescues: March target 206, actual = 370. Fatalities from primary fires: March target 5, actual = 2
			% of emergency call attendances made within 11 minutes	80%	% response standards <11mins: March target 80% March actual – 89.57%
			% of emergency call attendances made within 14 minutes	95%	% response standards <14mins: March target – 95% March actual – 96.55%
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '14	97%	94.9% (Target for period = 92%). Figures relate to end of Q3 2018/19 (30 Dec 2018), Q4 2018/19 (up to 31 March 2019) data will be published 30 April 2019. N.B: Data is only published quarterly
			% of eligible population 40-74 who have received a NHS Health Check since Apr '14	49%	47.1% (Target for period = 46.6%). Figures relate to up to end of Quarter 3 2018/19 (30th December 2018), Quarter 4 2019/20 (up to 31st March 2019) data will be published 30th April 2019. N.B: Data is only published quarterly
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 2,338	2929. Figures relate to up to end of Quarter 3 2018/19 (30th December 2018), Quarter 4 2019/20 (up to 31st March 2019) data will be published 13th June 2019. N.B: Valid data is currently only published quarterly
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.6%	9.7% (Data is updated 6-weekly in arrears, data shown is for February)
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>36.6%	49.4% (Data is updated 6-weekly in arrears, data shown is for February)
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>38.6%	55.6% (Data is updated 6-weekly in arrears, data shown is for February)
	Proportion of people walking & cycling	↔	% overall levels of cycling	targets not set	New measures will be in use from April 2019
			% of journeys to work by cycling		
			% of journeys to school by walking/cycling		
People play an active part in their communities	Rates of volunteering	↔	Number of environmental volunteer hours generated through county council activities	Reporting only	1784 volunteer hours in 2018-19. TVERC (Thames Valley Environmental Records Centre) activities generated 1264 hours of volunteer time (worth £17,064) and the Lower Windrush Valley Project 520 hours. The Wychwood Project became independent from OCC in 2018, so figures are no longer included. <u>Library Volunteer Hours: 2,937 (slight increase on monthly average for Q3, reflects continued growth of volunteering). History Centre volunteer hours: 127.5 hours</u>
			Number of volunteer hours contributed to library & history services		
	Prevalence of services provided by communities	↑	Number of town or parish councils with devolved service responsibilities	Reporting only	129 town or parish councils
			Number of opportunities for daytime care services listed on the Live Well website	Improve on baseline	March: 1780
			% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services	Reporting only	March: 57% of £945k allocated = £539,008.26, of which: <ul style="list-style-type: none"> <li>63.6% to Community Groups = £342,620.83</li> <li>10.3% to direct services = £55,434.03</li> <li>26.1% to Town/Parish = £140,953.40</li> </ul>



WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT					
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	PERFORMANCE AND COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	↑	A and B Classified road network where carriageway maintenance should be considered	33%	32.48% - figure at end of Feb 2019. Will be updated in an annual survey due for completion in June/July 2019.
			Defects posing immediate risk of injury are repaired within 24 hours	100%	Q3: 99.77% Jan: 99.78% for Apr 18 to Jan 19. Now includes all City defects. No March update as we are still compiling data from February and March
			Defects creating potential risk of injury repaired within 28 calendar days	90%	Q3 78.83% Apr – Jan 77.17%. Now includes all City defects. This figure continues to be influenced by the adverse weather at the beginning of 2018. No March update as we are still compiling data from February and March.
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date [measure revised in March; previously “% of reported defects for which remedial action is taken”]	was 75%	Q3 69% At 11 April: of 2474 enquiries reported during February: Open or with contractor 20% - Closed (complete or No Further Action) 80%.
			Km of highway resurfaced as % of total	0.6%	2.6% incl. all surface treatments as detailed: 0.3% (12.35Km out of 4182Km) Total Area of Resurfacing; 2.3% (95.04Km out of 4182 Km) Total Surface Treated
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	Feb 99.6% (no change from Q3 report). No March update as we are still compiling data from February and March
	Funding secured through planning obligations	↑	A minimum of 70% of S106 agreements involving contributions to county council infrastructure are completed within 6 months of District Committee resolutions	70%	At end March: 80%
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	31 March: secured 64% of the level of contributions sought via the Single Response process. The shortfall is from one S106 for redevelopment of the former Didcot A site, which straddles the SODC/Vale border at Didcot. When the Single Response was submitted CIL (Community Infrastructure Levy) was not operational in either district but had become so in SODC when the application was considered at planning committees. So various non-transport contributions could not be secured in relation to the scale of development within the SODC part of the site. All the corresponding contributions in the Vale part of the site were secured. If this anomaly were removed from the data the specific measure was achieved at 100%.
	Levels of public transport use	↔	% of work trips made by public transport	targets not set	Baseline and targets for work trips being developed for 2019-20.
			% satisfaction with bus use		
Rates of access to cultural services	↔	Numbers of visitors to our libraries, history and archives services	Reporting only	Number of Library visitors: 193,166 (Feb is a short month hence a slight drop on the monthly average for Q3. Daily average: very small increase on Q3 monthly average, as expected). <u>New members</u> : 2,062 (slight increase on Q3 monthly average). <u>Museums Service visitors</u> : Feb total 9,032. <u>History</u> : Visitors 350; face-to-face enquiries: 352; documents produced: 949; remote enquiries: 346; website hits/visits: 65,557; social media engagements: 640	
		Number of new library joiners per quarter	Reporting only		
Our local environment is protected	Percentage of planning decisions on time	↑	80% of District Council planning applications are responded to by us within the agreed deadline	80%	(Q3: 69%) End Feb = 67% (38 of 57)
			50% of Mineral and Waste applications are determined within 13 weeks	50%	We determined 1 out of 1 applications within target during March, 100% vs. the target of 50%. Cumulative total for the year from 1st April 2018 is 28 out of 31 = 90%.
	Levels of carbon emissions	↔	Average 3% year on year reduction in carbon equivalent emissions from county council estates and activities	3%	12% emission reduction achieved across the corporate estate and activities in 2016/17. Still on track to meet annual target. Activity includes continuing streetlighting upgrades, ongoing monitoring and targeting and installation of electric charging points ready for receipt of new electric pool cars.
	Levels of energy use	↑	% of streetlights fitted with LED lanterns by March 2019	18%	Feb: 11,508 units (19.24% of asset total). March: 11,565 LED units from 59,858 Street lights (19.32% of asset total).
	Air quality	↔	Establishment of partnership working with District Councils and defining future work programme.	Reporting only	Work continues with the Districts. New measures will be used from April 2019
Proportion of household waste re-used, recycled or composted	↔	% of household waste recycled, composted and re-used in Oxfordshire	60%	2018/19 projection is 58.58%. Year to Feb 2019 result is 58.85%. Year end drop mainly due to seasonal green waste. Our 17/18 performance was 58.15% (Oxfordshire was the top English county council Waste Disposal Authority): the end of year projection shows increase in performance compared to 17/18. Nationally there is a trend of plateauing recycling rates. We are working with the District/City authorities and our HWRCs to increase recycling and reduce residual waste. The government Resources & Waste Strategy for England will affect future performance.	



