

CABINET REPORT - 16th March

BUSINESS MANAGEMENT & MONITORING REPORT

January 2021

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

RECOMMENDATIONS

1. To note this month's business management and monitoring report.
2. Approve virement set out in Annex C-2b relating to the planned use of the Public Health Savings to fund appropriate expenditure in other services, and the virement from the COVID-19 Budget to the services for the period November 2020 to March 2021;
3. Note the virements set out in Annex C-2c;
4. Approve the bad debt write-offs set out in Annex C.
5. Approve the 2021/22 Charges set out in paragraph 33 and Annex C-6

Executive Summary

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

Introduction

7. 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.
8. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
9. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
10. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
 - a. Annex A: performance
 - b. Annex B: risk
 - c. Annex C: finance
11. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.

¹ Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf>
Outcomes

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

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

Progress towards delivery of Oxfordshire County Council's Corporate Plan

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

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

Performance highlights

- The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).
- The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – January – 77 customers surveyed 98.7% were happy with the service they received from Customer Services. 6,187 contacts recorded from all channels. 5,114 contacts (84%) were resolved at first point of contact.

Areas for improvement

- During January, the Customer Service Centre received 11,904 inbound calls and made, 6,403 outbound calls. The abandoned level increased slightly from 6.1% to 6.7%. Demand to the CSC reduced on certain services in January due to the national lockdown. Services such as Blue Badge, Concessionary Bus Passes and Social Care have seen a reduction in contact. Contacts on the Shield line for vulnerable residents of Oxfordshire increased again, as well as Track & Trace via CDC.

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

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

Performance highlights

- The Trading Standards team had another opportunity to join BBC Radio Oxford breakfast show in January for a scam themed call-in, using the time to raise awareness of the rise in coronavirus vaccination scams.
- There were no road fatalities for Oxfordshire in January. This can be attributed to the current lockdown travel restrictions and flooding slowing traffic down. There is still national concern over increased speed due to lighter traffic volumes and in addition to the monthly theme around mobile phones. A national campaign around speeding has been launched which we will support and promote.

Areas for improvement

- Prior to the pandemic the library service partnered with public health to deliver 'Making Every Contact Count (MECC) using conversations with library visitors to talk about health and wellbeing, encouraging them to think about steps that they could take to make improvements, and sign-posting them to services that could benefit their health and well-being. These services resumed after lockdown 1 but the ability to engage visitors in MECC conversations was limited as we asked visitors to reduce the time they spent in sites and libraries have been closed to visitors again in November 2020 and from January 2021.

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

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

Performance highlights

- % of highway maintenance construction, demolition and excavation waste diverted from landfill is 99.1%. Rate is the average for April to December (data is reported one month in arrears).
- Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.

Areas for improvement

- The final amount for the 2020 total highway surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
- In January a further 648 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,216. This represents 30.5% of the 59631 within the County. The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue, which was due to a clarification to a confirmation of the specification of the equipment to be installed. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.

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

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

Performance highlights

- We continue to celebrate our staff in children's services, both social care and education. Despite the pressure of Covid, which has led to increased staff sickness, staff having to work in a different way and juggle work, home life and home schooling, staff continue to keep the show on the road. They are still assessing and meeting vulnerable children and their families and supporting families to find solutions to the issues they face. Our staff are our biggest performance highlight. The measures that are on target in this report are due to their dedication and hard work.
- In January Ofsted completed a virtual visit to one of our children's homes, the Oaks. This highlighted the fantastic work being done by the team. Positive comments included
 - Children were very complimentary of staff and managers, they felt helped and supported by staff in the home
 - A child talked about the positive work he has done with his keyworker and feels supported in the transition he faces from the Oaks – the inspector said that the worker 'provided him with the scaffolding to feel cared for and safe'
 - The Oaks has an experienced and diverse team which caters for the children they work with.
- In June 2018 over 750 children were the subject of a child protection plan. The number had grown both locally and nationally for over a decade. Children's services and its partners knew it had to do something to stem the growth in numbers. Family Solutions services were strengthened, and staff have worked with families to deliver the plan's objectives as quickly as possible, so children safely come off the plan. We are now down to under 500, the lowest since 2012/13.

Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). So far, this financial year (April to January) contacts have increased by 34% compared to the same period 12 months earlier. The MASH is staffed to deal with 350 contacts per week and this year there have been close to 450. The additional 7 temporary staff agreed by the council have been recruited and have helped to deal with this additional work. However along with all teams the current stage of the virus and lockdown is putting additional pressures on this team.
- The number of children we care for is above (worse than) the target level, but lower than this time last year. Numbers since April have risen slightly (767 to 780), whereas previously they were dropping. The change in trajectory has been driven by a slowdown in children and young people who leave the system as people are unable to move through e.g. as family court sittings have reduced during COVID-19. The implementation of the Family Safeguarding plus Model was planned to help manage and reduce demand. However, managing risk to children in the community, supporting them to stay within the family home, the key financial impact of the Family

- Safeguarding Model, is particularly challenging at this time and the service has had to make difficult risk-based decision, given the limitations of education and community protective factors during the three lockdown periods.
- In the last 12 months 52% of Education Health Care Plans (EHCP) have been issued within 20 weeks compared to 47% across the South East and 60% nationally for 2019 (the latest published figures). A robust action plan is in place, which has identified key pinch points. We are temporarily recruiting agency educational psychologists to help deal with the backlog. The Special Educational Needs team has high levels of sickness, which is impacting on the timeliness of assessments. Assessments also require input from schools, who are under extreme pressure at present, and focusing on delivering a safe educational environment.

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

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

Performance highlights

- The quality of care as regulated by the Care Quality Commission in Oxfordshire is higher than elsewhere, with 93% of providers rated as good or outstanding compared to 85% nationally.
- We continue to support independent living by increasing the amount of home care we purchase to support people at home. We are currently purchasing over 3,700 more hours of home care per week than in April. This has meant that more people are supported at home and fewer people have been placed in care homes. A hundred new people this year have been supported with care in extra care housing.
- People are supported to have more control over the delivery of care. More people have a personal budget than the national average and more people organise their care through a direct payment where they are provided with the cash to purchase the care.
- The quality of care as regulated by the Care Quality Commission in Oxfordshire is higher than elsewhere, with 94% of providers rated as good or outstanding compared to 84% nationally.

Areas for improvement

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

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

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

Performance highlights

- The iHUB team has achieved forty-one innovation funding bids/new projects in support of the Living Oxfordshire and Oxfordshire's Innovation Ambition. They have surpassed their target and have achieved a good number of successful bids. An example of this is the collaboration between Plymouth and Oxfordshire which has introduced VR into care homes.
- 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in January by Highway Officers, and data confirms there were no Non-Compliant Defects. During January there were zero return repairs/visits to own works (NCDs) 0. Total potholes fixed were 2,456.
- The Better Broadband for Oxfordshire Programme (BBfO) programme rate date is to the end of December 2020, has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

Areas for improvement

- Percentage of the Capital Programme delivered in line with budget. This measures the capital infrastructure major programme and means 72% of agreed programme for the year 20/21 has been spent or committed. This is a reduction from the previous month's reported 79% as some schemes have re-profiled elements of spend to now fall into 21/22. There is a plan in place to achieve 100% by the end of March 2021, inclusive of Funding Agreements.
- Continuation of lockdown following the Christmas break is limiting completion of fire safety audits. The Trading Standards team have continued working with an Oxfordshire business to verify their weighing instruments. The team have also been successful in January with seizures of illegal shisha and chewing tobacco from different retail premises in Oxford.
- As a result of an increasing failure rate for reinstatement quality in Henley from an individual company, we have, via our inspection process, ensured that the utility returns to each failed site to make good and ensure a quality repair. This extends the life of the repair and ensures that highway maintenance money is not spent on addressing issues created by utility companies.

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

Risk Management

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

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

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

Financial Management

24. Summary of the Council's financial position

25. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. Council agreed the 2021/22 revenue budget and the 2021/22 to 2025/26 Medium Term Financial Strategy on 9 February 2021. The Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.
26. In relation to 2020/21, based on expenditure to the end of January 2021, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£1.9m within directorates and a net underspend on Corporate Measures of -£0.3m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance January 2021	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	133.2	133.2	0.0	0%
Adult Services	197.6	197.6	0.0	0%
Environment & Place	62.6	63.6	+1.0	1.6%
Customers, Organisational Development & Resources	35.2	34.7	-0.5	-1.4%
Commercial Development, Assets and Investments	50.0	47.6	-2.4	-4.8%
Total Directorate Position	478.6	476.7	-1.9	-0.4%
Corporate Measures	-508.3	-508.6	-0.3	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
Overall Surplus/Deficit	0.0	-2.2	-2.2	

27. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August 2020 to October 2020. A third virement from the COVID-19 budget of £2.1m is requested in this report for the actuals for the period November 2020 to January 2021 and an estimate for February 2020 and March 2021.
28. The financial impact of COVID-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. It is now expected that £42.2m of additional expenditure and income losses will occur in 2020/21 and a further £10.0m, originally forecast for 2020/21, falling into 2021/22.
29. The balance remaining on the COVID-19 budget at year end will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. The balance is currently forecast to be £14.0m after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme.
30. As set out in Annex C-5b, the total of COVID-19 related grants paid to the Council at end of February 2021 was £71.7m. Of this, £25.7m has been passed to schools, providers, the voluntary sector and the City and District Councils. The total does not include the second claim to the Sales, Fees and Charges Income Guarantee scheme of £1.8m for the period August 2020 to November 2020 which is still subject to confirmation and an estimated claim of £1.2m for the period December 2020 to March 2021.
31. The current forecast for general balances at 31 March 2021 is £30.9m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.9m and the Strategic Measures underspend of £0.3m are returned to balances.
32. 84.6% of planned savings totaling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.
33. The Review of Charges was approved by Cabinet on 19 January as part of the Budget and Business Planning Report. Cabinet is recommended to approve further updates to the charges for 2021/22 which were not included in the original annex. These are set out in Annex C – 6. The full schedule of charges is available as a background paper to this report.
34. See Annex C for further details and commentary.

