



## **Notice of a Meeting**

### **Performance Scrutiny Committee**

**Thursday, 7 November 2019 at 10.00 am**

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

#### **Membership**

Chairman Councillor Liz Brighthouse OBE

Deputy Chairman - Councillor Jenny Hannaby

#### *Councillors:*

Nick Carter  
Mike Fox-Davies  
Tony Ilott

Liz Leffman  
Charles Mathew  
Glynis Phillips

Judy Roberts  
Michael Waine  
Liam Walker

**Notes:** *A pre-meeting briefing will take place in the Members' Board Room at 9.30am on the day of the meeting.*

**Date of next meeting:** 12 December 2019

#### **What does this Committee review or scrutinise?**

- The performance of the Council and to provide a focused review of:
  - Corporate performance and directorate performance and financial reporting
  - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

#### **How can I have my say?**

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

#### **For more information about this Committee please contact:**

Chairman	-	Councillor Liz Brighthouse E.Mail: <a href="mailto:liz.brighthouse@oxfordshire.gov.uk">liz.brighthouse@oxfordshire.gov.uk</a>
Policy & Performance Officer	-	Lauren Rushen, Policy Officer 07990 367851; <a href="mailto:lauren.rushen@oxfordshire.gov.uk">lauren.rushen@oxfordshire.gov.uk</a>
Committee Officer	-	<i>Colm Ó Caomhánaigh, Tel 07393 001096</i> <a href="mailto:colm.ocaomhanaigh@oxfordshire.gov.uk">colm.ocaomhanaigh@oxfordshire.gov.uk</a>

Yvonne Rees  
Chief Executive

October 2019

## About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

## About Scrutiny

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

## What does this Committee do?

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

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

**A hearing loop is available at County Hall.**

# AGENDA

- 1. Apologies for Absence and Temporary Appointments**
- 2. Declarations of Interest - Guidance note on back page of the agenda**
- 3. Minutes (Pages 1 - 12)**

To approve the minutes of the meetings held on 5 September 2019 and 10 October 2019 and to receive information arising from them.

- 4. Petitions and Public Address**
- 5. Serious Case Review and Mental Health Homicide Review**

10.10

This will be a presentation concerning the Serious Case Review (SCR) published by Oxfordshire Safeguarding Children Board (OSCB) and a Mental Health Homicide Review into the care and treatment of the mother, which was commissioned by NHS England.

The Serious Case Review concerns the tragic death of a young boy, Child M, from injuries inflicted by his mother. Child M's mother pleaded guilty to causing his death by manslaughter on the grounds of diminished responsibility and was made the subject of an indefinite hospital order under the Mental Health Act. Both independent reviews of the case found that Child M's death could not have been predicted or prevented by professionals working with the family.

The Serious Case Review concludes that the "review of records gives no indication that any of the professionals involved missed signs of a serious deterioration in the mother's mental health or risk to Child M in the days or weeks leading up to his death." A series of recommendations were produced as part of the review's conclusion which are currently being implemented.

- 6. Business Monitoring and Management Report (Pages 13 - 66)**

10.40

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

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan from 1 September to 30 September. A summary of overall performance and description of change is contained within the report. The report contains three annexes:

- Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
- Annex B sets out the new Leadership Risk Register which has been developed as part of the Council's work to strengthen risk and opportunities management.
- Annex C sets out the current financial position, providing detailed explanations of

significant budget variations and an update on the Medium-Term Financial Plan including the delivery of savings agreed by Council in February 2019.

**The Committee is RECOMMENDED to note the report and consider any matters for future attention by the Committee.**

## **7. HMICFRS Report on the Inspection of Oxfordshire Fire and Rescue Service 2018/19 (Pages 67 - 72)**

11.10

Report by the Chief Fire Officer.

In November 2018 HMICFRS carried out an inspection of Oxfordshire Fire and Rescue Service over the course of a week. A team of ten inspectors carried out the inspection, speaking to staff, our partners and the public. To assess how good OFRS are at providing a service to the public. This inspection focused on three areas, these are:

1. Effectiveness - How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
2. Efficiency - How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
3. People - How well does the fire and rescue service look after its people?