 	% of household waste sent to landfill	Under 5%	2018/19 projection is 3.20%. Year to Feb 2019 result is 3.19% On target for a good end of year result largely as a result of a waste shredding trial.
	% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres	59%	2018/19 projection is 61.51%. Year to February 2019 result is 61.83% A late upturn in the forecasted result is due to correcting data from earlier in the year.
	% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	95.17% Survey completed in Spring 2018. March '19 update: survey has been repeated in March 2019 and results are currently being analysed.



WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	PERFORMANCE AND COMMENTARY	
Children are given a good start in life	Prevalence of healthy children	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	80%	72.2% at end of March.	
			Percentage of births that have received a face to face New Birth Visit	95%	98.4% at end of March.	
			Percentage of children who received a 12-month review	93-95%	93.4% at end of March.	
			Percentage of children who received a 2-2½ year review	93-95%	89.9% at end of March.	
			Babies breastfed at 6-8 weeks of age	60%	61.4% at end of March.	
			% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.0% at end of March.	
	Number of looked after children	↑		Reduce the number of looked after children to the average of our statistical neighbours by March 2019	672	780 children (Q2 764, Q3 794). The number has reduced slightly in the quarter but remains above target. All children are safe (see Ofsted), but this has both workload and financial pressures. 60% of children who become looked after do so within a year of them being on CP Plan. Reducing the CP numbers should have a knock-on to LAC numbers (as has been seen in the Herts Family Safeguarding model). In Oxfordshire we can see a clear link between CP numbers 2 years ago and LAC numbers today, so expect the reduction in CP to fall through into LAC.
	Numbers of children's social care assessments	↔		Increase the number of early help assessments to 2,100 during 2018-19	2,100	Feb: 1,221 March 1378
				Reduce level of enquiries to the Multi-Agency Safeguarding Hub (MASH) to 12,000 in 2018-19	12,000	17,122 by end March (monitoring only)
				Reduce the level of social care assessments to 6,250 in 2018-19	6,250	End Jan: 5,781 End March: 6154
Number of children the subject of protection plans	↑		Reduce the number of children who are the subject of a child protection plan to the average of our statistical neighbours by March 2019	629	Feb: 597 March 605	
Number of children's cases held by permanent staff	↔		Reduce caseloads so that by March 2019 over 80% of staff have caseloads at or below the agreed target level	80%	78% at end Jan 74% at end March	
			Invest in the workforce so that by March 2019 80% of cases are held by permanent staff	80%	88% at end Jan 91% at end March	
Children are able to reach their potential	Percentage of children with a place at their first preference school	↔	% of children offered a place at their first preference primary school	Reporting only	88.7% (academic year 18-19)	
			% of children offered a place at their first preference secondary school	Reporting only	93.1% (academic year 18-19)	
	Percentage of children at a good/outstanding school	↔	% of children attending primary schools rated good/outstanding by Ofsted	Reporting only	88.4% (academic year 18-19)	
			% of children attending secondary schools rated good/outstanding by Ofsted	Reporting only	84.2% (academic year 18-19)	
	Rates of school attendance	↔	Persistent absence rates in the best quartile nationally by 2019 for secondary schools	Best quartile	14.5%	
			Permanent exclusions to remain in the best quartile nationally	Best quartile	38 YTD (end March)	
	Levels of educational attainment	↔		KS2: % of pupils reaching expected standard in reading, writing, maths	65%	63% N.B. targets under this outcome are for school years (September to August) not financial years (i.e. April-March, the basis of the rest of this report). Measures, targets and performance here describe 17/18 academic year, not 18/19.
				Key Stage 2: progress scores for (i) reading (ii) writing (iii) maths	0.6, 0.1, 0.15	(i) + 0.1 (ii) - 0.3 (iii) - 0.5
				Key Stage 4: average attainment 8 score per pupil	48.2	46.2
				Key Stage 4: average progress score	0.07	-0.01
Key Stage 4: % of pupils achieving a 5-9 pass in English & maths				52%	46%	
16-18: average point score per pupil (A level)				Reporting only	31.18	
16-18: average point score per pupil (Tech level)				Reporting only	79%	
16-18: average point score per pupil (Applied General students)	Reporting only	18%				

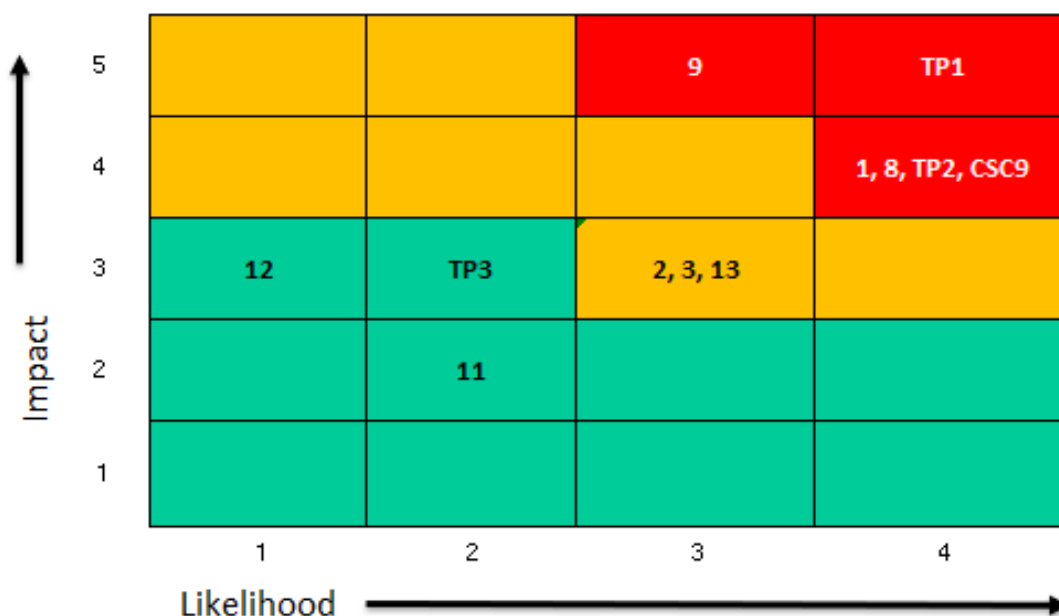
WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED					
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	PERFORMANCE AND COMMENTARY
Care services support independent living	Number of home care hours purchased	↑	Maintain the number of home care hours purchased per week	21,779 hours per week	(Q1 21,708; Q2 21,543, Q3 21,353) March: 21,169
	Number of appropriate safeguarding enquiries	↑	% of safeguarding concerns that result in a safeguarding enquiry	25%	(Q1 21%; Q2 23%, Q3 24%) March: 24%
	Number of people with control over their care	↔	Number of people with personal budgets remains above the national average	16-17 nat. av. 89.4%	(Q1 93%; Q2 92%, Q3 92%) March: 92%
			% of people with safeguarding concerns who define the outcomes they want	> 90%	(Q1 94%; Q2 95%, Q3 93%) March: 93%
			% of people using Adult Social Care services who receive a direct payment remains above the national average	16-17 nat. av. 28.8%	(Q1 35%; Q2 35%, Q3 35%) March: 35%
	Number of people delayed leaving hospital awaiting social care	↔	Reduce the number of people delayed in hospital awaiting social care from an average of 15 per day in March 2018 to 13 by March 2019	13 per day	(Q1 12 people per day; Q2 11 people, Q3 6) End Feb: 4 people per day. All delays (including health and both) showed a reduction of 46.5% in the last 12 months compared to a 10% reduction nationally. Social care delays have dropped by 80% in the last year. Nationally 29% of delays are social care delays; in Oxfordshire 4% of delays were social care
			Reduce the number of people delayed in hospital awaiting both health and social care from an average of 50 per day in March 2018 to 42 by March 2019	42 per day	(Q1 41 people per day; Q2 47, Q3 32) End Feb: 48 people per day. (N.B. these are the latest nationally published figures: year-end figures will be published on 9 <sup>th</sup> May).
Proportion of older people supported in the community	↑	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	(Q1 57.3%; Q2 57%, Q3 56.6%) March: 56.3%	
Homes and places support independent living	Percentage of people who report feeling safe	↔	% of people who use Adult Social Care services who say they feel safe to remain above the national average	16-17 nat. av. 70%	ANNUAL MEASURE. Feb: 74%
	Percentage of people living in safe and suitable housing	↔	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%	(Q1 89%; Q2 90%, Q3 90%) March: 90%
			900 Extra Care Housing (ECH) units to be delivered by March 2021	900 by March 2021	Individual units being developed have their own RAG rating, the summary of which is rated as Green for March.