<p>CLAIRE TAYLOR Corporate Director for Customers and Organisational Development</p>	<p>LORNA BAXTER Director of Finance</p>
---	--

Contact Officers:

Louise Tustian, Head of Insight and Corporate Programmes – 07741 607452

Hannah Doney, Head of Corporate Finance – 07584 174 654

ANNEX A – PERFORMANCE DASHBOARDS – January 2021

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our services improve	1. Improvement following audit or inspection	GREEN ↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	50%	50%	We continue to work towards the remaining main actions from our HMI recommendations. Assurance work has been undertaken for those actions completed.
			The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	94%	94% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally
	2. Listening to residents	AMBER ↔	Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	27%	<p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in January was 614. Of these:</p> <ul style="list-style-type: none"> • 165 (27%) are now repaired. • 330 (54%) were closed without action. Of this group, 10% were the responsibility of other organisations 37% did not meet our intervention criteria 42% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) 12% were duplicates of other reports • 85 (14%) are still awaiting a decision from officers. • 34 (6%) are waiting for Skanska to repair. <p>Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions.</p> <p>The 42% of issues in the 'closed without action' group represents about 137 reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a system upgrade on the projects list for Spring 2021.</p> <p>This information is reported in arrears to enable inclusion of full month activity.</p>
			Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public	+4 per month	0	<p>Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers (SUs).</p> <p>Service are currently developing a remote training program that the Volunteer Coordination team and Highways Officers can use to combine with the online training session. This is planned to be used for training our new recruits whilst we are in lockdown. Feedback has been requested from current Highway Officers who have been involved with the training program.</p>
			Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	100%	<p>The Customers Service Centre undertakes a customer satisfaction survey one week every month.</p> <p>Latest satisfaction survey – January – 77 customers surveyed 98.7% were happy with the service they received from Customer Services.</p> <p>1.3% where Neutral.</p> <p>0% was dissatisfied.</p> <p>100% of customers where happy with the experience they received from individual officers.</p>

				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	84%	6,187 contacts recorded from all channels. 5,114 contacts (84%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	6.7%	<p>During January, the Customer Service Centre received 11,904 inbound calls and made, 6,403 outbound calls. The abandoned level reduced slightly from 6.1% to 6.7%</p> <p>Demand to the CSC reduced on certain services in January due to the national lockdown. Services such as Blue Badge, Concessionary Bus Passes and Social Care have seen a reduction in contact.</p> <p>Contacts on the Shield line for vulnerable residents of Oxfordshire increased again, as well as Track & Trace via CDC.</p>
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	Financial indicators contained in the Financial Strategy are on track	100%	66%	The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience.
				General balances remain at or above the risk assessed level	100%	132%	Balances are forecast to be £30.9m at 31 March 2021.
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.4%	Based on expenditure to the end of January 2021 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.9m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	↔	Number of vulnerable children and adults helped to live more secure and independent lives	4106	5408	The Trading Standards team had another opportunity to join BBC Radio Oxford breakfast show in January for a scam themed call-in, using the time to raise awareness of the rise in coronavirus vaccination scams.
			Number of children better educated to live safer and healthier lives	9575	358	As we continue to follow guidance to remain Covid safe and protect others, much of our work across our risk reduction activities for children and young adults across all of Community Safety Services continues to be paused. Our Fire Cadets are still meeting online with a variety of guest speakers joining them each week. Our Fire station crews have started some on-line activities (Microsoft Teams live and videos) with schools and we hope to do more of these in the coming months.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Owing to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against these targets. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, how we measure and monitor travel by cycling and walking is being reviewed with targets to be reset, with more specific indicators developed to measure the impacts of our interventions where we have approved Local Cycling and Walking Infrastructure Plans, currently Oxford and Bicester. The proposed targets below have been identified for approval by the Active Travel Programme Board in February: - <ul style="list-style-type: none"> • OC1: OCC will plan for 38% of all Oxford to Oxford work journeys to be by bicycle by 2031 (representing a 50% increase from 11,000 to 17,000 commuter cycle journeys a day compared to 2011) • OC2: OCC will plan for a 50% increase in all cycle journeys within Oxford for all purposes by 2031 (representing an increase from 300,000 to 450,000 in cycle journeys a week by Oxford residents) • BCW 1: OCC will plan for at least a 200% increase in cycling (tripling) and 50% increase in walking for trips within Bicester from 2020 to 2031 In addition, the Programme Board is considering the overall headline measures for this area, which would require baselines to be re-established and targets agreed/set: <ul style="list-style-type: none"> • To increase the % of cycling and walking in Oxfordshire by promoting modal shift to active travel. • To increase the % of people who feel safer when walking and cycling, including on journeys to school.

			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	99% drop from Dec 2019	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020, and closed again from January 2021)
6. Timeliness of emergency response	AMBER	↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	795	498	There were no road fatalities for Oxfordshire in January. This can be attributed to the current lockdown travel restrictions and flooding slowing traffic down. There is still national concern over increased speed due to lighter traffic volumes and in addition to the monthly theme around mobile phone. A national campaign around speeding has been launched which we will support and promote.
			% of emergency call attendances made within 11 minutes	80%	76.6%	We are only 3% below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year. Our average response time in January was 8mins 26secs.
			% of emergency call attendances made within 14 minutes	95%	88.22%	
7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	GREEN		Rate of successful quitters per 100,000 smokers 18+	> 3,564	2423	The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020.
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	9.8%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	49.8%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	54.9%	We continue to exceed local targets and England averages

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	GREEN	↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.4%	Cumulative rate and covers all defects April to December. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	99.7%	Cumulative rate and covers all defects April to December. (Data is reported one month in arrears.)
				Kilometres of highway resurfaced as % of total	3.07%	2.68%	The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
				In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -100% b) -100% History Service a) -100% b) -100%	Museum Service: In person engagement January 2021: Visitors = 0 (January '20 = 9,304) Schoolchildren = 0 (Jan '20 = 922) In the community = 0 attendees (Jan '20 = 169) Museum Service unable to deliver to schools and groups in the community. All service points closed in response to Lockdown 3 History Service: In-person engagement January 2021: 0 visitors (January 2020 = 279) 0 attendees at events (January 2020 = 60). History Centre was closed to all visitors under national lockdown.
				Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service Online engagement (social media; website visits and emails) up 112% overall on Jan 2021 as compared with 2020. Web activity down 44% on Jan 2021. Social media engagement up 274% on Jan 2021 NB Museum collection Heritage Search website engagements are included in History service total below History Service: Online/remote engagement January 2021 = 74,168 engagements representing a 13% decrease from January 2020. This includes answering 141 e-mail enquiries, a decrease of 59% on January 2020, as the remote enquiry service was largely shut down under lockdown. Library Services: Online engagement (social media and website visits) for January 2021 is 219,332 The figure for Quarter 3 (Oct/Nov/Dec) is 618,858
				Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -43% b) -71% c) -97%	A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National lockdown from January

						<p>a) Active users Jan 2020 = 80,935. Active users Jan 2021 = 45,999 - this is a reduction of 43%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output)</p> <p>b) New borrowers Jan 2020 = 2,191. New borrowers Jan 2021 = 636. (drop of 71%) (NB Libraries closed in Jan 2021).</p> <p>c) Daily visits Jan 2020 = 205,119. Daily visits Jan 2021 = 5,349 (drop of 97%). The drop is due to the service operating a limited service from only 14 libraries in January 2021.</p>	
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	AMBER	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	8%	This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target.
			↔	% of streetlights fitted with LED lanterns by March 2021	40%	30.5%	<p>In January a further 648 lanterns were converted to LED equipment bringing the total number of units now running LED technology to 18,216. This represents 30.5% of the 59631 within the County.</p> <p>The overall target of 40% by the end of March will not be achieved and 35-37% is now predicted. This is due to a column supply issue. Delivery programme will be caught up in 2021/22. Whilst below the target on numbers, the programme is targeted at the units with the highest energy usage and therefore energy saving will profile ahead of target.</p>
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
		11. Reduced carbon impact of our transport network	GREEN	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	99.1%	Rate is the average for April to December (data is reported one month in arrears).
12. Air quality	AMBER	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available in 2021/22. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions are also underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	AMBER	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 29.68% b) 30.17% c) 0.2% Total 60.05%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts remain uncertain as waste tonnages continue to be influenced by COVID-19 factors, and volumes remain higher than last year. Other influences that could have an impact during the remainder of the year include economic uncertainty, the rate of housebuilding, and seasonal factors that influence green waste volumes.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	3%	Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	65.59%	Household Waste Recycling Centres reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life	14. Prevalence of healthy children	AMBER ↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	No Data	During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.
			Percentage of births that have received a face to face New Birth Visit	95%	97.8%	All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)
			Percentage of children who received a 12-month review	93%	No Data	This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.
			Percentage of children who received a 2-2½ year review	93%	No Data	This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.
			Babies breastfed at 6-8 weeks of age	60%	No Data	This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indicator is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	No Data	This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.
	15. Number of children we care for	AMBER ↔	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	780	The number of children we care for was 780 at the end of January compared to 787 12 months ago. The figure is above (worse than) target as fewer people are leaving the cared for system in part due to backlogs in family courts. Nationally cared for numbers increased by 2% last year whilst in Oxfordshire they fell by 2%.

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	6,024	The service is staffed for 140 assessments per week. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities.
	17. Number of child protection plans	GREEN	↔	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21.	550	495	Although performance remains positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown
Children are able to reach their potential	18. 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 2021	58.7%	52%	In the last 12 months 52% of plans have been issued in 20 weeks, compared with a latest national average (2019 calendar year of 59%). Even with COVID-19 requests for EHCPs have not dropped.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Monitoring	5438	Figures are affected by COVID-19.
				Number of people receiving reablement		2159	
				% of people who need no ongoing care after the end of reablement		43%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	97.9%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
				Number of people with personal budgets remains above the national average	> 90%	92%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
				% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
				% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	45%	45% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 39.5% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting health care	22	5	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
				Reduce the number of people delayed in hospital awaiting social care	6	2	
				Reduce the number of people delayed in hospital awaiting both health and social care	26	8	
	22. People needing social care are supported to stay in their own home	GREEN	↔	Maintain the number of home care hours purchased per week	> 21,000 hours	24,752	There has been a 18% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home
				Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	15	15 people so far in the year therefore pro rata 18 in year
				Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	90.9%	The service continues to deliver above target.
				Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	60.6%	Increasing home care being purchased and fewer care home admissions
				There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21	60	100	100 new funded placements in the year so far though not all through formal nominations

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE	COMMENTARY
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	AMBER	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	72% (position as at 31 st Jan)	This measures the capital infrastructure major programme and means 72% of agreed programme for the year 20/21 has been spent or committed. This is a reduction from the previous month's reported 79% as some schemes have re-profiled elements of spend to now fall into 21/22. There is a plan in place to achieve 100% by the end of March 2021, inclusive of Funding Agreements.
	24. Number of new homes	AMBER	We support the delivery of new affordable housing starts, 1322 by March 2022	1,322 homes to March 2022	637 homes estimated to March 2021	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. Discussions with Ministry for Housing, Communities and Local Government (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy	GREEN	Number of businesses given support by Trading Standards interventions or fire risk inspections	2535	2135	Continuation of lockdown following the Christmas break is limiting completion of fire safety audits. The Trading Standards team have continued working with an Oxfordshire business to verify their weighing instruments. The team have also been successful in January with seizures of illegal shisha and chewing tobacco from different retail premises in Oxford.
			Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	41	Rate is April to end of January. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. New successful innovation collaboration, a project to introduce VR into care homes, collaborating with care homes in Oxfordshire and Plymouth.

People and communities have excellent transport and broadband connections	26. Level of disruption to journeys	GREEN	↔	Reduce the number of failed utility works inspected	<15%	21%	From 978 sample A/B/C inspections conducted in January (including all follow up inspections) 204 failed. This equates to 21% failure rate. This is above the target of 15% and mainly due to one area with extensive failures by one company. The failures largely relate to the quality of the reinstatements. Action is being pursued through escalation with the company concerned and issuing of a fixed penalty notice.
				Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and data from the Department for Transport is expected to be available from May 2021.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0%	The reported rate is for January. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in January by Highway Officers, and data confirms there were no Non-Compliant Defects. During January there were zero return repairs/visits to own works (NCDs) 0. Total potholes fixed were 2,456.
				Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.
				Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	108%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November 2020, despite challenges with COVID-19. 73 parish surveys need to be undertaken by March 2022. The service has started surveying parishes due in 2021/22 to enable ability to front load at beginning of April 2021, and 8% have been completed. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of March 2021.
				Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, now signed off by OCC and bus operator Directors.
	27. Enhanced digital connectivity for residents and businesses	GREEN	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,338	Rate is to end of December. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

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

Risk Assessment Guidance

Level of Risk	How the risk should be
High Risk (15 - 20)	Requires active management - to manage down and maintain exposure at an acceptable level. Escalate upwards
Medium Risk (12 - 8)	Contingency plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile
Low Risk (1 - 6)	Good Housekeeping - may require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

Impact	Most severe (5)	5	10	15	20
	Major (4)	4	8	12	16
	Moderate (3)	3	6	9	12
	Minor (2)	2	4	6	8
	Insignificant (1)	1	2	3	4
		Unlikely (1)	Possible (2)	Likely (3)	Very likely (4)
		Likelihood			