HMICFRS provide judgement on these three areas giving one of the following grades:

- Outstanding
- Good
- Requires Improvement
- Inadequate

Oxfordshire County Council Fire and Rescue Service received the judgement of “Good” overall in all three areas of the inspection.

The inspectorate inspected 11 areas of the service known as sub-diagnostics. Of these 11 sub-diagnostics the service received the following judgment:

One area of “Outstanding” for “Promoting the right values and culture”, eight areas of “Good” and two areas “Requiring Improvement, see detail in the main report.

**The Committee is recommended to:**

- a) accept this action plan for publication**
- b) advise on the frequency of reporting on the action plan for the Committee by Oxfordshire Fire and Rescue Service.**

## **8. Highways Deep Dive Follow-up (Pages 73 - 78)**

11.40

Report by the Director for Community Operations.

This report presents an update for Performance Scrutiny on the current position against

the actions recommended. It was agreed when presented to Cabinet that officers would provide an update autumn 2019.

**The Committee is RECOMMENDED to;**

- a) note the progress of the actions following the Highways ‘Deep Dive’; and**
- b) endorse the tasks identified in paragraph 29 as the remaining priorities.**

## **9. Work Programme (Pages 79 - 82)**

12.10

To agree the committee’s work programme for future meetings based on key priorities and discussion in the meeting.

## **10. Transformation Sub-Committee Meeting (Pages 83 - 86)**

**For information only** - Draft Minutes from the Transformation Sub-Committee Meeting held on 17 October 2019.

## Declarations of Interest

### The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or [glenn.watson@oxfordshire.gov.uk](mailto:glenn.watson@oxfordshire.gov.uk) for a hard copy of the document.

## PERFORMANCE SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 5 September 2019 commencing at 10.00 am and finishing at 2.00 pm

**Present:**

**Voting Members:** Councillor Liz Brighthouse OBE – in the Chair

Councillor Nick Carter  
Councillor Mike Fox-Davies  
Councillor Tony Ilott  
Councillor Liz Leffman  
Councillor Charles Mathew  
Councillor Glynis Phillips  
Councillor Judy Roberts  
Councillor Michael Waine  
Councillor Liam Walker  
Councillor Alison Rooke (In place of Councillor Jenny Hannaby)

**By Invitation:** Matthew Barber, Deputy Policy & Crime Commissioner, Thames Valley (Items 5 and 6); John Campbell QPM, Chief Constable, Thames Valley Police (Items 5 and 6); Richard Simpson, Independent Chair, Oxfordshire Safeguarding Children Board (Item 8)

**Officers:**

Whole of meeting Lauren Rushen, Policy Officer; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

**Agenda Item**

	<b>Officer Attending</b>
7	Stephen Chandler, Corporate Director for Adult Services; Benedict Leigh, Deputy Director Commissioning; Steven Fairhurst Jones, Corporate Performance and Risk Manager
7, 11, 12	Ben Threadgold, Policy and Performance Service Manager
8	Tan Lea, Strategic Safeguarding Partnerships Manager; Lara Patel, Deputy Director Safeguarding
9	Ansaf Azhar, Corporate Director for Public Health; Karen Fuller, Deputy Director Adult Social Care; Steven Turner, OSAB Business Manager
12	Robin Rogers, Strategy Manager
13	Hannah Farncombe, Deputy Director Children's Social Care; Kate Holburn, Head of Public Health Programmes

*The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.*

**43/19 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**

(Agenda No. 1)

Apologies were received from Councillor Jenny Hannaby (Councillor Alison Rooke substituting).

**44/19 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA**

(Agenda No. 2)

There were no declarations of interest.

**45/19 MINUTES**

(Agenda No. 3)

The minutes of the meeting of 4 July 2019 were approved and signed.