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE					
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	PERFORMANCE AND COMMENTARY
Strong investment and infrastructure are secured	Level of investment attracted	↑	Funding secured as % of the yearly investment required to bring the condition of all assets into a good condition (as identified within the Highway Investment Business Case)	95%	(Q3 91% - £32.272m – secured). Feb: 89.4% (£31.725m) secured. March: no update. Initial investment is lower than expected due to slower growth within the County. Years 2 to 4 will increase to mitigate low year 1 figure.
			Oxfordshire is chosen for 49 new investors/re-investors in total, including 35 Foreign Direct Investments of which are 19 'high value' as defined by Department of International Trade (DIT)	49 and 19	End Dec 2018: Supported over 50 inward investment successes incl. 26 Foreign Direct Investments, 6 of which "higher value" as defined by DIT – supporting at least 1409 jobs in the county.
			We participate in 20 funding bids for innovation submitted to support the Smart Oxford programme	20	Target met
			Businesses given support to grow through Trading Standards interventions or fire risk inspections	3,332	Building Regs consultation responses: March target 1,578, actual 822 Fire safety audits completed: March target 341, actual 408 Trading Standards business interventions: Q4 target 750, Q4 actual 1,814 Trading Standards business advice given: Q4 target 640, Q4 actual 476 Trading Standards business newsletter recipients: Q4 target 100, actual 0 Despite three out of the five measures in this section that have not met target, the overall picture is good. The outturn is 3409 compared to the target of 3332.
	Production of Joint Statutory Spatial Plan	↔	Progress with production of the Oxfordshire Joint Statutory Spatial Plan (JSSP)	Set up and plan	The JSSP Programme is being revised and developed
	Number of new homes	↔	We enable the construction of 100,000 new homes by 2031	100,000 by 2031	
			We enable 148 new affordable housing starts by March 2019	148	
	Levels of disruption to journeys by roadworks	↔	Number of roadworks days saved through active intervention	Reporting only	(Q3 204 days). 1-28 Feb 2019: 283 days saved. 1-31 March: 112 days saved (for 17 formal and 95 informal duration challenges).
	Level of transport connectivity	↔	Journey times by public transport (rail/bus) between main centres: a) between Oxford and main growth locations (Bicester, Witney, Didcot etc), b) Cross-Oxfordshire, e.g. Didcot to Bicester, c) Regional/National, e.g. Oxford to Milton Keynes	Reporting only	Baseline and targets are being developed for use in 2019-20.
	Level of access to online and digital services	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	78,000	76,877 (31 Dec 2018) End March: 77,114
The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband			96.8%	96.96% (31 Dec 2018) End March: 97.02%	
The % of premises in Oxfordshire without access to at least Basic Broadband (at least 2Mb/s) or OFCOM 'acceptable' broadband (10Mb/s)			2Mb or gtr. <0.33% 10Mb or gtr. <1.4%	2Mbps or gtr. 0.31% (31 Dec 2018) End March: 0.30% 10Mbps or gtr., 1.28% (31 Dec 2018) End March: 1.23%	
Local businesses grow and provide employment	Employment rates	↔	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	Reporting only	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
	Business numbers	↔	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)	Reporting only	Dec 2018 figures (next ONS update due in November 2019): Business births: 3,450 in 2017 (down 4% on 2016); business deaths: 3,130 in 2017 (down 2% on 2016). Business survivals: 48.7% surviving 5 years later (was 49.3%).
	Numbers of apprenticeships	↔	Number of apprenticeships employed by the county council and maintained schools	80	March's tally is 121 apprentices. Roles include Civil Engineering, Business Administration, ICT, Paralegal, Surveying, HR, Data Analysis and Digital Media. This includes OCC staff carrying out an apprenticeship as part of CPD.
	Levels of workforce	↔	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	Reporting only	End of December 2019: 3729.9 FTE. End of March 2019: 4023.66 FTE
			Total spend on agency staff as proportion of our annual salary budget	Reporting only	End of Dec 2018: 2.2% of annual salary budget. End of March 2019: 2.76%
			To reduce the turnover rate of direct care staff to beneath the regional average by March 2019	<28.5%	Annual reporting only. Oxfordshire turnover rate has increased, but not as much as elsewhere in the region, so is now below the regional average.

## ANNEX B – RISK

The matrix and table below reflect the latest updates by strategic risk owners.

**Risk Matrix - Current Rating**



Risk Ref	Risk Title	Starting Risk Score	Current Score	Target Score	Target Date	Direction of travel
1	Workforce for the future - county	16	16	16	Ongoing	No change
2	Council Workforce - Internal	12	9	9	01/03/2020	No change
3	Environmental sustainability and quality of life	9	9	4	01/03/2020	Reducing
4	Growth and infrastructure investment	9	9	4	01/03/2020	Reducing
8	Demand Management	16	16	16	Ongoing	No change
9	Safeguarding	15	15	15	Ongoing	No change
11	Influencing on behalf of Oxfordshire	9	4	4	01/03/2020	No change
12	Community cohesion	6	3	3	01/03/2020	No change
13	Health and Safety	9	9	4	01/03/2020	Reducing
TP1	Transformation does not deliver sufficient value for money for our residents	20	20	10	30/06/2019	Reducing
TP2	Transformation does not improve the quality of services for our residents and businesses	16	16	4	ongoing	Reducing
TP3	Transformation costs our residents and businesses more money than it should	20	6	4	30/09/2019	Reducing
CSC9	Children's Services activity levels	12	16	2	ongoing	No change

### Operational risk

Risk CSC9 in the above table is an operational risk which has been assessed as reportable to CEDR (i.e. scoring 15 or above) in March. This relates to the outcome

“children are given a good start in life”, as covered in paragraph 10 of the main report, and in Annex A.