Risk Probability Key				
Score	1	2	3	4
Level	Unlikely	Possible	Likely	Very Likely
Probability	<10%	10 - 40%	41 - 75%	>75%
Timescale	It is unlikely to occur	Possible in the next 3 or more years	Likely to occur in the next 1 - 2 years	Occurred in the last year/very likely to occur in the next year

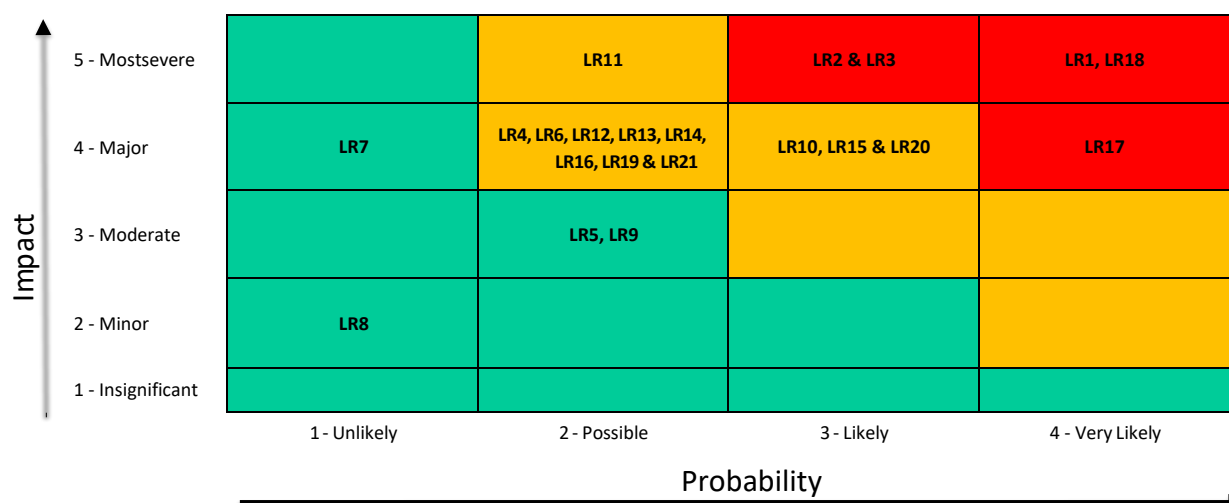
Risk Impact Key				
Score	Level	Financial *	Performance / Service Delivery	Reputation
1	Insignificant	Financial loss less than £500k / £2.5m in a year or negative variance against annual revenue or capital budget	Limited disruption to services	A few minor complaints and/or minimal local media attention No impact on council reputation or identity
2	Minor	Financial loss up to £1m / £5m in a year or negative variance against annual revenue or capital budget	Short term disruption to services that do not directly affect vulnerable groups	A number of complaints but minimal local media attention Minor impact on council reputation or identity with no lasting effects
3	Moderate	Financial loss up to £1.5m / £7.5m in a year or negative variance against annual revenue or capital budget	Loss of services that do not directly affect vulnerable groups	Extensive adverse local media attention Perception and identity of Council damaged / undermined in the short term with some rebuilding required
4	Major	Financial loss up to £2m / £10m in a year or negative variance against annual revenue or capital budget	Significant disruption of services directly affecting vulnerable groups	Extensive national media attention or sustained local media attention. Perception and identity of Council damaged / undermined with long term - major rebuilding required
5	Most Severe	Financial loss over £2.5m / £12.5m in a year or negative variance against annual revenue or capital budget	Loss of services directly affecting vulnerable groups	Ministerial intervention and/or public enquiry with sustained national media attention. Perception and identity of Council fundamentally damaged and undermined, potentially beyond repair

* The two figures denote different levels of financial impact: for Operational risk and Strategic risk

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver services

OCC Leadership Risk Register - As at 16/02/2021

Risk Matrix - Ratings (residual risk scores)



Risk Ref	Risk Title	Residual Risk Score	Direction of travel
LR1	Demand management -Children: managing the impact of increased demand on council services	20	↔
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	15	↔
LR3	Capital Infrastructure Programme Delivery	10	↔
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community	8	↔
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	6	↔
LR6	Supply chain management ensuring effective delivery through the supply chain	8	↔
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	4	↔
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and	2	↔
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	9	↔
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	12	↔
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy	10	↔
LR12	Property and assets (maintenance cost)	6	↔
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	8	↔
LR14	Business continuity and recovery plans Resilience to an additional significant disruption during the Covid-19 Response	8	↔
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	12	↔
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	8	↔
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	16	↔
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	20	↔
LR19	Safeguarding vulnerable adults.	10	↔
LR20	Demand management - Adults -	12	↔
LR21	County Elections May 2021	8	New Risk

OCC Leadership Risk Register

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR1	Demand management -Children-: managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19, leading to more requests for children's social care, SEN services, elective home education and adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults' services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	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. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention and monitor re-referrals. All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff. Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. 7 x Temp additional social workers have been deployed in the MASH and agency SWs retained and newly recruited in Family Solutions to assist in managing high caseloads, including a backlog of assessments. September to January has seen 35% increase in contacts to MASH and volatile demand for assessments, including weeks with very high numbers. This is linked to high levels of domestic abuse and police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. Transformation projects have been kept on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. The planned SEN Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	'Early Help networks offering 'pre-front door' swift access to family support have continued to deliver multi-agency support: now have reached over 200 families. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. All outstanding assessments have been completed and agency staff released from this task. Refreshed performance framework has been brought in from beginning Feb to sharpen managers' focus on completing agreed actions withing target timeframes. First 12 weeks of FSP have been reviewed by the FSP Board and results indicate good mobilisation of the new service, including swifter access to help for parents. Child Protection numbers down <500 - lowest since 2012/13 due to focused effort on improving outcomes more quickly, stepping children down to CIN. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost-effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE. Risk reviewed - Existing controls, mitigating actions and comments updated.	02/02/21

LR2	<p>Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding</p>	<p>Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.</p>	<p>Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.</p>	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	<p>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 weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children. Detailed updated guidance for social workers implemented to ensure all children receive home visits subject to individual risk assessments. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.</p>	5	3	15	<p>Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return. Preparing for recovery and learning from lockdown experiences of working with young people. Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.</p>	↔	<p>100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35%. Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as an all children on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - Existing controls, mitigating actions and comments updated.</p>	02/02/21
-----	--	--	---	--------------	--	---	---	----	---	---	---	----	--	---	--	----------

LR3	Capital Infrastructure Programme Delivery	<p>Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.</p>	<p>HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development</p>	Jason Russell	Owen Jenkins	5	3	15	<p>A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.</p>	5	2	10	<p>The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long-term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross-council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high; however, the probability is improving reducing the probability score and therefore the risk rating.</p>	↔	<p>Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving.</p>	03/02/21
-----	---	---	---	---------------	--------------	---	---	----	---	---	---	----	---	---	--	----------

LR4	<p>Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension</p>	<p>Pandemic control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be change in government guidance; local decisions making regarding outbreak control and the government Tier system; lack of compliance with outbreak control measures.</p>	<p>Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.</p>	Yvonne Rees	Rob MacDougall	4	3	12	<p>Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.</p>	4	2	8	<p>Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.</p>	↔	<p>Meeting scheduled by Lord Lieutenant for Oxfordshire key leaders</p>	04/02/21
LR5	<p>Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.</p>	<p>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. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.</p>	<p>Deterioration of key relationships could reduce the Council's ability to:</p> <ul style="list-style-type: none"> • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. <p>It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes)</p> <p>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)</p>	Claire Taylor	Robin Rogers	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 has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme • Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements • Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. • Systems structures in place to deliver on-going response to CV-19 and plan for recovery • Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning 	3	2	6	<ul style="list-style-type: none"> • Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bilateral • New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 • Community development strategy and approach to be produced and implemented jointly with VCS and partners • Partners' engagement with/ involvement in Community Resilience work will help to minimise the likelihood of this risk 	↔	'Risk reviewed - No changes	11/02/21

LR6	Supply chain management ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Steve Jorden	Jeremy Richards	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	↔	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Comments updated.	16/02/21
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	<ul style="list-style-type: none"> ◦Litigation/judicial review ◦Financial penalties - Local Government Ombudsman/Regulators/Central Government ◦Damage s liability to residents and commercial counterparties ◦Central Government intervention 	Anita Bradley	Glenn Watson	4	3	12	<ul style="list-style-type: none"> •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 •Dedicated specialist teams for information rights and complaints resolution 	4	1	4	<p>Ensure support functions are fully resourced.</p> <p>Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children.</p> <p>Scheme of Delegation (Finance) reviewed to reflect current management structure. Information rights, complaints and Ombudsman cases tracked</p>	↔	<p>Action plans continue to be reviewed and addressed by the Leadership Team.</p> <p>When appropriate, consideration ought to be given to statutory easements for SEN and Social Care.</p> <p>Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking. Resilience of staff is reviewed regularly to ensure delivery of statutory functions.</p>	09/02/21

LR8	<p>Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.</p>	<p>That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.</p>	<p>Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.</p>	Anita Bradley	Glenn Watson	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 - Amendments made to the Constitution to facilitate virtual/remote public meetings. •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. •Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. •Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. •Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes 	2	1	2	<p>Continue to undertake control measures throughout 2020-21 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Policies updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC.</p> <p>Constitution Review led by Monitoring Officer at both Oxon CC (scheduled for Feb - March 2021) and Cherwell DC (completed Dec 2020)</p> <p>Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term.</p>	↔	Risk reviewed - Mitigating actions updated.	09/02/21
-----	---	---	---	---------------	--------------	---	---	---	--	---	---	---	--	---	---	----------

LR9	<p>Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.</p>	<p>Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.</p>	<p>Failure to manage the workforce and develop strategic HR plans may result in the following:</p> <ul style="list-style-type: none"> • Recruitment and retention issues • Increased costs of agency staff • Increased costs in training and development • Underperformance or lack of delivery 	Claire Taylor	Karen Edwards	3	4	12	<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. 	3	3	9	<p>Development and adoption of sector relevant workforce plans Development of new People and Organisational Development strategy The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.</p>	↔	<p>Risk reviewed – no Changes</p>	10/02/21
-----	--	---	---	---------------	---------------	---	---	----	--	---	---	---	--	---	-----------------------------------	----------

LR10	<p>Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.</p>	<p>The risk is that the Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.</p> <p>The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.</p>	<p>The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands.</p> <p>It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.</p> <p>Furthermore, inefficiencies may result in increased costs and/or lack of delivery of planned savings.</p> <p>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.</p>	Claire Taylor	Tim Spiers	4	4	16	<ul style="list-style-type: none"> • All projects identify benefits to be delivered and long-term financial implications (upfront costs and savings), supported by project plans • Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting 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 & additional 3rd party support commissioned where there is a lack of internal capacity • Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be 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 are managed through in-house resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. • CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. CEDR and ELT review capacity and resource allocated to change projects in light of C-19 and either allocate additional resource or slow the pace of change in order to maintain operational resilience and C-19 response. 	4	3	12	<ul style="list-style-type: none"> • Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the 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 portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. • Align work with CDC programmes wherever possible to achieve increased benefits. 	↔	<p>There will be delays to planned work and the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing.</p> <p>Monthly dashboards are now being produced and reported to CEDR.</p> <p>Further work required to ensure programme of work is fully aligned as outlined in mitigating actions. Ongoing work is being undertaken as outlined in mitigating actions. There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the final quarter of the year as set out in the risk strategy.</p> <p>Risk reviewed- Work continues, no changes to risk</p>	09/02/21
------	--	--	---	---------------	------------	---	---	----	--	---	---	----	---	---	--	----------

LR11	<p>Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy</p>	<p>The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.</p>	<p>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.</p>	Lorna Baxter	Ian Dyson	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 Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG • 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	<p>The financial impact of COVID-19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report. As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September.</p> <p>The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced in December. The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding.</p>	↔	<p>The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer-term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed, the action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time. Risk reviewed - Mitigation actions refreshed and updated</p>	15/02/21
------	---	--	--	--------------	-----------	---	---	----	---	---	---	----	---	---	---	----------

LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jordan	George Eleftheriou	4	4	16	<p>Property, Investment and Facilities Management function redesign to get the right professionals running the service</p> <p>Develop Property Strategy which would determine where to prioritise efforts/spend on assets</p> <p>Install right systems to enable us to keep on top of managing information about our assets</p>	3	2	6	<p>Control activities are prioritising compliance (i.e. 'nice to haves can wait).</p> <p>Taking more long-term views on use/potential use of certain assets.</p> <p>New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.</p> <p>Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity.</p> <p>The FM team redesign needs to be a priority and completed as soon as possible.</p>	↔	<p>All of mitigation actions referred to are now in place and activities ongoing.</p> <p>The right team /expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance.</p> <p>Additional budget allocated to the team to carry out further works.</p> <p>Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected.</p> <p>Risk reviewed - No changes</p>	11/02/21
------	--	--	---	--------------	--------------------	---	---	----	---	---	---	---	---	---	---	----------

LR13	<p>Health and safety: ensuring effective arrangements are in place to meet our duties</p>	<p>Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and wellbeing risk.</p>	<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) 	Steve Jordan	Paul Lundy	4	3	12	<ul style="list-style-type: none"> • H&S policies and procedures have been reviewed and adopted • Risk Assessments completed including COVID-19. • Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. • Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. • H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. • Additional budget has been allocated 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 PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance • H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; • Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. • Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs. 	4	2	8	<ul style="list-style-type: none"> • Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible - Ongoing, alternative virtual delivery options now in place for most courses. • Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls – Ongoing • PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Ongoing as part of recovery plan • Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. Ongoing - H&S updates and guidance published on intranet and maintained by H&S Team. • Arrangements for supply and distribution of PPE is well established - no reported pressures. 	↔	<p>Jan - National Restrictions introduced. CEV People asked to only work from home. Most essential activity continues to be provided in line with COVID Secure guidelines and risk assessments.</p> <p>Further comms to managers and staff in the importance of following safe working practices in light of increased prevalence amongst communities. PPE supply remains good with no reported issues, rolling out face fit testing for those teams using respirators (FFP3). HSE Spot Inspections of schools found compliant safe working practices and no further action required.</p> <p>Further work is underway to improve support for people working from home as part of Agile strategy.</p> <p>Review of H&S governance, resources and structures commenced to meet future organisational needs and objectives. Risk Reviewed - Comments updated</p>	12/02/21
------	--	--	--	--------------	------------	---	---	----	--	---	---	---	--	---	---	----------

LR14	Business continuity and recovery plans Resilience to an additional significant disruption during the Covid-19 Response	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Yvonne Rees	Rob MacDougall	4	4	16	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. Review of London Bridge undertaken by corporate leads	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications COVID19 security on building are in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed in light of lessons learnt from the first wave of the pandemic. Council wide process introduced for identification of and support to critical staffing issues	↔	Absence being monitored weekly by CEDR and Internal Silver and there is weekly reporting on the status of services via Business Continuity Gold App Risk reviewed - Mitigating actions/Comments updated	14/02/21
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recar) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are still receiving PSN whilst going through present submission. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed , to undertake: <ul style="list-style-type: none"> • Responsibility for managing security threats and prevention methods • Working with Information Management to ensure implications of GDPR on data security are understood and built in • Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats • Documenting processes and policy to define roles, responsibilities and procedures • Maximising tech to reduce cyber risks • Ensuring all new and existing suppliers meet cyber security requirements 	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Risk reviewed - Risk effect and comments updated.	09/02/21

LR16	ICT Infrastructure : assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware are 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. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	Alistair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home.IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	4	2	8	<p>'Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational.</p> <p>Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services.</p> <p>Staff resources are assigned to the most in demand IT requirements.</p> <p>An expanded duty team will support delivery of critical services out of hours.</p> <p>New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.</p> <p>Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.</p> <p>A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December. Installation of more cost-effective DR is underway. Completion by Feb 2021. Due to COVID work this has been delayed. We also fixed some networking issues that had caused outages over the last 3 Sundays, making the infrastructure even more resilient.</p>	↔	Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work. IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working. Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. Risk reviewed - No change	05/02/21
------	---	---	---	---------------	---------------	---	---	----	---	---	---	---	---	---	--	----------

LR17	<p>Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic</p>	<p>Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.</p>	<ul style="list-style-type: none"> • Possible reductions in frontline service delivery, events, meetings and customer contact. • Economic hardship impacting local business and potentially the local workforce. • Impact on vulnerable residents who may find it harder to access services. • Increased demand on both frontline and enabling services. • Prolonged risk of social isolation and the mental and physical consequence thereof. 	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services •Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery. •Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. •Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened. •Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). •Mutual aid with regional Thames Valley partners enables a tactical response to community resilience. •Engagement with suppliers to manage impacts across the supply chain •Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day •Provision of additional body storage as temporary place of rest to support the current mortuary provision. •Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance <p>County is now in national lockdown and the CEV group of residents now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.</p>	4	4	16	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> <p>Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20</p> <p>Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels.</p> <p>Review of current BCP's underway.</p>	↔	Risk reviewed - Mitigating actions updated.	16/02/21
------	---	---	---	---------------	-------------	---	---	----	--	---	---	----	--	---	---	----------

											<p>Progression on the reopening of cultural services sites on a phased approach CSC contact volume at OCC are back to normal and in social care teams, the complexity of assessments being conducted has increased. BCP review completed and lessons learnt incorporated within. Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored. An Oxfordshire Local Contact Tracing Service has been introduced to contact cases of COVID-19 that NHS Test and Trace are unable to reach. These cases would then be advised to isolate and asked about details of their close contacts which would then be fed back into NHS Test and Trace for follow up National restrictions commenced 5th November</p> <p>Support to the new CEV residents commenced with county wide response National restrictions ended 2nd December and the County moved into Tier 2. Track and trace work continuing and has reached over 500 cases locally. Demand through to the ASC element of the Customer Service Centre has created additional complex needs as a result of covid19, and a range of business grants have been introduced in recent months County is now in national lockdown and the CEV group of resident now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.</p>				
--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

LR18	<p>Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.</p>	<p>Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.</p>	<ul style="list-style-type: none"> • Possible reductions in frontline service delivery, events, meetings and customer contact. • Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. • Requirement to reprioritise service delivery • Assess critical services and consider alternative methods of delivery • Requirement to offer mutual aid to partner organisations. • Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. 	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed, tested and are maintained and updated •Remote working in place •Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. •Regular updates from Director of Public Health, shared internally and externally. •Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). •Regular communication messages following Public Health advice •Sanitisers in washrooms/corporate buildings •Weekly sickness monitoring implemented •Agile working being tested further across services, ensuring equipment and access is in place. •Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces. •Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary • Improved understanding of the risk factors across the workforce identified through COVID-19 data. • Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. • IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver. 	5	4	20	<p>The nature of the risk is such that national public health guidelines will determine the councils' response. IT has built a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.</p>	↔	Risk reviewed - Existing controls updated	10/02/2021
------	---	--	---	---------------	---------------	---	---	----	---	---	---	----	---	---	---	------------

LR19	<p>Safeguarding of vulnerable adults: Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.</p>	<ul style="list-style-type: none"> • Insufficient quality controls for care providers • Increased numbers of safeguarding alerts without enough resource to manage them in a timely and appropriate manner • Safeguarding concerns not being reported • Failure to act when concerns are expressed about an individual being subject to abuse or neglect • Poor / inappropriate information sharing amongst partners. 	<ul style="list-style-type: none"> • Vulnerable people not protected from abuse or neglect. • Serious injury or death of a vulnerable adult • Significant reputational damage for the council 	Stephen Chandler	Melanie Pierce	5	3	15	<p>a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire</p> <p>b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</p> <p>centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</p> <p>d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)</p> <p>e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</p> <p>f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission</p> <p>g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</p> <p>h. Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.</p> <p>i. Cross partnership training plan in place</p>	5	2	10	<p>Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However, received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire is higher than elsewhere as evidence by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place.</p> <p>No additional actions required but we will respond to any issues raised in the on-going monitoring</p>	↔	Risk reviewed - No changes	16/02/21
------	---	--	--	------------------	----------------	---	---	----	--	---	---	----	--	---	----------------------------	----------

LR20	<p>Demand management -Adults- Adult social care services aren't help people remain independent and healthy for as long as possible</p>	<p>Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand.</p> <p>Health Services face reduced funding which puts further pressure on the council.</p>	<p>More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.</p>	Stephen Chandler	Rachel Pirie	4	4	16	<p>a. The service has an agreed model for predicting demographic pressure and this is funded by the Council.</p> <p>b. investment in services to reduce demand (e.g. reablement)</p> <p>c. Pooled budget with health which allows whole system investment</p> <p>d. referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year</p> <p>e. Medium- and long-term impact from Covid not known.</p>	4	3	12	<p>Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPOWER rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment.</p> <p>Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.</p>	↔	Risk reviewed - No changes	16/02/21
LR21	<p>County Elections May 2021 – delivery of safe and legally sound elections on 6 May 2021</p>	<p>Insufficient planning and staffing; Covid insecure polling stations and counts; lack of effective communication with stakeholders</p>	<p>Complaints. Loss of confidence from participants if polling stations and count venue aren't deemed Covid safe, leading to a risk of low voter turnout, problems recruiting staff and compromised engagement from candidates/agents.</p>	Yvonne Rees	Steve Jordan	4	4	16	<p>Corporate wide approach taken to delivering the election with specialists from service areas supporting different aspects. Election Special Interest Group (SIG) with County and District election specialists *(and County Deputy Returning Officer staff) each month as key part of planning the detail. Electoral Commission attendance of SIGs.</p>	4	2	8	<p>Plan and risk register in place and regularly reviewed. Weekly project board meetings chaired by the Returning Officer. Election Special Interest Groups monthly to aid detailed planning All polling stations risk assessed for Covid compliance</p>	↔	<p>The Elections Project Board meet weekly to go through issues and agree actions. Key risks are around Covid compliance of polling stations and reluctance of some schools to allowing elections on site. All polling stations are being risk assessed and checked for Covid compliance against Gov guidelines, with appropriate mitigations being put in place. Further risk of insufficient staff to run polling stations and count due to concerns over Covid. Various comms channels being used to appoint sufficient Polling Station staff, including working through the LEP. Discussions taking place about the possibility of putting count staff in bubbles so as to limit impact of any Covid related illness.</p>	24/02/2021

Forecast outturn 2020/21 at January 2021

Introduction

This Annex sets out the latest financial monitoring position as at 31 January 2021. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses.

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

The financial impact of COVID-19 will not end on 31 March 2021 and additional costs are expected in 2021/22 and across the medium term. It has previously been noted that the profile and timing of some of the COVID-19 costs and income losses may mean that some costs fall into a different financial year. It is now expected that £10.0m originally forecast for 2020/21 will fall into 2021/22. It is expected that there will be a balance of around £14.0m on the COVID-19 budget at year end after the receipt of the second and third claims to the Sales, Fees and Charges Income Guarantee Scheme. This budget, which was created from the in year savings of £14.9m and unringfenced funding received to date of £36.4m, will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond. Furthermore, any year end over or underspends relating to transfers from the COVID-19 budget will be transferred to/from the COVID-19 reserve at year end.

The Council has also received £35.4m of specific grants in 2020/21 and a £12.0m contribution from the Clinical Commissioning Group to manage the impact of COVID-19. Details of the specific funding and how it has been utilised are set out below and in Annex C – 5b.