**46/19 DEPUTY POLICE AND CRIME COMMISSIONER**

(Agenda No. 5)

Agenda Items 5 and 6 were taken together. Matthew Barber, Deputy Police and Crime Commissioner and John Campbell, Chief Constable Thames Valley Police gave their presentations. They responded to Members' questions as follows:

- The Violence Reduction funding and surge allocation must be spent by the end of the year. They are being used to put structures in place going into the future. Police are working with social care services on a whole family approach.
- The Early Intervention Youth Fund operates on a project basis. This includes visiting schools to talk about issues such as County Lines and working with individuals in danger from gangs.
- Community Speedwatch is very popular but it is not enforcement. It is hoped to create an online link with the Road Unit.
- The PCC has ensured that more attention is given to rural crime. It is hoped the police presence can be improved from the first wave of new officers.
- The Deputy PCC is not planning to seek governance of the Fire and Rescue Service.
- The low proportion of convictions for modern slavery and child sex exploitation may be due to the complexity of cases. Police are gearing up to respond better but this is still in the early stages.
- TVP are acquiring more tasers. Their level of use must have the support of the public. Scrutiny of their use comes through publishing reports of operations where they are used and court outcomes.



- It is expected that every officer will have an IT device soon.
- Online reporting is available to the public via a national platform and is recommended if an immediate response is not needed.
- The spike in poor response on the 101 line for May was due to staff leaving.

The Chairman thanked the Deputy PCC and Chief Constable for coming to the Committee to answer questions. She hoped that more time could be devoted to this session next year.

Members expressed condolences on the recent death of Police Constable Andrew Harper. The Chairman said that it was a reminder of the threat to health and life faced by police officers.

**47/19 THAMES VALLEY POLICE DELIVERY PLAN 2019-20**  
(Agenda No. 6)

Taken with Agenda Item 5.

**48/19 BUSINESS MONITORING REPORT**  
(Agenda No. 7)

Ben Threadgold introduced the report which he noted included two red ratings: Timeliness of completing Education, Health and Care Plans (EHCPs) and an increase in Delayed Transfers of Care (DTCs). From September workforce data will be provided separately on a quarterly basis.

The Chairman welcomed Stephen Chandler to his first meeting as Corporate Director for Adult Services. Officers responded to Members' questions as follows:

- Some of the increase in DTCs is seasonal but there is an ongoing difficulty obtaining sufficient home care in rural areas especially. Oxford University Hospitals and Oxford Health will provide an action plan dealing with staff numbers, skills and training.
- 17% of home care staff are non-UK citizens and 8 to 9% are EU citizens. These tend to be younger staff who can often be more flexible and work more hours. There will be no change in recruitment challenges until the Brexit situation is decided.
- It was agreed to bring a report on DTCs to a future meeting of the Committee to inform a discussion of the changes required.
- The Council works with providers to help them improve their rating where necessary. Any Council client placed with a provider with an inadequate rating would be asked if they want an alternative provider.

**49/19 SAFEGUARDING CHILDREN**  
(Agenda No. 8)

Richard Simpson, independent chair, introduced the OSCB Annual Report and highlighted the following:

- Comments that previous reports were too long have been taken on board.

- A new Executive Group has been created headed up by OCC, Thames Valley Police and the Clinical Commissioning Group.
- Scrutiny is provided not only by the Independent Chair and this Committee but Barnardos also review.
- This year's annual conference dealt with contextual safeguarding and next year it will focus on the voice of young people.
- Concerns include increasing demand on the statutory system, CAMHS access rates and information sharing issues.

Tan Lea summarised the Performance, audit and quality assurance (PAQA) subgroup annual report:

- There was an increase in numbers of Looked After Children especially those at risk of exploitation.
- The main concerns were around organisational pressures, recruitment, housing and homelessness.
- Four areas were escalated to the wider board to examine –
  - Domestic abuse
  - Safeguarding in education
  - Working together and case conferences
  - Sufficiency of placements for children with complex mental health needs.
- Workloads are high and complex.
- The main learning outcomes are think families and listen to children.

Lara Patel gave an overview of the Case Review and Governance (CRAG) subgroup annual report. Themes that emerged from reviews included:

- neglect
- parental mental health
- emotional wellbeing
- attendance at education and
- contextual safeguarding.