The risk is that higher levels of activity and demand could either require additional resources, or that standards of case work could drop. The risk’s score rose in December (as reported in the Q3 Business Management Report) due to an assessment of increased likelihood and was reported to CEDR in February 2019. CEDR acknowledged that arrangements are in hand in Children, Education and Families directorate to manage this risk.

Across OCC in March, operational risk registers are maintained as follows:

- Adult Social Care (11 open risks)
- Children, Education & Families (6)
- Public Health (3)
- Community Safety Services (12)
- Communities (directorate risk register is under review)
- Resources (12 draft risks being considered).

All risk positions remain unchanged since the Quarter 3 Business Management Report. Risk registers are currently reviewed on a quarterly basis.



## ANNEX C – HUMAN RESOURCES (HR)

Workforce data contained in this Annex replaces the quarterly Staffing Report presented to Cabinet. Changes and revisions are likely to be made throughout the year at the request of Chief Executive’s Direct Reports (CEDR) and Cabinet as a result of our ongoing HR transformation work.

Please note: Where employees are absent e.g. on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted. ‘OCC’ columns in the tables below include all staff including schools, on-call firefighters etc.

### All Directorates Workforce Scorecard & Planning Report

#### Staffing

Employee & Post Details^	All Directorates				OCC
	Q1_1819	Q2_1819	Q3_1819	Q4_1819	Q4_1819
Headcount	4786	4853	4930	4956	11441
Employee FTE	3909.02	3918.37	3998.75	4023.66	7560.73
No. of PT Staff	2178	2244	2246	2244	7466
% PT staff	45.5%	46.2%	45.6%	45.3%	65.3%
Temp Employee	294	273	275	272	1361
% of Temp staff	6.1%	5.6%	5.6%	5.5%	11.9%

Headcount refers to the workforce including full time, part time, temporary and permanent but excluding casual, external managers or contractors. Those with more than one job are counted for each job they occupy.

#### Turnover

Quarterly	All Directorates				OCC
	Q1_1819	Q2_1819	Q3_1819	Q4_1819	Q4_1819
No of voluntary leavers	174	157	126	119	327
No of involuntary leavers	23	37	8	7	148
Total no of Leavers	197	194	134	126	475
% Turnover (voluntary)	3.6%	3.2%	2.6%	2.4%	2.9%
% Turnover (involuntary)	0.5%	0.8%	0.2%	0.1%	1.3%
% total turnover rate	4.1%	4.0%	2.7%	2.5%	4.2%

% turnover measures the number of leavers during a quarter divided by the headcount figure at the end of that quarter.







#### Agency

	All Directorates			
	Q1_1819	Q2_1819	Q3_1819	Q4_1819
Agency spend	2,981,414.27	3,340,613.21	3,694,397.00	3,801,219.00

## ANNEX D – FINANCE

### Forecast outturn 2018/19 at March 2019

#### Key

 Red	 Improving
 Amber	 Stable
 Green	 Worsening

#### Children's Services

**£9.1m** (8.5%) forecast overspend

##### Education & Learning

RAG rating 

Direction of travel 

Variation £3.2m  
(13.6%) overspend

Action Plan  
Approved

**£3.4m overspend** is forecast for Special Educational Needs Home to School Transport. Student numbers have increased by around 18% in the last 12 months. The number of lone transport or lower occupancy vehicles (5 or less students) have increased significantly. This is due to an increase in the number of students with higher complex needs who need to travel alone or in small groups.

**£0.2m underspend** is forecast on mainstream Home to School Transport due to a reduction in the number of routes.

**£0.2m underspend** in Access to Learning (excluding Home to School Transport), mainly in relation to an underspend on the academies budget.

**£0.1m underspend** is forecast in Learner and School Improvement mainly in relation to Governance and Education Support Services.

Earlier in the year, a £1.1m supplementary estimate was approved to meet the deficit balances upon conversion to academy status. A further **£0.3m overspend** is forecast as the deficit balances are higher than previously forecast.

##### Children's Social Care

RAG rating 

Direction of travel 

Variation £2.0m  
(7.0%) overspend

Action Plan  
Approved

**£1.2m** of the overspend relates to an increase in staffing levels and client spend within the social care teams arising from the increase in demand.

**£0.8m overspend** on Unaccompanied Asylum-Seeking Children due to costs exceeding grant funding received.

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## Children's Social Care Countywide Services

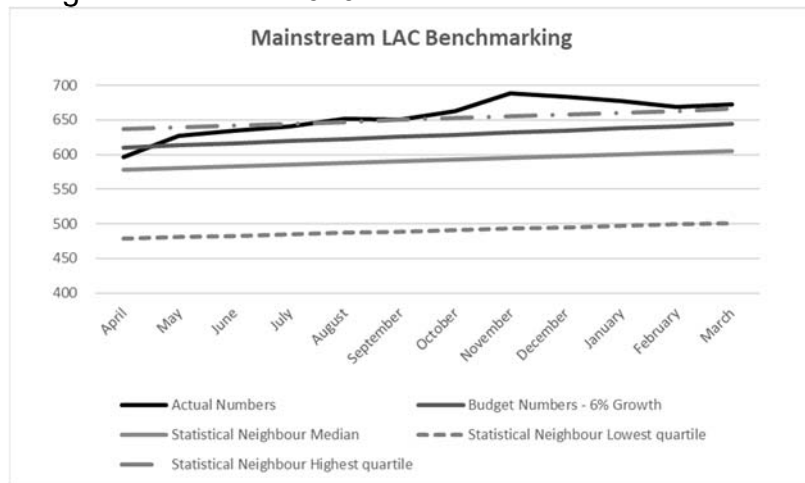
RAG rating ▲

Direction of travel ↓

Variation £3.8m  
(7.6%) overspend

Action Plan  
Approved

**£3.6m overspend** on Corporate Parenting is due to rising demand. An increase of 80 mainstream looked after children from April 2018 to the end of March 2019 takes the number of children looked after to 673, compared to a budgeted number of 610.



**£0.3m overspend** on Children with Disabilities is due to a small increase in the number of children in care within this team.

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## DSG Funded Services

High Needs DSG Block

RAG rating ▲

Direction of travel ↔

Variation £6.9m  
(13.3%) overspend

Action Plan  
Approved

**£6.9m overspend** is forecast against the in year High Needs Block Dedicated Schools Grant. £4.9m of this can be met from reserves in 2018/19 leaving a deficit of £2m to be carried forward to future years.

The variation is mainly the result of an increase in Education Health Care Plans, leading to an increase additional funding for mainstream schools and specialist provision. The increase in spend has been most significant in relation to specialist provision, in particular independent non-maintained special schools.