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

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

Children's Services

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

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

Education and Learning

Budget £30.4m

Variation
Breakeven

RAG rating
AMBER

Outcomes Achieved
Yes

Variation

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

Key Issues

As reflected within the performance report demand for Education, Health and Care Plans remains high and recent investment has taken place to recruit a small specialist team to address the current backlog.

The underspend of £0.7m relates to Home to School Transport. Although the service has incurred additional costs in relation to COVID-19 and social distancing on transport, detailed below, it has also been possible to control spend during periods when schools have been operating remote learning for many of their pupils and demand for transport has been reduced. This will be returned to the DSG High Needs Budget.

Financial Impact of COVID-19

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

Significant areas of spend to date are £0.1m for Laptops and Virtual Tuition for children and £21k for PPE in Early Years Settings.

Demand for Education, Health and Care Plans continue to increase throughout the various periods of lockdown, which has increased workloads for Educational Psychologists and

the Casework Team resulting in additional costs. It is assumed this pressure will be funded by COVID-19 budget for costs and income losses.

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

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's allocation being £0.5m. In addition, a further £0.3m has now been announced for the spring term from January to March 2021. This further grant of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during the period it applies to and that it will be sufficient to meet the additional costs incurred.

It is also anticipated that the Council will be receiving funding through the Coronavirus (COVID-19) National Testing Programme: School and Colleges grant relating to covering the costs of testing activity in schools from 4 January to February half term. The funding received will relate only to secondary maintained schools and non-maintained special schools, based on actual activity and therefore the amount is not known at this time. It is also not clear whether activity and funding will continue beyond the February half term at this stage.

Children's Social Care

Budget £30.7m

Variation
breakeven

RAG rating
GREEN

Outcomes Achieved
Yes

Variation

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

Key Issues

At present there are no variances reported in this area.

Financial Impact of COVID-19

To date additional funding of £0.1m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.8m. The forecast for this year is currently up to £1.3m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

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

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

Outside staffing the main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£32k) and costs relating to isolation for Unaccompanied Children on arrival (£0.2m).

A notification has been received a ringfenced grant relating to free activities and healthy food for disadvantaged children grant. This grant must be used to provide a programme of support for disadvantaged children across school holidays in 2021 calendar year. The grant needs to be applied for, however the allocations for Oxfordshire are up to £0.1m in 2020/21 and up to £1.3m in 2021/22, a total of £1.4m available across the two years, and work is underway to utilise this in Oxfordshire.

**Children's Social
Care Countywide
Services**

Budget £66.2m

Variation
breakeven

Variation

A breakeven position is forecast for this service. This is after the virement from the contingency budget of £3.3m agreed by Council on 8 September 2020 which balanced the budget.

Key Issues

RAG rating
GREEN

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

Outcomes Achieved
Yes

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

Financial Impact of COVID-19

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

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

Children's Central Costs

Variation

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

Budget £5.3m

Key Issues

Variation breakeven

No variance is reported at this time.

RAG rating
GREEN

Financial Impact of COVID-19

No variance is reported due to COVID-19 at this time.

Outcomes Achieved
Yes

Dedicated School Grant

High Needs

Variation

Budget £57.9m

Variation
£10.8m (19.9%)
overspend

RAG rating
RED

Outcomes Achieved
Yes

The variation forecast is a forecast overspend of £11.5m.

Key Issues

The variance of £10.7m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. In addition, invoices are now being received from further education colleges, which may exceed the budget available, with further work being undertaken to ascertain the pressure this may lead to. Significant diagnostic work is being undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term. The reduction in the forecast relates to a £0.7m underspend within SEN Homes to School Transport which has enabled this to be returned to the HN Budget.

Financial Impact of COVID-19

There is a forecast cost of £0.1m due to the COVID-19 pandemic. These costs are unfunded and will increase the deficit on the High Needs budget.

Early Years

Budget £38.8m

Variation
breakeven

RAG rating
RED

Outcomes Achieved
Yes

Variation

£0.2m of COVID costs have been funded in the revised budget.

Key Issues

The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend from prior year DSG were discussed at Schools Forum in November, so this is reported as breakeven at this time.

Financial Impact of COVID-19

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

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

where children have been placed away from their usual setting.

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

Adult Services

The service is currently forecasting a £1.3m underspend against a budget of £197.6m.

This will be transferred to reserves to help meet pressures in 2021/22, resulting in a forecast break-even position being reported for Adult Services. The amount expected to be transferred to reserves has increased by £0.1m compared to last month.

The directorate forecast outturn includes £8.2m of costs relating to COVID-19, no change from the previous month.

Better Care Fund Pool

Budget £79.8m

Variation £0.4m underspend

RAG rating
Green

Outcomes Achieved
Yes

A £0.4m underspend is forecast for the council elements of the pool. This compares to the breakeven position reported last month. The forecast underspend is after taking account of £1.3m assumed to transfer into reserves. This has increased by £0.2m since last month.

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

Financial Impact of COVID-19

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

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

Key Issues

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

The forecast assumes that £25.0m of the Better Care Fund will be used to fund council services. This forms part of the £26.3m minimum social care contribution that Oxfordshire was confirmed by NHS England on 7 December 2020. The remaining £1.3m will be retained by Oxfordshire Clinical

Commissioning Group (OCCG) to fund interim beds as was agreed in 2019/20.

The council is required to make provision in its accounts for the risk associated with the collection of adult social care service user income that is still due after six months. The forecast includes the revenue cost of a £0.2m estimated increase in this provision arising as a possible impact of COVID-19; this will continue to be reviewed in the remaining months of year. This is offset by a £0.6m forecast increase in service user contributions relating to both under and over 65 - year olds.

Due to ongoing challenges with recruiting occupational therapists and social workers, the staffing budget in the pool is forecast to underspend by £0.2m. This can be put forward to mitigate against pressures elsewhere, but the on-going impact will closely be monitored.

The existing arrangements for the Hospital Discharge Scheme ended on 31 August 2020, with a requirement to move everyone currently funded by the scheme onto business as usual arrangements by 31 March 2021.

New arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks to enable assessment to take place are in operation. The funding for Scheme 2 is intended to support service activity that has been put in place specifically to support hospital discharge that is additional to business as usual provision, including for people who would ordinarily be self – funders.

Although the underlying level of demand for care home placements has reduced in 2020/21, we are now beginning to see an increase in care home placements with a net increase of 10 in December. Estimated growth of 14 placements for January, 12 for February and 10 for March is included within the forecast. Any underspend within care homes is offsetting an increase in home support activity.

The forecast assumes that all the in-year savings agreed by Council in September 2020 will be achieved.

Adults with Care and Support Needs Pool

Budget £98.4m

Variation Breakeven

Variation

A breakeven position is being reported, a £0.3m increase in forecast spend compared to last month.

RAG rating - Green There is no funding currently forecast to be moved into the reserves from this pool, a £0.1m reduction from last month.

Outcomes Achieved Financial Impact of COVID-19
Yes Included in the forecast is £2.1m of expenditure relating to costs arising from the COVID-19 pandemic.

Included within these costs are a 10% payment made to contracted social care providers in April, May and June 2020 and voids costs associated with service providers not being placed whilst also paying for alternative care.

Key Issues

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

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

There is a £0.3m reduction in the forecast underspend for Learning Disabilities since last month. The updated underspend of £0.3m incorporates an increase in home support costs which are partly offset by a decrease in respite care costs, a decrease in transport costs and an increase in service user income.

A pressure of £0.7m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast with the council responsible for £0.5m and OCCG £0.2m through the risk share arrangements.

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

£0.2m net growth in expenditure covering the period until the end of the financial year is built into the forecast.

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

As part of the 2020/21 service and resource planning process £2.75m one-off funding was built into the budget to support pressures relating to Mental Health and Autism within Oxfordshire. Temporary funding arrangements put in place for NHS providers in response to the COVID-19 pandemic mean that some of this funding has not been needed and remains available to meet future pressures. £2.1m is requested to be moved into reserves for use in 2021/22.

Non-Pool Services

Variation

Budget £12.0m

A breakeven position is forecast for this service. No change from the previous month.

Variation breakeven

RAG rating Amber

Financial Impact of COVID-19

Included in the breakeven position is £1.4m of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs and a contribution to Homelessness costs in Oxford City.

Outcomes Achieved
Yes

There is also a forecast loss of income of £0.1m due to the COVID-19 pandemic.

The forecast assumes that all the in-year savings agreed by Council in September 2020 will be achieved.

Commissioning

Variation

Budget £6.5m

A forecast overspend of £0.4m is being reported. This is an increase of £0.2m from the position reported last month.

Variation £0.4m
overspend

RAG rating Green

Key Issues

Outcomes Achieved
- Yes

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

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

COVID-19 Specific Grants

As set out in Annex 5a ring-fenced government grants held by the directorate total £24.0m for 2020/21.

RAG rating Green

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

Expected Use of Grants

100%

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

The council received the second instalment of the grant at the end of December and has passed this on to providers in January. The funding is required to be fully spent by care providers by 31 March 2021. Each provider is required to report monthly on their use of the grant with their returns collated into a summary update to the Department of Health and Social Care.

As at 31 January 2021, £3.7m had been passed to care homes, £1.8m to domiciliary care providers, £0.2m to external day care providers and £0.5m to people using direct payments to provide financial support with infection control measures.

Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December 2020 and the council has received £1.8m of the £149m available nationally. All funding must be used to support increased LFD testing in care settings and needs to be spent by 31 March 2021. 80% of the funding needs to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes residential drug and alcohol services. The remaining 20% must be used to support the care sector to implement increased LFD testing but can be allocated at the local authority's discretion. Each provider is required to report on the use of the grant monthly in February, March and April

2021. To date £0.6m has been passed to 50 care homes who have indicated that they are undertaking the testing.

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

Public Health

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

Variation

Breakeven against
£31.2m ringfenced
grant

Variation

A breakeven position is forecast for this service.

RAG rating

Green

Financial Impact of COVID-19

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

Outcomes Achieved

Yes

Key Issues

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

Offsetting these savings are cost pressures of £0.1m in residential rehabilitation for drug and alcohol users due to increased demand, a decrease of £0.1m from the last report and £0.2m cost pressure

related to additional requirement under the grant to fund NHS pay inflation in contracts.

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

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

Grant Funding

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

RAG rating - Green

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

Expected Use of Grants

100%

The council has received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. The spend by the end of the year is estimated to be £2.3m. The balance remaining at year end will be carried forward and used to support eligible spend in 2021/22.

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

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

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

Environment & Place

A 1% overspend position of **£0.6m** has been forecast when compared to a budget of £62.6m.

Planning & Place	<u>Change from previous report</u>
Budget £4.1m	There has been a change in the forecast from the previous month. Planning & Place is now forecasting an underspend of £0.3m.
Variation £0.3m (6.1%) Underspend	<u>Financial Impact of COVID-19</u>
RAG rating GREEN	There is also a forecast loss of income of £0.1m of S38 income due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.
Outcomes Achieved Yes	<u>Key Issues</u>
	There are some pressures on services mainly due to staffing shortages. This has generated some financial savings but may also incur additional cost pressures which can be managed within the overall budget. A budget pressure from planning appeals remains, however this is currently forecast to be offset by income generated through savings from vacancies.
Growth & Economy	<u>Change from previous report</u>
Budget £0.1m	There is no change to the financial position previously reported.
Variation £0.45m (483.9%) Overspend	<u>Key Issues</u>
RAG rating RED	There is an on-going risk of a revenue pressure of £0.7m resulting from Infrastructure delivery dependency on Agency as opposed to OCC staff which is s likely to continue for rest of the financial year.
Outcomes Achieved No	This has been set off against the remaining Growth deal revenue funding of £0.3m resulting in a net pressure of £0.5m.
Communities Management	<u>Change from previous report</u>
Budget £0.4m	There is no change to the financial position previously reported.
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u>
RAG rating GREEN	Included in the breakeven position is £0.8m of COVID-19 related expenditure for Communities management COVID-19 response. This primarily relates to costs associated with re-opening the Household Waste Recycling Centres.