The positive impacts from reviews include:

- The development of a single point of contact for CAMHS.
- Information sharing through a multi-agency chronology is now compulsory.
- Private fostering guidance has been updated and reissued.
- The guidance on safeguarding record keeping for schools has been updated and training is available.

The Chairman asked for future reports to include a table showing learning and actions. Members raised other issues with Richard Simpson and the officers who responded as follows:

- The operations group is looking at how to improve the participation rate of fathers in case conferences.
- Reviews show that communication is still a challenge even with all agencies present at meetings. They have had feedback that the newsletter is too long and will try to do more pithy briefings.

- There needs to be more strategic buy-in at operational level – this can get lost in the busy workload.

## **50/19 SAFEGUARDING ADULTS ANNUAL REPORT**

(Agenda No. 9)

Karen Fuller presented the report and highlighted the strengths and challenges including:

- Oxfordshire is recognised as a national leader on Making Safeguarding Personal.
- Two lay members have been recruited to the Full Board and helped make the report more accessible.
- There has been an increase in joint training opportunities with the children's board.
- The Engagement Group is supporting the Social Isolation & Loneliness Workshop being run in October 2019.
- The 25% reduction in concerns since 16-17 is offset by an increase in consultation calls received by the service. This increase is in line with referrals.

The Chairman invited Ansaf Azhar, the new Corporate Director for Public Health, to join the discussion. Officers responded to Members' questions as follows:

- It was requested that future reports have more information in relation to the reasons for alerts. It was discussed that this is a strategic joint report so detail will be high level.
- A breakdown by age group can also be provided separately to this report.
- Social isolation is a big problem and local intelligence is important in tackling it.
- The police have a representative on the executive subgroup. They know to consider adult and children's safeguarding issues in police operations. There are big benefits where all agencies work together.

## **51/19 LOCAL GOVERNMENT ASSOCIATION CORPORATE PEER CHALLENGE FEEDBACK REPORT**

(Agenda No. 11)

The report was introduced by Ben Threadgold. It will go to Cabinet in October with a recommendation from officers to accept the peer review recommendations. This process is linked to the review of the Corporate Plan.

The following suggestions were made by Members:

- The report to Cabinet should include responses to the recommendations and/or actions and timescales.
- With regard to the involvement of district councils in locality meetings, Members were not in favour of all district councillors being invited but could consider having a representative from the district council. There could be governance issues arising which the Audit & Governance Committee would need to consider.
- Cabinet needs to be clear about what is already in train and what is new.

- Other districts should be offered partnership options similar to those enjoyed by Cherwell District Council. They may not all wish to participate but it should be offered.
- Officers should consider the best way of keeping Members engaged in the process following the Cabinet decision.

## **52/19 DEVELOPMENT OF THE CORPORATE PLAN**

(Agenda No. 12)

Ben Threadgold introduced the report. The Corporate Plan is being reviewed as part of the budget process. There will not be changes at a high level but there could be different emphasis. A draft of changes will be ready by December or January. The Outcomes Framework will also be developed with a new version available in April 2020. There will be a more detailed review next year which will include looking at the vision.

Councillor Glynis Phillips questioned why there was no review of the vision or priorities. Ben Threadgold responded that some issues may just need greater emphasis since the plan was first adopted. For example, Full Council passed a motion recognising the climate emergency.

## **53/19 WORK PROGRAMME**

(Agenda No. 14)

It was noted that the dates of the January and March meetings in 2020 should be 9 January and 13 March and that it was agreed earlier to receive a report on Delayed Transfers of Care.

Members were reminded that an extra meeting will take place on 10 October 2019 with a 2.30pm start.

## **54/19 IMPACT OF DRUG USE ON CHILDREN AND FAMILIES**

(Agenda No. 13)

Hannah Farncombe gave a presentation which included statistics on Adverse Childhood Experiences and the prevalence of alcohol and drug misuse in these. She outlined how Family Safeguarding Plus will help tackle the problem.