Early indications from work on year end suggests that there could be a significantly reduced overspend in this area, however at the time of writing further work is required to finalise these figures.

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## Adult Services

£0.5m (0.3%) forecast overspend

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### Better Care Fund Pool

RAG rating ▲

Direction of travel ↓

Variation £1.6m (2.0%)

### Action Plan

Mitigated by underspends in non – pool budgets and on-going pressure considered through 2019/20 Service & Resource Planning Process.

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.

After using the £7.5m available through the improved Better Care Fund and £2.3m Winter Pressures grant funding announced in late 2018, the council elements of the pool overspent by **£1.6m**. The health elements overspent by £2.0m.

Reablement activity provided through the contract with Oxford University Hospitals NHS Foundation Trust increased during 2018/19 but the number of people discharged from the service remained lower than budgeted. The council's share of the underspend is **£0.8m**.

This was partly offset by the cost of direct payments for home support, and short - term care home beds.

A **£0.3m** saving was expected to be achieved as a result of a forecast reduction in Adult Social Care debt over six months old. Reflecting an increase in the volume and value of charges for care in 2018/19 the level of bad debt requiring impairment in the council's accounts has instead increased by **£0.7m** at the end of March 2019. Work is continuing to recover the outstanding contributions for care and to address any underlying issues contributing to delays in payment by service users.

**£1.2m** (2.7%) overspend on care home placements reflecting actual activity during the year.

Reflecting the positive outcomes achieved through on-going joint working across health and social care Oxfordshire Clinical Commissioning Group have increased their Better Care Fund contribution to support adult social care expenditure by £1.6m in 2018/19. The council budget released will be transferred to reserves; £0.7m has been added to £0.7m held in reserves since the end of 2017/18 creating a total of £1.4m to support winter pressures expenditure in 2019/20. The other £0.9m will be available to support risks across both pools in 2019/20.

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**Adults with Care and Support Needs Pool****RAG rating** **Direction of travel** **Variation** £2.9m  
(3.5%) overspend**Action Plan**

Mitigated by underspends in non – pool budgets and on-going pressure considered through 2019/20 Service & Resource Planning Process.

Supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. To enable agreement of the risk share across both pools the council is responsible for all of the variation on this pool in 2018/19.

An overspend of **£2.9m** reflects the on-going cost of care packages agreed in 2017/18 as well as new changes in 2018/19. Overall the number of service users is relatively stable but average need has increased, with more care packages costing over £3,000 per week.

**£1.0m overspend** relates to the social care element of placements in out of county schools and colleges for 18 to 23-year olds with Special Educational Needs (SEN). This is offset by a £0.3m refund of managed direct payment surpluses, external day services costing £0.3m less than forecast, service user income being £0.3m higher than expected and the cost of voids and vacancies for care placements being lower than forecast.

Under the Section 75 Provider Pool agreement for mental health, the council contributed £1.8m to support costs of social work activity within the Outcome Based Contract in 2018/19. Oxford Health NHS Foundation Trust (OHFT) are reporting an overspend of £1.5m (15%) against a total pooled staffing budget of £8.9m. This reflects the use of agency staff to manage staff vacancies during the year. The council has agreed to contribute an additional £0.1m in 2018/19 and has requested that an action plan is developed by OHFT to manage the on-going pressure.

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**Non-Pool Services****RAG rating** **Direction of travel** **Variation** -£3.6m  
(-28.4%) underspend**Action Plan**

Not required

Base budget funding of **£1.8m** was available to fund inflationary increases to care providers in 2018/19. improved Better Care Fund grant has instead been used to fund the increases on a one – off basis. A further **£0.7m** held outside the pools originally related to Care Act implementation and the withdrawal of the Independent Living Fund.

There are also underspends on Provider & Support Services (**£0.6m** arising from staffing vacancies and service efficiencies), Domestic Violence & Abuse Support Services (**£0.3m** arising from a new joint service delivery approach) and Adult Social Care Staffing & Infrastructure, (**£0.3m** due to staffing vacancies throughout the year).

The combined underspend of **£3.6m** on non – pool budgets is reducing the pressure on the Adults with Care & Support Needs and Better Care Fund Pooled Budgets

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**Commissioning**

**£0.3m underspend** reflects staffing vacancies during the implementation of the new Commissioning structure in 2018/19.

**RAG rating** 

**Direction of travel** 

**Variation** -£0.3m  
(-3.9%) underspend

**Action Plan**  
Not required

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**Public Health**

**£0m** (0%) breakeven position after transfer of £0.5m to Public Health reserve

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**RAG rating** 

Costs relating to the implementation of the new sexual health contract and the testing and treatment of sexually transmitted infections were **£0.3m** lower than expected.

**Direction of travel** 

**Variation** £0.0m (0%)  
Breakeven against  
£30.5m ringfenced  
grant

**£0.2m** reflecting staff vacancies and reduced out of area placements for drug and alcohol treatment and detoxification.

**Action Plan**  
Not required

The underspend will be held in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve is £1.2m at 31 March 2019.

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**Communities**

**-£0.8m** (0.8%) forecast underspend

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**Planning & Place**

Nothing material to report

**RAG rating** 

**Direction of travel** 


**Variation** £0.0m  
breakeven


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**Community Operations**

**RAG rating** 

**Direction of travel** 

**Variation** -£1.5m (2.2%) underspend


**Action Plan** agreed


**£2.3m overspend** forecast for Infrastructure Operations relates to the increased volume of Defect repairs of £1.0m, price and maintenance cost increases on Street Lighting of £0.8m, the deficit in running the Integrated Transport Unit service resulting from the change in customer base of £0.8m, offset by the net increase in income -£0.3m due mainly to increased capitalisation.

**£3.8m underspend** is forecast for Commissioning realised mainly through the Waste Management service, with a reduction in waste tonnage being disposed of -£1.3m, savings from the Household Waste Recycling Centres - £0.4m and Energy Recovery Facility contracts through planned renegotiations -£1.7m, and a balance of -£0.4m, through other activities.

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**Property & Investment**

**RAG rating** 


**Direction of travel** 


**Variation** £1.2m (16.2%) overspend

**£1.2m overspend** relates to an increase in building utility costs £0.4m, a net increase in staffing costs due mainly to the cost of interim arrangements of £0.5m and £0.3m due to an increase in legal and property disposal costs.

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**Community Safety**

**RAG rating** 

**Direction of travel** 



**Variation** -£0.5m (2.1%) underspend

**£0.5m underspend** relates in the main to an underspend in the on-call fire fighter budget of £0.3m. In addition, the service received £0.1m of income relating to previous years and the remainder was made up of non-essential expenditure being deferred to help support the overall Council position.