Outcomes Achieved

Yes Key Issues
None to be reported

Community Operations

Budget £57.9m

Variation £0.4m
(0.7%) Overspend

RAG rating
GREEN

Outcomes Achieved
Yes

Change from previous report

No change to the financial position reported last month. The forecast is an overspend of £0.4m driven by forecast overspends in Waste (£0.2m) and Highways defects (£0.2m).

Financial Impact of COVID-19

Included in the forecast is £1.0m of COVID-19 related expenditure for Communities management COVID-19 response

There is a forecast loss of income to date of £4.5m due to the COVID-19 pandemic. This mainly relates to parking and permit income (£3.6m) and Supported Transport (£0.87m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses

Key Issues

The abnormally wet, cold and windy weather has placed additional pressure on the highway maintenance budget due to responding to a higher than budget level of incidents such as dealing with occurrences of flooding and the resulting impact.

The Highway Defects forecast exceeds budget but is planned to be managed in service by reducing spends elsewhere.

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

Customers, Organisational Development & Resources

An underspend of £0.5m (1.4%) is forecast when compared to the budget of £35.2m.

Corporate Services

Budget £2.0m

Variation £0.0m (0%)
breakeven

Change from previous report

There is no change to the financial position previously reported.

Financial Impact of COVID-19

Included in the breakeven position is £0.4m of COVID-19 related expenditure covering COD Directorate. This

RAG rating
Green

Outcomes Achieved
Yes

includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.

Key Issues
None to be reported

Human Resources & Organisational Development

Change from previous report
There is no change to the financial position previously reported.

Budget £2.4m

Key Issues

Variation £0.0m
(0.0%) breakeven

No issues.

RAG rating
Green

Outcomes Achieved
Yes

Communications, Strategy & Insight

Change from previous report
No change to the financial position reported last month. The forecast underspend of £0.3m is due to staff vacancies, and the fact that we have been unable to recruit to positions during lockdown.

Budget £2.5m

Variation £0.3m
(13.1%) underspend

RAG rating - Green

Outcomes Achieved
Yes

Financial Impact of COVID-19

No changes, there is still a forecast loss of income due to the COVID-19 pandemic on the lack of provision of data assessment services. The Council is still waiting on the details of the MHCLG's income guarantee scheme, but it is hoped that most of the achieved income will be recovered from the scheme and any remaining pressure will be funded by Corporate Contingency.

Key Issues
None to be reported

COVID-19 Specific Grant Funding and Expenditure

Food and Essential Supplies (COVID-19) Grant

A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July

2020. Guidance set out that government anticipated the funds would be utilised within 12 weeks.

The funding allocations have been made to upper tier authorities, but councils are expected to collaborate with partners to make most effective use of the funding in the interest of residents.

The Joint District Community Hub Working Group coordinates the Oxfordshire system's community engagement and support activity in relation to COVID-19 and this group was consulted to agree the approach to allocating the funding.

The majority of the funding was passed to the City and District Councils based on a formula that replicated the national allocation. Three County wide schemes also received funding.

COVID Winter Grant Scheme

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December 2020 to 31 March 2021. The Council has worked with partners to agree the best route to distributing the funding to those who need it. It is expected that 50% of the funding will be received in early December with further funding released subject to an assessment of spend to date by the DWP. An update will be included in future reports.

Funding to support Clinically Extremely Vulnerable

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

ICT & Digital

Budget £9.8m

Variation £0.0m
(0.0%) breakeven

RAG rating
Green

Change from previous report

There is no change to the financial position previously reported.

Key Issues

The IT and Digital service continues to work to meet its in-year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed

Outcomes Achieved Yes	due to the COVID-19 pandemic and that the service is currently responding to increased demand.
Culture & Customer Experience	<u>Change from previous report</u>
Budget £10.5m	The variation forecast is a forecast underspend of £0.2m. This represents a movement of £0.2m when compared to the previous month. The variation has come about predominantly through overspends in Registration (£0.5m), Music (£0.8m), and Libraries (£0.2m) due to income losses which have been offset by underspends in Museums (-£0.1m) , the receipt of government grant of £1.2m and underspends from staff vacancies, closure of all but 14 libraries, reducing the need to use casual staff and the fact that we have been unable to recruit to positions during lockdown
Variation £0.2m (1.9%) underspend	
RAG rating Amber	
Outcomes Achieved No	
	<u>Financial Impact of COVID-19</u>
	There is a forecast loss of income of £1.8m due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.
	<u>Key Issues</u>
	The current national lockdown has again impacted upon the services ability to provide a full-service offer. This has heavily impacted upon the Library, Registration and Music Services. Within the CSC, there has been a negative impact upon Blue Badge, Concessionary Fares too and fraud detection work has been affected too. The ongoing effect of COVID-19 is being closely monitored on a monthly basis.
Finance	<u>Change from previous report</u>
Budget £6.5m	There is no change to that reported in the previous financial report.
Variation £0.0m (0.0%) breakeven	<u>Financial Impact of COVID-19</u>
RAG rating Green	Included in the breakeven position is expenditure relating to the costs of PPE purchased in response to the COVID-19 pandemic. This central stock was for use across the Council to ensure all that all front-line workers met COVID-19 regulations.
Outcomes Achieved Yes	<u>Key Issues</u> No issues.

Commercial Development, Assets & Investment

Annex C
Business Management Report January 2021

An underspend of **£2.4m** (4.8%) is forecast when compared to the budget of £50.0m. This is a change of £1.0m from the previous month

Property & Community Facilities Management	<u>Change from previous report</u>
Budget £17.4m	The forecast underspend is £2.5m.
Variation -£2.5m (14.3%) underspend	The main forecast underspends within PIFM include; £1.0m underspend due to delayed restructure, funds held as anticipated transformation costs relating to a joint working service delivery model with CDC.
RAG rating AMBER	Estates (£0.5m) underspend due to savings from (landlord & tenant) successful rent negotiations as well as other savings from reduced utilities offset by vacant buildings costs.
Outcomes Achieved Yes	Strategy (£0.3m) - In year underspend due to restriction in developing and implementing best value solutions to release assets due to uncertainties regarding our future needs in light of the material changes to delivery of services arising from COVID-19. Facilities Management (£0.4m) underspend due to reduced travel & supplies costs as a direct result of closed buildings.
	<u>Financial Impact of COVID-19</u> There is an underlying loss of income of £1.2m forecast due to the COVID-19 pandemic. This includes the loss of income on parent purchased meals across the Summer term and into the Autumn. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.1m pressure will be funded by the COVID-19 budget for costs and income losses.
	<u>Key Issues</u> None to be reported.
Law & Governance and Procurement	<u>Change from previous report</u> There is no change to that reported in the previous financial report.
Budget £8.1m	<u>Key Issues</u>
Variation £0.2m (2.5%) overspend	Several legal cases requiring Counsel advice are at risk of overspending by year end. The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to

AMBER	timing differences. Due to the delays with recruitment interim staff have had to be retained to ensure service delivery resulting in an in-year pressure.
Outcomes Achieved	
Yes	

Community Safety	<u>Change from previous report</u> There is no change to the financial position previously reported.
Budget £24.0m	

Variation -£0.1m (0.4%) underspend	<u>Financial Impact of COVID-19</u> Funded costs currently include equipment costs and secondments to Ambulance services. Costs of Firefighter cover remain under review. There has been a recent spike which, if it continues, will further increase the overall predicted service COVID-19 related costs.
RAG rating	
GREEN	

Outcomes Achieved	<u>Key Issues</u> None to be reported
Yes	

Corporate Measures

General Balances	As set out in the table on Annex C-4 the current forecast for general balances at 31 March 2021 is £30.9m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.9m and the Strategic Measures underspend of £0.3m are returned to balances.
RAG rating	
Green	

Reserves	On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be £84.9m an increase of £1.1m since last month. The change relates to a change in the forecast use of the Adults Contribution Reserve and the Public Health Reserve
RAG rating	
Green	

This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve, agreed by Council in September 2020, to meet the expected shortfall on the Council Tax Collection Fund in 2021/22 and the medium term arising from a lower than expected collection rate in 2020/21 as a result of an increase in eligibility for the Council Tax Reduction Scheme.

The position also includes a £22.3m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £11.5m during 2020/21. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

Grants	As set out in Annex C-5a government grants totalling £414.6m will be received by the Council during 2020/21. This has increased by £2.8m from the last report this relates to a third allocation of the Contain Outbreak Management Fund and Surge Funding grant. This grant is ringfenced and
RAG rating	
Green	

an update on how it will be allocated will be included in the final report of 2020/21.

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

Contain Outbreak Management Fund Surge Funding Grant

As previously reported, the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. On 6 January 2021 the Council was notified that an additional allocation of £1.6m relating to the extended lockdown into December 2020, bringing the total grant allocation to £7.1m. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the Council and will either be spent on Council led activities or passported to the Voluntary and Community sector. The Council has yet to receive the formal grant determination letter but from the information we currently have this grant will be treated as a ring-fenced grant for virement approval and accounting purposes. On 5 February 2021 the Council received a third allocation of £2.8m bring the total grant to £9.9m as set out in the paragraph above.

Medium Term Financial Plan Savings

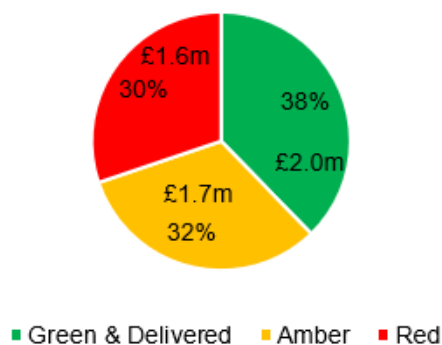
The 2020/21 budget agreed by Council in February 2020, included planned savings of £21.7m of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the target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

RAG rating
Red

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

% of savings expected to be achieved
84.6%

Directorate Saving Plans



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

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

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

affected by the COVID-19 pandemic.

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

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

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

Strategic Measures

RAG rating
Green

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

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is £3.5m. This is £0.4m below budget. The overall underspend will therefore be £0.3m. The forecast for external fund returns for 2021/22 is likely to be a similar level to the 2020/21 outturn position.

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

On 8 September 2020 Council agreed to transfer £3.3m from the Corporate Contingency to support increased costs on the placement budget within Children's Social Care. In addition, £1.1m has been vired to services to fund the Green Book and Hay pay awards from April 2020 which were agreed at 2.75% in November 2020, 0.75% higher than the budgeted amount of 2%. These virements are included in the directorate forecasts set out above. The unallocated balance of the Corporate Contingency is £0.4m.

On 15 December 2020, Cabinet approved the virement which covers the COVID-19 expenditure for the period up to the end of October 2020 and the grant income budgets for tranches 3 and 4 of the COVID-19 support grant and the first claim of the Sales, Fees and Charges Compensation Scheme. Income losses not covered by the Compensation scheme totalling £3.2m will also be covered by this budget. The total financial impact of COVID-19 is forecast to be £42.2m in 2020/21, with a further £10.0m, originally forecast for 2020/21, falling into 2021/22. If this remains unchanged, after taking account of additional funding, by the year end there will be a balance of around £14.0m on the COVID-19 Budget which will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond.

The current forecast of additional costs and lost income relating to COVID-19 for the financial year could change and we continue to revisit assumptions and implications on a monthly basis.