Officers responded to issues raised by Members as follows:

- Aquarius has 8 staff in Children and Family Centres.
- The treatments for alcohol and drug dependence are different. There is a 40% recovery rate with alcohol but only 10% for opiates.
- There is no problem with sharing information for children's safeguarding or acute issues. For Family Safeguarding one family record is needed but consent is usually forthcoming for that.
- OCC Trailblazers results in more money for mental health in schools but the demand on CAMHS is massive. It is hoped to reduce the waiting list to four weeks.

- Turning Point provides training and all front line staff are actively encouraged to take it. Health visitors consider alcohol and drug issues.

**55/19 TRANSFORMATION SUBCOMMITTEE**

(Agenda No. 15)

For information only.

..... in the Chair

Date of signing ..... 20

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## PERFORMANCE SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 10 October 2019 commencing at 2.30 pm and finishing at 4.20 pm

**Present:**

**Voting Members:** Councillor Liz Brighthouse OBE – in the Chair

Councillor Jenny Hannaby (Deputy Chairman)  
Councillor Nick Carter  
Councillor Mike Fox-Davies  
Councillor Tony Ilott  
Councillor Liz Leffman  
Councillor Charles Mathew  
Councillor Glynis Phillips  
Councillor Judy Roberts  
Councillor Michael Waine  
Councillor Liam Walker

**By Invitation:** Members of the Oxfordshire Joint Health Overview & Scrutiny Committee: Councillor Jeanette Matelot; Councillor Laura Price; Councillor Alison Rooke; Dr Alan Cohen; Barbara Shaw

Kiren Collison, Clinical Chair, Oxfordshire Clinical Commissioning Group

**Officers:** Stephen Chandler, Corporate Director for Adult Services; Ansaf Azhar, Corporate Director for Public Health; Lauren Rushen, Policy Officer; Colm Ó Caomhánaigh, Committee Officer.

*The Scrutiny Committee considered the matters referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda are attached to the signed Minutes.*

### **56/19 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS** (Agenda No. 1)

There were no apologies received from Members of the Committee.

Members of the Joint Oxfordshire Health Overview and Scrutiny Committee were invited to the meeting by the Chairman and the following sent apologies:

Councillor Mark Cherry  
Councillor Hilary Hibbert-Biles  
District Councillor Paul Barrow  
City Councillor Nadine Bély-Summers

District Councillor Neil Owen

**57/19 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA**

(Agenda No. 2)

There were no declarations of interest.

**58/19 NHS LONG TERM PLAN**

(Agenda No. 4)

Stephen Chandler gave a presentation on the NHS Long Term Plan and the Buckinghamshire, Oxfordshire and Berkshire West (BOB) Integrated Care System (ICS) which is a strand of the Long Term Plan. The ICS is a new service model bringing together the NHS and care systems.

The priorities of the new system will be prevention and health inequalities; better quality and outcomes; greater support for staff; more use of digital systems and maximum impact for taxpayers' money.

There are five levels of organisation: national, regional, county, district/city and local. Members raised a number of issues and Stephen Chandler, Ansaf Azhar and Kiren Collison, Clinical Chair, Oxfordshire Clinical Commissioning Group (OCCG) responded as follows:

- At the local level, groups of Primary Care Networks (PCNs) can agree local initiatives, for example on mental health, loneliness. These will only include patients registered with those PCNs.
- Greater use of digital could include Skype meetings to avoid travel issues or digital monitoring systems. Those not confident with computers can be assisted to use them at GP practices or libraries.
- BOB includes three Berkshire local authority areas Berkshire West, Reading and Wokingham. The boundaries will not be so rigid – many hospitals provide services to patients across county boundaries.
- Some services will be commissioned at BOB level. There will be a lot of strategic planning at that level which will still be delivered at a local level.
- ICS contracts will be outcomes-based so that performance can be scrutinised.
- Fiona Wise was appointed Executive Lead of BOB. It is a time-limited post until 2020 to set up BOB ICS. She has experience as CEO of NHS Trusts.
- David Clayton-Smith was appointed Independent Chair. He has a commercial background having worked for Boots but has also held Chair roles for NHS Trusts.
- A meeting is being set up with the Chairs and Deputy Chairs of HOSCs in the areas covered.
- It is expected that all parts of the country will be covered by an ICS by 2021. Some have been more successful than others so far, but they can learn from each other to avoid major differences in performance.
- Examples of successes include:
  - Gloucestershire provided an extra 100,000 GP appointments.
  - Dorset developed a single care record.