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## Resources

£0.1m (0.3%) forecast underspend

<b>Resources</b>	£0.3m of the <u>overspend</u> relates to the statutory entitled costs associated with making the previous Chief Executive redundant.
<b>RAG rating</b> 	
<b>Direction of travel</b> 	£0.2m of the <u>overspend</u> relates to the underfunded staffing pressure in Human Resources.
<b>Variation</b> £0.1m (0.4%) underspend	<p>-£0.3m of the <u>underspend</u> relates to increased income received by the Legal Services team.</p> <p>-£0.2m of the <u>underspend</u> relates to vacant posts being held within the Programme Management Office team.</p> <p>-£0.2m of the <u>underspend</u> relates to vacant posts being held within the ICT team.</p>

## Corporate Measures

<b>General Balances</b>	The current forecast for general balances at 31 March 2019 is <b>£27.3m</b> . This is <b>£8.1m</b> higher than the risk assessed level of <b>£19.3m</b> as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. As part of this, it was agreed to transfer <b>£6.0m</b> from balances at the start of the 2019/20 financial year to the Transformation Reserve.	
<b>RAG rating</b> 		
<b>Direction of travel</b> 		
		£'000
	<b>General Balances at 1 April 2018</b>	<b>25,718</b>
	Calls on balances	
	Deficit balances on schs converting to academies	-1,100
	Projected Overspend	-172
	Total Calls on balances	-1,272
	Additions to balances :	
	Divested treasury management funds released	+2,940
	Total Additions to balances	+2,940
	<b>Projected level of General Balances 31 March 2019</b>	<b>+27,386</b>
	Agreed transfer to Transformation Fund 1 April 2019	-6,000
	<b>Projected level of General Balances 1 April 2019</b>	<b>+21,386</b>
	<b>RISKED ASSESSED LEVEL OF BALANCES 2019/20</b>	<b>+19,300</b>
	Level of surplus General Balances	+2,086

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**Reserves**

Reserves are forecast to reduce by **£25.9m** from **£96.6m** to **£70.7m** at 31 March 2019.

**RAG rating****Direction of travel**

**Unplanned Use**  
£1.0m

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**Medium Term Financial Plan Savings**

At least **91.2%** of the planned savings of **£41.0m** are expected to be delivered. Of the total, savings of 4.9m are under the remit of the Transformation Board, and of these, 95% have been delivered.

**RAG rating** **Direction of travel**

**% of savings expected to be achieved**  
91%

Total Directorate Savings	-25,306	
Corporate Savings	-15,743	
Total savings for 2018/19 Budget	-41,049	
Directorate Savings		
Delivered & Green	-21,676	85%
Amber Savings	0	0%
Red Savings	-3,630	15%
	-25,306	
Directorate Delivered & Green Savings	-21,676	
Corporate Savings - all delivered	-15,743	
	-37,419	
Percentage Delivered & Green of 18/19 total	91.20%	

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**Grants**

The council receives ringfenced and un-ringfenced government grants totalling **£343.0m**.

**RAG rating****Direction of travel** 

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**Strategic Measures****RAG rating****Direction of travel**

The following table sets out average in-house cash balances and average rates of return for March 2019. The current forecast outturn position for in house interest receivable is £3.2m, which is **£0.8m** above budget. This is due to the bank rate increasing earlier than anticipated and higher cash balances than forecast.

Month	Average cash balance	Average rate of return
March	£309.56m	0.93%

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is £1m, which his **£0.2m** above budget.

Interest Payable is forecast to be in line with the budgeted figure of £15.6m.

From the latest forecast provided by the District Councils, the County Council is estimated to receive **£0.5m** from the gain on the business rates pool. There is also an additional **£0.2m** in government grant relating to the reconciliation of the 2017/18 Section 31 business rate relief grants.

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**Debt and Loan Write Offs & Impairments****RAG rating****Direction of travel**

There were **153** general write-offs to the end of March 2019 totalling £129,108. There were also **155** Adult Social Care Client contribution write offs totalling £223,903.

**Corporate Debt**

The 90-120 day invoice collection rate average for 2018/19 is 97%, this is above last year and in line with pre-outsourcing levels. The average days revenue outstanding is 45 days, this is below the target of 48 days. The current corporate bad debt figure is £0.8m, this is £0.5m than the current impairment allowance.

**Adult Social Care (ASC) Debt**

The 90-120 day invoice collection rate average for 2018/19 is 90%, the target is 94%. The current ASC bad debt figure is £2.8m, this is £0.9m above than the current impairment allowance.

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**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

Directorate	BUDGET 2018/19			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			
<b>People</b>						
Gross Expenditure	628,461	-28,944	599,517	609,153	9,636	R
Gross Income	-312,944	4,748	-308,196	-308,196	0	G
	<b>315,517</b>	<b>-24,196</b>	<b>291,321</b>	<b>300,957</b>	<b>9,636</b>	<b>R</b>
<b>Resources</b>						
Gross Expenditure	65,015	-11,765	53,250	53,269	19	G
Gross Income	-45,952	28,936	-17,016	-17,164	-148	G
	<b>19,063</b>	<b>17,170</b>	<b>36,233</b>	<b>36,104</b>	<b>-129</b>	<b>G</b>
<b>Communities</b>						
Gross Expenditure	170,097	-14,941	155,156	154,371	-785	G
Gross Income	-71,117	20,764	-50,353	-50,353	0	G
	<b>98,980</b>	<b>5,824</b>	<b>104,804</b>	<b>104,019</b>	<b>-785</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>863,573</b>	<b>-55,650</b>	<b>807,923</b>	<b>816,793</b>	<b>8,870</b>	<b>R</b>
<b>Directorate Income Total</b>	<b>-430,013</b>	<b>54,448</b>	<b>-375,565</b>	<b>-375,713</b>	<b>-148</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>433,560</b>	<b>-1,202</b>	<b>432,358</b>	<b>441,080</b>	<b>8,722</b>	<b>R</b>

**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

Directorate	BUDGET 2018/19			Outturn Forecast Year end Spend/Income £000	Projected Year end Variation to Budget underspend - overspend + £000	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Contributions to (+)/from (-)reserves	-10,090	-28	-10,118	-10,118	0	
Contribution to (+)/from(-) balances	0	-1,100	-1,100	-1,272	-172	
Public Health Saving Recharge	-500	500	0	0	0	
Contingency	7,481	-141	7,340	468	-6,872	
Insurance	0	2,795	2,795	2,795	0	
Capital Financing	24,065	5	24,070	24,070	0	
Interest on Balances	-6,015	-5	-6,020	-7,020	-1,000	
<b>Strategic Measures Budget</b>	<b>14,941</b>	<b>2,026</b>	<b>16,967</b>	<b>8,923</b>	<b>-8,044</b>	
Unringfenced Government Grants	-13,059	-824	-13,883	-14,094	-211	
Council Tax Surpluses	-5,316		-5,316	-5,316	0	
Revenue Support Grant	-5,868		-5,868	-5,868	0	
Business Rates Top-Up	-39,046		-39,046	-39,046	0	
Business Rates From District Councils	-33,170		-33,170	-33,637	-467	
<b>Council Tax Requirement</b>	<b>352,042</b>	<b>0</b>	<b>352,042</b>	<b>352,042</b>	<b>0</b>	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% of year end budget Estimated outturn showing variance in excess of +/- 1% of year end budget
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**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