Debt and Loan Write Offs & Impairments	<u>Financial Impact of COVID-19.</u> Customer debt attributed to COVID-19 has reduced to £0.02m from £0.23m last month. This is due to reclassification of one debt which has been classified as a COVID-19 delay. Following a meeting with the budget holder it is now clear that whilst COVID-19 has had an impact on activity with the contract this is primarily a contractual dispute. All recorded COVID-19 impacted debt now relates to Property.
Corporate Debtors	The average collection rate remains at 92%, this is 5% below target. In this period this is due to a batch of unpaid music service invoices. Meetings have been held with the service and further sessions are taking place to review local procedures.
RAG rating Amber	Debt requiring impairment (DRI) increased by £0.2m to £0.6m this month, £0.3m above target. The increase is due to the contractual dispute detailed above; this relates to recycling waste. The balance will reduce next month if the three write offs reported last month are approved by Cabinet. It is forecast that the year will finish above target but under the current impairment balance.

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

Debt and Loan Write Offs & Impairments	The invoice collection rate continues to be stable at just under 91%, just below the target, work is continuing to improve up to the target of 92%. Unsecured debt over 1year continues to increase highlighting older debt is not being cleared as quickly as new cases are accruing.
– Adult Contribution to Care Charges	Debt requiring impairment (DRI) has held this month, still £0.3m above the balance held; this has been recognised as a pressure in Adult Better Care Fund pool budget. Bad debt levels are tracking last year’s monthly performance and we expect to see a reduction in February and March’s figures bringing down the DRI closed to the carried forward balance of £2.8m. However, there may be a COVID-19 effect which means case resolution due to delays with Court of Protection, Probate office etc.
RAG rating Red	

Impact of COVID-19. Internal issues continue to impact debt collection: additional case work linked to deaths; case backlog from held action at start of the year.

Analysis last month identified that £0.6m of bad debt related to Probate cases and cases pending appointments of Deputies, this has grown to £0.8m this month.

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

**Bad Debt
Write off
Requests**

Children's Services







Cabinet is recommended to write off a Corporate Parenting debt of £117,316.53. A successful fraud criminal prosecution has been concluded; however, legal advice is that the debt is unrecoverable as there are no assets against which this can be reclaimed.

Adult Services

Cabinet is recommended to write off an Adult Social Care provider debt of £25,108.98. The care provider was overpaid in May 2016, the company subsequently went into Administration. The council received the first and final dividend of £3,497.21 on 11 January 2021. The Liquidators have advised there are no further funds to pay unsecured creditors

Cabinet is recommended to write off four Adult Social Care contribution debts totalling £52,835.88. Two cases relate to insolvent estates where financial issues were unable to be resolved before death. One case relates to someone with mental health issues that impact their ability to manage finances; a waiver of fees is in place for ongoing charges. The final debt relates to a case where a family member was suspected of misappropriation of funds, the family member died, and their estate is insolvent so funds cannot be reclaimed; ongoing fees are now being paid.







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

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Children's Services	133,226	133,226	0	0.0%	0	0	 G
Adults Services	197,523	197,523	0	0.0%	0	0	 G
Public Health	0	0	0		0	0	
Environment and Place	62,618	63,618	1,000	1.6%	-94	0	 R
Customers, Organisational Development and Resources	35,232	34,732	-500	-1.4%	300	200	 R
Commerical Development, Assets and Investments	50,034	47,640	-2,394	-4.8%	-1,300	-1,000	 R
Directorate Total Net	478,633	476,739	-1,894	-0.4%	-1,094	-800	 G



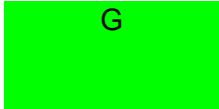



Business Management & Monitoring Report
Position to the end of January 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	6,785	2,194	47.8%	1,794	400	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	0	0	0	0.0%		0	
Contingency	394	394	0	0.0%		0	
COVID-19 Budget	29,731	29,731	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-10,449	-10,749	-300	-2.9%	-700	400	
Strategic Measures Budget	45,942	47,836	1,894	4.1%	1,094	800	
Unringfenced Government Grants	-48,870	-48,870	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
Council Tax Requirement	391,445	391,445	0	0.0%	0	0	





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

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CEF1	Education & Learning	30,380	30,380	0	0.0%	0	0	 G
CEF2	Children's Social Care	30,731	30,731	0	0.0%	0	0	 G
CEF3	Children's Social Care Countywide	66,220	66,220	0	0.0%	0	0	 G
CEF4	Schools	624	624	0	0.0%	0	0	 G
CEF5	Children's Services Central Costs	5,271	5,271	0	0.0%	0	0	 G
Directorate Total		133,226	133,226	0	0.0%	0	0	 G

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

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
SCS1-1A	Better CarePool	80,607	80,207	-400	-0.5%	-400	0	 G
SCS1-1B	Adults with Care and Support Needs Pool	98,719	98,819	100	0.1%	0	100	 G
SCS1-2 to SCS1-9	Other Adult Social Care	11,313	11,213	-100	-0.9%	0	-100	 G
	Subtotal Adult Social Care	190,639	190,239	-400	-0.2%	-400	0	 G
SCS2	Commissioning	6,884	7,284	400	5.8%	400	0	 R
Directorate Total		197,523	197,523	0	0.0%	0	0	 G








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

	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
PH1& 2 Public Health Functions	30,607	29,407	-1,200	-3.9%	0	-100	 R
PH3 Public Health Recharges	633	633	0	0.0%	0	0	 G
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0	 G
Transfer to Public Health Reserve	0	1,200	1,200	0.0%	1,100	100	 G
Directorate Total	0	0	0	0.0%	1,100	0	

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

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,088	4,188	100	2.4%	100	0	R
PG3	Growth & Economy	93	593	500	537.6%	500	0	R
COM1	Communities Management	488	488	0	0.0%	0	0	G
COM2	Community Operations	57,949	58,349	400	0.7%	400	0	G
Directorate Total		62,618	63,618	1,000	1.6%	1,000	0	G

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

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
COD1	Corporate Services	2,056	2,056	0	0.0%	0	0	 G
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0	 G
COD3	Communications, Strategy & Insight	2,491	2,191	-300	-12.0%	-300	0	 R
COD4	ICT & Digital	10,746	10,746	0	0.0%	0	0	 G
COD5	Culture & Customer Experience	11,096	10,896	-200	-1.8%	-400	200	 R
COD6	Finance	6,450	6,450	0	0.0%	0	0	 G
Directorate Total		35,232	34,732	-500	-1.4%	-700	200	 G

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

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
CDAI1	Property, Investment & Facilities Management	17,383	14,883	-2,500	-14.4%	-1,500	-1,000	R
CDAI2	Law & Governance	8,142	8,342	200	2.5%	200	0	R
CDAI3	Community Safety	23,999	23,905	-94	-0.4%	-94	0	G
CDAI4	CDAI Management Costs	510	510	0	0.0%	0	0	G
Directorate Total		50,034	47,640	-2,394	-4.8%	-1,394	-1,000	G

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

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-1,109	91,299
	Gross Income	-61,899	980	-60,919
		30,509	-129	30,380
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,310	33,018
	Gross Income	-3,260	973	-2,287
		33,068	-2,337	30,731
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	6,066	71,529
	Gross Income	-4,245	-1,064	-5,309
		61,218	5,002	66,220
CEF4	Schools			
	Gross Expenditure	190,476	6,039	196,515
	Gross Income	-190,260	-5,631	-195,891
		216	408	624
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	-116	6,066
	Gross Income	-519	-276	-795
		5,663	-392	5,271
	Expenditure Total	390,857	7,570	398,427
	Income Total	-260,183	-5,018	-265,201
	Total Children's Services Net Budget	130,674	2,552	133,226
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)				
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,141	57,939
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	Total Gross	215,549	2,334	217,883

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

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	887	80,607
	Gross Income.	0	0	0
		79,720	887	80,607
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,361	98,719
	Gross Income.	-2	2	0
		95,356	3,363	98,719
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	15,588	48,502
	Gross Income	-19,582	-17,607	-37,189
		13,332	-2,019	11,313
	Total Adult Social Care	188,408	2,231	190,639
SCS2	Commissioning			
	Gross Expenditure	6,700	1,495	8,195
	Gross Income	-1,061	-250	-1,311
	Total Commissioning	5,639	1,245	6,884
	Expenditure Total	214,692	21,331	236,023
	Income Total	-20,645	-17,855	-38,500
	Total Adult Services Net Budget	194,047	3,476	197,523

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

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	1,596	30,913
	Gross Income	-228	-78	-306
		29,089	1,518	30,607
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	487	487
	Gross Income	-29,722	-2,005	-31,727
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	2,083	32,033
	Income Total	-29,950	-2,083	-32,033
	Total Public Health Net Budget	0	0	0

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

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

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

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

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

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

Business Management Report
Position to the end of January 2021

CABINET IS RECOMMENDED TO APPROVE 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	Mar	Jan	PH savings and cont to family safeguarding model	CDA11	Property & Investment	T	0	-400
				CEF2-1	Management & Central Costs	T	0	-224
				COD3	Communications, Strategy & Insight	T	0	-55
				COM2-2	Infrastructure Operations	T	0	-75
				COM4-2	Fire & Rescue	T	0	-71
				COM4-5	Trading Standards	T	0	-27
				PG2	Planning & Place	T	0	-90
				SCS1-1A	Better Care Fund Pool Contribution	T	0	-402
				SCS1-3	Provider & Support Services	T	0	-74
				SCS2	Joint Commissioning	T	0	-154
				VSMGMT	Strategic Measures	T	0	1,571
Grand Total							0	0

COVID Budget 2020/21
Cabinet 16 March 2021

	COVID - 19 Funded Costs 2020/21	COVID -19 Estimated Costs 2020/21	Total Latest Estimate 2020/21
	<i>Temporary virements previously agreed</i> £000	<i>Temporary Virement Requested</i> £000	£000
Children's Services			
Gross Expenditure	2,388	709	3,097
<u>Gross Income</u>	0	0	0
	2,388	709	3,097
Adult Services			
Gross Expenditure	7,765	445	8,210
<u>Gross Income</u>	0	0	0
	7,765	445	8,210
Public Health			
Gross Expenditure	0	0	0
<u>Gross Income</u>	0	0	0
	0	0	0
Environment and Place			
Gross Expenditure	679	1,087	1,766
<u>Gross Income</u>	0	0	0
	679	1,087	1,766
Customers & Organisational Development			
Gross Expenditure	2,860	200	3,060
<u>Gross Income</u>	0	0	0
	2,860	200	3,060
Commercial Development, Assets & Investment			
Gross Expenditure	1,949	427	2,376
<u>Gross Income</u>	0	0	0
	1,949	427	2,376
Corporate Measures	17,395	-750	16,645
COVID-19 Budget for Expenditure and Income Losses	23,213	-2,119	21,094
Total Expenditure & Income Losses	56,249	0	56,249
Unringfenced Grant Funding	-35,996		-35,996
Net Total	20,253	0	20,253

COVID Budget 2020/21
Children's Services
Cabinet 16 March 2021

		COVID - 19 Expenditure Virement £000
CEF1	Education & Learning	
	Gross Expenditure	135
	Gross Income	
		<hr/> 135
CEF2	Children's Social Care	
	Gross Expenditure	52
	Gross Income	
		<hr/> 52
CEF3	Children's Social Care Countywide Services	
	Gross Expenditure	117
	Gross Income	
		<hr/> 117
CEF4	Schools	
	Gross Expenditure	347
	Gross Income	
		<hr/> 347
CEF5	Children's Services Central Costs	
	Gross Expenditure	58
	Gross Income	
		<hr/> 58
	Expenditure Total	709
	Income Total	0
		<hr/> 709
Total Children's Services Net Budget		709