- West Yorkshire achieved a reduction of admissions related to heart disease.
- Early adopters of ICS have reported how it broke down barriers and enabled them to work together, for example on services for frail elderly.
- Oxfordshire already has a very large pooled budget separate from ICS and has led the way in this thinking.
- ICS will not necessarily mean more privatisation. It is about delivering better outcomes. Streamlining is not new.
- The CCGs will have to publicly consult on the proposed merger and the final decision remains with each CCG. OCCG will start with a public engagement programme which will be incorporated into the consultation.
- There will not be a single budget for ICS. It provides an opportunity to use existing budgets more effectively. There may be a Green Paper in future to go further than that but for now there is no single budget.
- The question of NHS Continuing Healthcare budgets needs to be worked through. The budget remains in the Integrated Care Partnership (ICP) in Oxfordshire. People who may meet the criteria can be referred to Oxford Health. There is a right of appeal and the percentage of successful appeals in Oxfordshire is below the national average.
- Any ICS recommendations at this point still need to be agreed by the CCGs. If the CCGs merge, then the decisions will be made at BOB level.
- ICS does not change the statutory obligations for local authorities. OCC will still hold it to account for activities in Oxfordshire. A meeting is being planned with HOSC.
- BOB ICS published its interim report in September. It has already been discussed at the Oxfordshire Health and Wellbeing Board (HWB).
- Health inequality issues are better addressed at the PCN level. Oxfordshire has local health prevention plans and is gathering data at a local level.
- Delayed Transfer of Care (DTC) will be discussed in more detail at the November Performance Scrutiny Committee meeting. Oxfordshire's record is the fourth worst in the country. It is not due to lack of money but the money being spent in the wrong place.
- Since 1 July 2019 all of Oxfordshire has been covered by the 19 PCNs formed. The map can be shared. They are based on GP practices. It has not been worked out yet how PCNs will relate to each other – the CCG wants them to decide for themselves.
- The ambition is to have a digital strategy across BOB – like Dorset – but there are governance issues.

It was agreed that work needs to be done to clarify how scrutiny and accountability of BOB will work - how it relates to HOSC and the HWB.

Stephen Chandler offered to answer some of the questions on DTCs and contracts in writing.

In summary the Committee's main concerns are:

- How to scrutinise at BOB level. There is concern that the local voice is not being heard. People go to their elected representatives if they have a problem but how can their councillors take the issues forward?

- Pooled budgets are difficult to scrutinise. There are concerns that Oxfordshire might end up propping up other areas financially.
- Some Oxfordshire residents have to use services in adjoining counties and how can their councillors represent them in those cases?
- Those who are not confident with digital systems need to be considered in the digital strategy.

..... in the Chair

Date of signing ..... 20

Division(s): All

## **PERFORMANCE SCRUTINY COMMITTEE**

**7 November 2019**

### **Business Management and Monitoring Report – September 2019**

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

#### **RECOMMENDATION**

- 1. The Committee is RECOMMENDED to note the report and consider any matters for future attention by the Committee.**

#### **Introduction**

2. The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan from 1 September to 30 September.
3. The report at Appendix 1 will be considered at Cabinet's 19<sup>th</sup> November meeting.

#### **Executive summary**

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

#### **Performance Highlights – September**

8. The quality of our adult social care providers remains high at 92% being rated good or outstanding compared to 84% nationally. This is a 2% increase since the last report to the Committee in July.