People Directorate	BUDGET 2018/19			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			
<b>CEF1 Education &amp; Learning</b>						
Gross Expenditure	72,563	3,193	75,756	78,956	3,200	R
Gross Income	-51,320	-878	-52,198	-52,198	0	G
	<b>21,243</b>	<b>2,314</b>	<b>23,557</b>	<b>26,757</b>	<b>3,200</b>	<b>R</b>
<b>CEF2 Children's Social Care</b>						
Gross Expenditure	31,369	1,350	32,719	34,711	1,992	R
Gross Income	-3,109	-991	-4,100	-4,100	0	G
	<b>28,260</b>	<b>359</b>	<b>28,619</b>	<b>30,611</b>	<b>1,992</b>	<b>R</b>
<b>CEF3 Children's Social Care Countywide Services</b>						
Gross Expenditure	53,465	1,228	54,693	58,533	3,840	R
Gross Income	-3,856	-522	-4,378	-4,378	0	G
	<b>49,609</b>	<b>705</b>	<b>50,314</b>	<b>54,154</b>	<b>3,840</b>	<b>R</b>
<b>CEF4-1 Delegated Schools</b>						
Gross Expenditure	166,684	-8,529	158,155	158,155	0	G
Gross Income	-166,684	8,529	-158,155	-158,155	0	G
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>CEF4 Other Schools</b>						
Gross Expenditure	39,963	-1,376	38,587	38,587	0	G
Gross Income	-39,671	1,324	-38,347	-38,347	0	G
	<b>292</b>	<b>-52</b>	<b>240</b>	<b>240</b>	<b>0</b>	<b>G</b>

**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

People Directorate	BUDGET 2018/19			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	
<b>CEF5 Children's Services Central Costs</b>						
Gross Expenditure	6,271	-880	5,391	5,424	33	G
Gross Income	-609	90	-519	-519	0	G
	<b>5,662</b>	<b>-790</b>	<b>4,872</b>	<b>4,905</b>	<b>33</b>	<b>G</b>
<b>CEF Non Negotiable Support Service Recharges</b>						
Gross Expenditure	12,175	-12,175	0	0	0	G
Gross Income	0	0	0	0	0	G
	<b>12,175</b>	<b>-12,175</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>SCS1 Adult Social Care</b>						
Gross Expenditure	195,184	570	195,754	196,575	821	G
Gross Income	-16,108	-2,348	-18,456	-18,456	0	G
	<b>179,076</b>	<b>-1,778</b>	<b>177,299</b>	<b>178,120</b>	<b>821</b>	<b>G</b>
<b>SCS2 Joint Commissioning</b>						
Gross Expenditure	6,291	1,415	7,706	7,456	-250	R
Gross Income	-786	-501	-1,287	-1,287	0	G
	<b>5,505</b>	<b>915</b>	<b>6,420</b>	<b>6,170</b>	<b>-250</b>	<b>R</b>
<b>SCS Non Negotiable Support Service Recharges</b>						
Gross Expenditure	13,695	-13,695	0	0	0	G
Gross Income	0	0	0	0	0	G
	<b>13,695</b>	<b>-13,695</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>

**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

People Directorate	BUDGET 2018/19			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			
<b>PH1 LA Commissioning Responsibilities - Nationally Defined</b>						
Gross Expenditure	17,630	-229	17,401	17,088	-313	R
Gross Income	0	0	0	0	0	G
	<b>17,630</b>	<b>-229</b>	<b>17,401</b>	<b>17,088</b>	<b>-313</b>	<b>R</b>
<b>PH2 LA Commissioning Responsibilities - Locally Defined</b>						
Gross Expenditure	12,525	182	12,707	12,482	-225	R
Gross Income	-273	45	-228	-228	0	G
	<b>12,252</b>	<b>227</b>	<b>12,479</b>	<b>12,254</b>	<b>-225</b>	<b>R</b>
<b>PH3 Public Health Recharges</b>						
Gross Expenditure	646	2	648	627	-21	R
Gross Income	0	0	0	0	0	G
	<b>646</b>	<b>2</b>	<b>648</b>	<b>627</b>	<b>-21</b>	<b>R</b>
<b>PH4 Grant Income</b>						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-30,528	0	-30,528	-30,528	0	G
	<b>-30,528</b>	<b>0</b>	<b>-30,528</b>	<b>-30,528</b>	<b>0</b>	<b>G</b>
<b>Transfer to Public Health Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>559</b>	<b>559</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>628,461</b>	<b>-28,944</b>	<b>599,517</b>	<b>609,153</b>	<b>9,636</b>	<b>R</b>
<b>Directorate Income Total</b>	<b>-312,944</b>	<b>4,748</b>	<b>-308,196</b>	<b>-308,196</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>315,517</b>	<b>-24,196</b>	<b>291,321</b>	<b>300,958</b>	<b>9,636</b>	<b>R</b>

**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

People Directorate	BUDGET 2018/19			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	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

Budget	On track to be within +/- 1% of year end budget Estimated outturn showing variance in excess of +/- 1% of year end budget
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**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

Communities Directorate	BUDGET 2018/19			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	
<b>EE1 Planning &amp; Place</b>						
Gross Expenditure	12,125	-887	11,238	11,238	0	G
Gross Income	-6,519	691	-5,828	-5,828	0	G
	<b>5,606</b>	<b>-196</b>	<b>5,410</b>	<b>5,410</b>	<b>0</b>	<b>G</b>
<b>EE2 Community Operations</b>						
Gross Expenditure	59,509	47,692	107,201	105,701	-1,500	R
Gross Income	-10,968	-27,422	-38,390	-38,390	0	G
	<b>48,541</b>	<b>20,270</b>	<b>68,811</b>	<b>67,311</b>	<b>-1,500</b>	<b>R</b>
<b>EE3 Property &amp; Investment</b>						
Gross Expenditure	59,411	-47,484	11,927	13,127	1,200	R
Gross Income	-30,167	25,678	-4,489	-4,489	0	G
	<b>29,244</b>	<b>-21,806</b>	<b>7,439</b>	<b>8,639</b>	<b>1,200</b>	<b>R</b>
<b>EE4 Community Safety</b>						
Gross Expenditure	24,809	-19	24,790	24,305	-485	R
Gross Income	-1,749	103	-1,646	-1,646	0	G
	<b>23,060</b>	<b>84</b>	<b>23,144</b>	<b>22,659</b>	<b>-485</b>	<b>R</b>
<b>EE9 Recharge Income from Grants and External Organisations</b>						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-817	817	0	0	0	G
	<b>-817</b>	<b>817</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>

**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

Communities Directorate	BUDGET 2018/19			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	
<b>Non Negotiable Support Service Recharges</b>						
Gross Expenditure	14,243	-14,243	0	0	0	G
Gross Income	-20,897	20,897	0	0	0	G
	<b>-6,654</b>	<b>6,654</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>170,097</b>	<b>-14,941</b>	<b>155,156</b>	<b>154,371</b>	<b>-785</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-71,117</b>	<b>20,764</b>	<b>-50,353</b>	<b>-50,353</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>98,980</b>	<b>5,824</b>	<b>104,804</b>	<b>104,019</b>	<b>-785</b>	<b>G</b>