COVID Budget 2020/21
Adult Services
Cabinet 16 March 2021

		COVID - 19 Expenditure Virement £000
		<hr/>
SCS1	Adult Social Care	
SCS1-1A	Better Care Fund Pool Contribution	
	Gross Expenditure.	128
	Gross Income.	
		<hr/>
		128
SCS1-1B	Adults with Care and Support Needs Pool Contribution	
	Gross Expenditure.	23
	Gross Income.	
		<hr/>
		23
SCS1-2 to SCS1-9	Other Adult Social Care Services	
	Gross Expenditure	
	Gross Income	
		<hr/>
		0
		<hr/>
	Total Adult Social Care	151
SCS2	Commissioning	
	Gross Expenditure	294
	Gross Income	
		<hr/>
	Total Commissioning	294
	Expenditure Total	445
	Income Total	0
		<hr/>
	Total Adult Services Net Budget	445
		<hr/>

COVID Budget 2020/21
Public Health
Cabinet 16 March 2021

		COVID - 19 Expenditure Virement £000
PH 1 & 2	Public Health Functions	
	Gross Expenditure	
	Gross Income	
		0
PH3	Public Health Recharges	
	Gross Expenditure	
	Gross Income	
		0
PH4	Grant Income	
	Gross Expenditure	
	Gross Income	
		0
	Expenditure Total	0
	Income Total	0
		0
Total Public Health Net Budget		0

COVID Budget 2020/21
Environment and Place
Cabinet 16 March 2021

		COVID - 19 Expenditure Virement £000
COM1	Communities Management	
	Gross Expenditure	606
	Gross Income	
		<hr/> 606
COM2	Community Operations	
	Gross Expenditure	465
	Gross Income	
		<hr/>
PG1	Planning & Growth Management	
	Gross Expenditure	16
	Gross Income	
		<hr/>
	Gross Expenditure	1,087
	Gross Income	0
		<hr/>
Total Communities		1,087
		<hr/>

COVID Budget 2020/21
Customers, Organisational Development & Resources
Cabinet 16 March 2021

		COVID - 19 Expenditure Virement £000
COD1	Corporate Services	
	Gross Expenditure	153
	Gross Income	
		153
COD2	Human Resources & Organisational Development	
	Gross Expenditure	
	Gross Income	
		0
COD3	Communications, Strategy & Insight	
	Gross Expenditure	
	Gross Income	
		0
COD4	ICT & Digital	
	Gross Expenditure	
	Gross Income	
		0
COD5	Culture & Customer Experience	
	Gross Expenditure	47
	Gross Income	
		47
	Expenditure Total	200
	Income Total	0
Total Customers, Organisational Development & Resources Net Budget		200

COVID Budget 2020/21
Commerical Development, Assets & Investment
Cabinet 16 March 2021

COVID - 19
Expenditure Virement

		<u>£000</u>
CDAI1	Property, Investment & Facilities Management	
	Gross Expenditure	272
	Gross Income	
		<hr/> 272
CDAI2	Law & Governance	
	Gross Expenditure	
	Gross Income	
		<hr/> 0
CDAI3	Procurement	
	Gross Expenditure	155
	Gross Income	
		<hr/> 155
CDAI4	CDAI Management Costs	
	Gross Expenditure	
	Gross Income	
		<hr/> 0
COM4	Community Safety	
	Gross Expenditure	
	Gross Income	
		<hr/> 0
	Expenditure Total	427
	Income Total	0
		<hr/> 0
Total Commerical Development, Assets & Investment Net Budget		427

COVID Budget 2020/21
Corporate Measures and Funding
Cabinet 16 March 2021

	COVID - 19 Expenditure	COVID -19 Grant	Total
	£000	£000	£000
Contributions to (+)/from (-)reserves			0
COVID-19 Budget	-2,119		-2,119
Interest on Balances	-750		-750
Unringfenced Government Grants			0
			0
Total Corporate Measures and Funding	-2,869	0	-2,869

**Business Management Report
Position to the end of January 2021**

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000	
CD	Mar	Jan	Transfer of Finance Functions and HESC savings from CEF to ASC to reflect delivery.	CEF5-1	Management, Admin & Central Support Service Recharges	T	40	0	
				SCS1-3	Provider & Support Services	T	-40	0	
CS	Mar	Jan	Supplementary Remand Grant 20.21 Alternative Provision Project Budget	CEF3-1	Corporate Parenting	T	7	-7	
				CEF1-2	SEND	T	5	0	
			CEF5-1	Management, Admin & Central Support Service Recharges	T	-5	0		
			SEN Pressures Allocation		CEF1-1	Management & Central Costs	T	39	0
			CEF1-2	SEND	T	461	0		
CEF5-1	Management, Admin & Central Support Service Recharges	T	-500	0					
PH	Mar	Jan	Wayfinding Grant	PH1&2	Public Health Functions	T	78	-78	
AS	Mar	Jan	Funding for Universal Credit shortfall for B&L and budget tidy Lateral Flow Testing Grant	SCS1-3	Provider & Support Services	P	390	-390	
				SCS1-6	Other Funding	T	1,840	-1,840	
Grand Total							2,315	-2,315	

Business Management & Monitoring Report - January 2021
Cabinet - 16 March 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-30,836	-9,421	-10,371	950	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.

Business Management & Monitoring Report - January 2021
Cabinet - 16 March 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-275	725	725	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	1,841	5,285	5,185	100	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-1,000	10,392	10,392	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.

Business Management & Monitoring Report - January 2021
Cabinet - 16 March 2021
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years. This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Budget Equalisation Reserve	0	0	0	0	0	
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	
Redundancy Reserve	548	2,000	2,548	2,548	0	
Total Reserves	102,864	-18,004	84,860	83,810	1,050	
*Includes DSG High Needs Deficit Reserve	-11,221	-11,114	-22,335			

General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
General Balances at 1 April 2020		28.7
Directorate and Strategic Measures Underspend		2.2
Projected Level of General Balances at 31 March 2021		30.9
Risked Assessed Level of General Balances 2020/21		23.4

Strategic Measures

Month	Average cash balance	Average rate of return
January 2021	£403.48m	0.74%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.74%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

Debt and Loan Write Offs & Impairments - Corporate Debtors

Corporate Debtors

Performance Indicator	Target	November	December	January
Invoice collection rate	97.50%	93.41%	92.60%	92.33%
Avg. days outstanding	35	26	27	29
Debt requiring impairment	<£0.30m	£0.72m	£0.41m	£0.56m
Unsecure debt over 1 year	<£0.50m	£0.55m	£0.52m	£0.54m
Write offs as % of income YTD	<0.10%	0.000%	0.002%	0.003%

Adult Contribution to Care Charges

Performance Indicator	Target	October	November	January
Invoice collection rate	92.00%	90.84%	90.54%	90.24%
Avg. days outstanding	100	113	109	106
Debt requiring impairment	<£2.00m	£2.99m	£3.09m	£3.08m
Unsecure debt over 1 year	<£1.60m	£4.08m	£4.74m	£4.41m
Write offs as % of income YTD	<1.0%	0.438%	0.344%	0.320%

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Estimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	-341	0	117,065
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	113	0	38,752
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	-2,434	0	57,939
	Subtotal DSG Grants		220,544	-2,662	0	217,882
	School Grants					
R	Pupil Premium	DfE	5,255	1,616	0	6,871
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	0	224
R	PE and Sport Grant	DfE	2,350	0	0	2,350
R	Universal Infant Free School Meals	DfE	4,020	-47	0	3,973
R	Teacher's Pay Grant	DfE	1,430	235	0	1,665
R	Teacher's Pension Grant	DfE	2,771	2,764	0	5,535
R	Coronavirus Catch Up Premium	DfE	0	2,295	0	2,295
R	Coronavirus (Covid-19) Schools Fund	DfE	0	305	0	305
	Subtotal School Grants		16,050	7,168	0	23,218
	Other Children's Services Grants					
R	Youth Justice Board	YJB	548	7	0	555
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77
R	Staying Put Implementation Grant	DfE	225	46	0	271
R	Remand Framework	YJB	25	52	0	77
	Subtotal Other Children's Services Grants		2,719	171	0	2,890
	TOTAL CHILDREN'S SERVICES		239,313	4,677	0	243,990

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

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

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Customers & Organisational Development					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507
R	MaaS:CAV	Innovate UK	0	638	0	638
R	V2 Go Project	Innovate UK	0	132	0	132
R	OmniCAV	Innovate UK	0	235	0	235
R	Park & Charge	Innovate UK	0	580	0	580
R	Virgin Park & Charge	Innovate UK	0	26	0	26
R	Data Driven Safety Tool	Innovate UK	0	151	0	151
R	Quantum Gravimeter	Innovate UK	0	84	0	84
R	Resilient CAV	Innovate UK	0	25	0	25
R	Heart Park Project	DFT	0	90	0	90
R	GTC DfT Congestion Tool	DFT	0	59	0	59
R	CAVL4R	DFT	0	11	0	11
	TOTAL CUSTOMERS & ORGANISATIONAL DEVELOPMENT		837	2,553	0	3,390
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	MHCLG	40	-1	0	39
R	Building Risk Review Grant	HO		60	0	60
R	Protection Uplift Grant	HO		272	0	272
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		1,401	331	0	1,732

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278	177		455
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	500			500
U	Troubled Families Attachment Fees - Phase 2	MHCLG	143			143
U	Troubled Families Payment by Result	MHCLG		73		73
U	New Homes Bonus	MHCLG	4,137			4,137
U	Local Reform & Community Voices Grant	DfE	515	103		618
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	570	-13		557
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			5,144
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG		20387		20,387
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22
U	Wellbeing for Education Return Grant	DfE		112		112
R	Contain Oubreak Management Fund Surge Funding Grant	DHSC		7,114	2,767	9,881
R	Support for Clinically Extremely Vulnerable	DHSC		305		305
R	Sales, Fees and Charges Compensation	MCLG		1,379		1,379
U	Rough Sleeping Drug and Alcohol Treatment Grant Scheme	DHSC		585		585
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		67,576	30,244	2,767	100,587

Business Management & Monitoring Report - July 2020
Cabinet - 15 December 2020
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS		54		54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	54.0	0	1,659
	TOTAL STRATEGIC MEASURES		69,181	30,298	2,767	102,246
	Total All Grants		352,679	59,107	2,767	414,553

Ringfenced

R Ringfenced

U Un-ringfenced

Issued by

DfE Department for Education

YJB Youth Justice Board

HO Home Office

DHSC Department of Health

MHCLG Ministry for Housing, Communities & Local Government

DfT Department for Transport

BEIS Department for Business, Energy & Industrial Strategy

DEFRA Department for Environment, Food and Rural Affairs

AC Arts Council

SE Sports England

COVID-19 Grant Detail
Cabinet 15 December 2020

Government Department	Directorate	Grant Name	Total Grant Funding £'000	Allocation to General Fund £'000	Allocation to be determined £'000	Allocation to schools £'000	Allocation to Providers and Voluntary Sector £'000	Allocation to District and City Councils £'000
Ringfenced Funding								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DHSC	Adult Services	Lateral Flow Testing	1,840		368		1,472	
DHSC	Adult Services	Staffing Capacity	1,146	50			1,096	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	817				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	2,295			2,295		
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme	1,368		1,368			
DHSC	Customers, Organisational Development & Resources	Clinically Extremely Vulnerable	305		305			
DHSC	Customers, Organisational Development & Resources	Contain Outbreak Management Fund Surge Funding Grant	9,881	3,132	2,767		425	3,557
Total Ringfenced Grants			35,372	3,182	6,166	2,600	17,614	5,511
Unringfenced Funding								
MHCLG	Strategic Measures	COVID-19 Emergency Grant Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
Total Unringfenced Grants			36,416	36,304	0	112	0	0
Total COVID-19 Grant Funding			71,788					
Grants to OCC								

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

Contain Outbreak Management Fund

Breakdown of funding received for period to 29 December 2020

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

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

Retained by County Council

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

3rd Allocation - Unallocated	2,767
------------------------------	-------

Total	9,881
--------------	--------------