9. Our advice to residents on scams has increased significantly in the first quarter of the year (April-June) and this includes following up on referrals from our Adult Social Care teams.
10. The number of environmental volunteer hours recorded by Oxfordshire's Community Action Groups was 51,066 hours during 2018-19. Activities ranged from creating community gardens, tackling food waste and sustainable fashion, running repair shops and cafes to bring broken bikes and electrical items back into use, and developing community energy projects.
11. Numbers of vulnerable children and adults supported to live more independent lives by Safe and Well visits have risen throughout the summer.
12. Our advice to residents on scams has increased significantly over the first quarter of the year (April-June). This includes following up on referrals from our Adult Social Care teams. We also held our first Junior Friends Against Scams session for 56 children as young as 8 years old.
13. To date we have diverted from landfill 98.4% of the waste generated by highway maintenance, demolition and excavation. This is above our target (90%) and supports our efforts to protect the environment.
14. The number of children needing a formal social care assessment (6,916 to date) is below similar authority rates as the levels of early help increases, and practice improvements are introduced.
15. The Trading Standards team continues to perform strongly. Our interventions and support to Oxfordshire businesses include weighing machine verifications, following up on consumer complaints, and advising retailers on the prevention of knife sales to young people.

### **Areas for Improvement – September**

16. Two indicators remain assessed as 'Red' – off target – for September as they were in August:
17. The indicator for the timeliness of assessments for children and young people with Special Education Needs and Disabilities remains Red due to exceptionally high levels of demand. However, the month did see an increase in assessments completed on time, rising from 42% to 59%, and in the last 12 months 54% of Education, Health and Care Plans have been completed on time compared to 58% nationally. A robust action plan is in place to improve the service's performance and our restructuring programme will ensure that we are in a better place in the long-term to meet future demands.
18. Rates of delayed transfers of care remain stubbornly high and our system is currently rated 147th out of 149 upper tier and unitary councils. A review of activities associated with improvements is underway and will be detailed in future reports.

19. The number of children's cases held by permanent staff has dropped slightly this month, caused by a small change in what is recorded as 'a case' following the introduction of a new IT system. The relevant indicator has been assessed as Amber, having been Green in August's report. Once work to review all cases – following the migration of all records onto the new system – has completed, performance is expected to improve and return to previous levels.

### **Risk management**

20. The report contains (at Annex B) information summarising the Council's risk management activities. It also presents the Council's Leadership Risk Register. Leadership risks are those which are significant in size or duration and would impact on the performance of the Council as a whole, in particular the delivery of its strategic priorities.

21. The Leadership Risk Register is managed by Chief Executive's Direct Reports. Risks are reviewed each month and any updates will be included in Business Management and Monitoring Reports.

### **Financial Position**

22. Based on expenditure to the end of September 2019, there is a forecast directorate overspend of £2.8m.

23. General Balances are forecast to be £22.6m at 31 March 2020. This is £3.3m higher than the risk assessed level of £19.3m as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. This position assumes that the £2.8m forecast Directorate overspend is not managed and is offset by using part of the unallocated corporate contingency of £3.7m.

19 October 2019

**Report by:** Claire Taylor, Corporate Director for Customers and Organisational Development

**Contact Officer:** Steven Fairhurst Jones, Corporate Performance and Risk Manager  
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Appendix 1: Cabinet paper – Business Management and Monitoring Report – September

**Cabinet – 19 November 2019**

## **BUSINESS MANAGEMENT & MONITORING REPORT**

**September 2019**

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

### **RECOMMENDATION**

1. The Cabinet is **RECOMMENDED** to:
  - (a) note the contents of this report;
  - (b) approve the virements set out in Annex C – 2a and note the virements set out in Annex C – 2b;
  - (c) Approve the new reserve for the Family Safeguarding Plus Model project as set out in Annex C.

### **Executive Summary**

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

### **Introduction**

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness. This report sets out the Council's activities from 1–30 September 2019.
4. These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next three years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.<sup>1</sup>

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

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

6. The report summarises performance, risk, human resources and finance. This reflects the Council's commitment to transparency and improved performance management. Further performance information is provided in three annexes:
  - Annex A: performance
  - Annex B: risk
  - Annex C: finance
7. A new Risk and Opportunities Management Strategy was approved by Cabinet for adoption on 15 October. The Council's new Leadership Risk Register is included in this report in Annex B.