**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**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

Resources Directorate	BUDGET 2018/19			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			
<b>CEO1 Corporate Services</b>						
Gross Expenditure	903	885	1,788	2,065	277	R
Gross Income	0	0	0	0	0	G
	<b>903</b>	<b>885</b>	<b>1,788</b>	<b>2,065</b>	<b>277</b>	<b>R</b>
<b>CEO2 Human Resources</b>						
Gross Expenditure	4,649	4	4,653	4,835	182	R
Gross Income	-739	-413	-1,152	-1,152	0	G
	<b>3,910</b>	<b>-409</b>	<b>3,501</b>	<b>3,683</b>	<b>182</b>	<b>R</b>
<b>CEO3 Corporate Finance &amp; Internal Audit</b>						
Gross Expenditure	6,535	984	7,519	7,519	0	G
Gross Income	-1,772	-826	-2,598	-2,598	0	G
	<b>4,763</b>	<b>157</b>	<b>4,920</b>	<b>4,920</b>	<b>0</b>	<b>G</b>
<b>CEO4 Law &amp; Governance</b>						
Gross Expenditure	10,800	985	11,785	11,649	-136	R
Gross Income	-8,157	-129	-8,286	-8,413	-127	R
	<b>2,643</b>	<b>856</b>	<b>3,499</b>	<b>3,236</b>	<b>-263</b>	<b>R</b>
<b>CEO5 Policy</b>						
Gross Expenditure	3,574	-484	3,090	3,120	30	G
Gross Income	-917	-190	-1,107	-1,107	0	G
	<b>2,657</b>	<b>-674</b>	<b>1,983</b>	<b>2,013</b>	<b>30</b>	<b>R</b>
<b>CEO6 Transformation</b>						
Gross Expenditure	0	730	730	575	-155	R
Gross Income	0	0	0	0	0	G
	<b>0</b>	<b>730</b>	<b>730</b>	<b>575</b>	<b>-155</b>	<b>R</b>

**Business Management Report**  
**CABINET - 14th May 2019**  
**Budget Monitoring**

Resources Directorate	BUDGET 2018/19			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			
<b>CEO7 Customer Experience</b>						
Gross Expenditure	26,042	-15,481	10,562	10,583	21	G
Gross Income	-3,521	-35	-3,556	-3,577	-21	G
	<b>22,521</b>	<b>-15,516</b>	<b>7,005</b>	<b>7,005</b>	<b>0</b>	<b>G</b>
<b>CEO8 ICT &amp; Digital</b>						
Gross Expenditure	0	13,124	13,124	12,924	-200	R
Gross Income	0	-317	-317	-317	0	G
	<b>0</b>	<b>12,807</b>	<b>12,807</b>	<b>12,607</b>	<b>-200</b>	<b>R</b>
<b>CEO9 Recharge Income from Grants and External Organisations</b>						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-1,912	1,912	0	0	0	G
	<b>-1,912</b>	<b>1,912</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>Non Negotiable Support Service Recharges</b>						
Gross Expenditure	12,512	-12,512	0	0	0	G
Gross Income	-28,934	28,934	0	0	0	G
	<b>-16,422</b>	<b>16,422</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>65,015</b>	<b>-11,765</b>	<b>53,250</b>	<b>53,269</b>	<b>19</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-45,952</b>	<b>28,936</b>	<b>-17,016</b>	<b>-17,164</b>	<b>-148</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>19,063</b>	<b>17,170</b>	<b>36,233</b>	<b>36,104</b>	<b>-129</b>	<b>G</b>

**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  
CABINET - 14th May 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	May	Mar	Reversal of BP reserve transactions	CEF3-1	Corporate Parenting	T	-114	0
				EE1-5	Planning & Place	T	-200	0
				SCS1-2	Adult Protection and Mental Capacity	T	-160	0
				SCS1-6	Other Funding	T	-482	0
				VSMMGT	Strategic Measures	T	956	0
CEF	May	Mar	Transfer SENSS Budget	CEF1-2	Additional & Special Education Needs	T	21	-21
				CEF1-2	Additional & Special Education Needs	T	90	-90
			Move budget to Hospital School	CEF4-1	Delegated Budgets	T	-90	90
				CEF2-1	Management & Central Costs	T	19	0
			Recruitment Final Allocation	CEF5-1	Management & Admin	T	-19	0
				CEF1-2	Additional & Special Education Needs	T	-451	451
			DSG March Update	CEF4-1	Delegated Budgets	T	-5,058	5,058
Keep on Caring Reverse Duplicate	CEF2-2	Social Care	T	-26	26			
EE	May	Mar	Planning & Place Restructure 2018-19	EE1-1	Planning & Place	T	399	0
				EE1-2	Planning & Place	T	-677	5
				EE1-4	Planning & Place	T	1,274	-1,633
				EE1-5	Planning & Place	T	562	70
SCS	May	Mar	one off precept funding safeguarding	SCS1-2	Adult Protection and Mental Capacity	T	80	0
				SCS1-6	Other Funding	T	-80	0
			Increase OCCG contribution 2018.19	ACSNPOOL	Adults with Care and Support Needs Pool	T	300	-300
PH	May	Mar	Funding for Sugar Smart	PH1	Public Health - Mandatory Functions	T	-10	0
				PH2	Public Health - Non-Mandatory Functions	T	10	0
SM	May	Mar	Reversal of Troubled Families PBR	VSMMGT	Strategic Measures	T	-60	60
<b>Grand Total</b>							<b>-3,716</b>	<b>3,716</b>

Business Management Report  
CABINET - 14th May 2019  
EARMARKED RESERVES

	2018/19			Last reported forecast as at 31 March 2018	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2018	Movement	Forecast Balance at 31 March 2019			
	£000	£000	£000			
Schools' Reserves	15,177	-4,526	10,651	10,651	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating to .
Vehicle and Equipment Reserve	2,760	-2,137	623	623	0	Includes funding for Fire & Rescue Service vehicles and equipment.
Grants and Contributions Reserve	13,539	-2,144	11,395	11,395	0	Includes £1.104m Public Health Grant.
Government Initiatives	587	-53	534	534	0	Funding for government initiatives, including adoption reform work.
Trading Accounts	658	-68	590	590	0	Holds surplus funds from self-financing services such as Oxfordshire Safeguarding Children's Board
Council Elections	158	200	358	358	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	654	0	654	654	0	To be spent on LEP related project expenditure and the Growth Deal
On Street Car Parking	2,311	-1,000	1,311	1,311	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	2,482	284	2,766	2,766	0	This reserve was established as part of the 2016/17 budget process to utilise one-off grant funding from the Government to fund the Council's Fit for the Future Transformation programme.
Budget Prioritisation Reserve	16,966	-14,463	2,503	2,503	0	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	8,515	-1,000	7,515	7,515	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are
Business Rates Reserve	150	405	555	555	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	31,316	-387	30,929	30,929	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	1,293	-1,013	280	280	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
<b>Total Reserves</b>	<b>96,566</b>	<b>-25,902</b>	<b>70,664</b>	<b>70,664</b>	<b>0</b>	