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

8. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions.
9. 48 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards those ambitions, is called the Outcomes Framework.
10. The Outcomes Framework is the tool which enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.
11. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help to show progress in these areas. These outcomes and indicators are not given a RAG rating but are shaded grey. The measures which support them are marked as “no target set” – that is, not assessed.
12. In this report all but two of the indicators for which RAG assessments have been made are rated either Green or Amber. This continues our positive start to the year. No additional outcomes are considered at risk of becoming Red in the next reporting period (October).
13. Each month we use the snapshot tables below to indicate the main areas of change since the previous report. In this report there is one significant change to highlight. The indicator “number of children's cases held by permanent staff” has been assessed as Amber during September, having been assessed as Green in August's report. This change is based on below-target rates of performance in both supporting measures. While one of the two measures has improved during

the month (percentage of staff with caseloads at the agreed level) the other measure (number of cases held by permanent staff) has deteriorated. We expect both performance rates to rise during the next quarter (October-December).

14. Broadly, performance during September remains strong. The exceptions are the two indicators reported as Red (off target) this month, which were also reported as Red in recent reports:
  - a. The indicator “Number of people delayed leaving hospital awaiting social care” remains assessed as Red in September. This is due to difficulties around home care, reablement and recruitment and retention of care staff. We continue to work with the provider of reablement services on our agreed action plan, particularly addressing efficiency, staff development and management oversight. We expect this to bring an improvement in performance rate by the end of the year.
  - b. The indicator “Timeliness of completing Education, Health and Care Plans” remains assessed as Red in September. This is due to exceptionally high levels of demand. An action plan is in place, with a restructuring programme addressing long-term demand pressures. We will review our action plan in light of the outcome of Ofsted’s inspection of our SEND services.
  
15. The information below provides a snapshot of progress towards Corporate Plan outcomes in September 2019, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

### Performance highlights

- The quality of our adult social care providers remains high, with 92% of providers rated good or outstanding compared to 84% nationally. This is up from 90% in the previous report. No social care providers in Oxfordshire are rated inadequate
- As part of the partnership between Oxfordshire County Council and Cherwell District Council, we aim to listen to residents and deliver better value for money. Both councils are undertaking a consultation about how we can simplify local regulatory systems for food standards and environmental health. If the services are brought together, this will streamline services and benefit local businesses.

### Performance summary

OUTCOMES	INDICATORS	RAG	Change since last month
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	Amber	No change
	Rates of customer satisfaction	Amber	No change



OUTCOMES	INDICATORS	RAG	Change since last month
Our services improve and deliver value for money	Value for money through effective use of resources	Amber	No change
	Improvement following external inspection/audit	Green	No change
The use of our assets is maximised	Progress with One Public Estate Programme	Green	No change



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

### Performance highlights

- Numbers of vulnerable children and adults supported to live more independent lives by Safe and Well visits have risen throughout the summer.
- Our advice to residents on scams has increased significantly over the first quarter of the year (April-June). This includes following up on referrals from our Adult Social Care teams. We also held our first Junior Friends Against Scams session for 56 children as young as 8 years old.
- The Council supports Oxfordshire's Community Action Groups (CAG), 65 groups across the county at the forefront of community action on a range of environmental and social issues. CAG reports each September for the previous year (18-19) and has recorded 51,066 environmental volunteer hours in that period from the events and activities run by the network's groups. Activities ranged from creating community gardens, tackling food waste and sustainable fashion, running repair shops and cafes to bring broken bikes and electrical items back into use, and developing community energy projects.

### Performance summary

OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Green	No change



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

### Performance highlights

- To date we have diverted from landfill 98.4% of the waste generated by highway maintenance, demolition and excavation. This is above our target (90%) and supports our efforts to protect the environment.

- Work to increase capacity at a key junction to the Harwell campus continued in September. The upgrade to the junction on the A4185 will improve access to the science, innovation, technology and business campus and will help to deliver a number of schemes as part of the City Deal funding from the Department of Transport in the Science Vale area.

### Performance summary

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



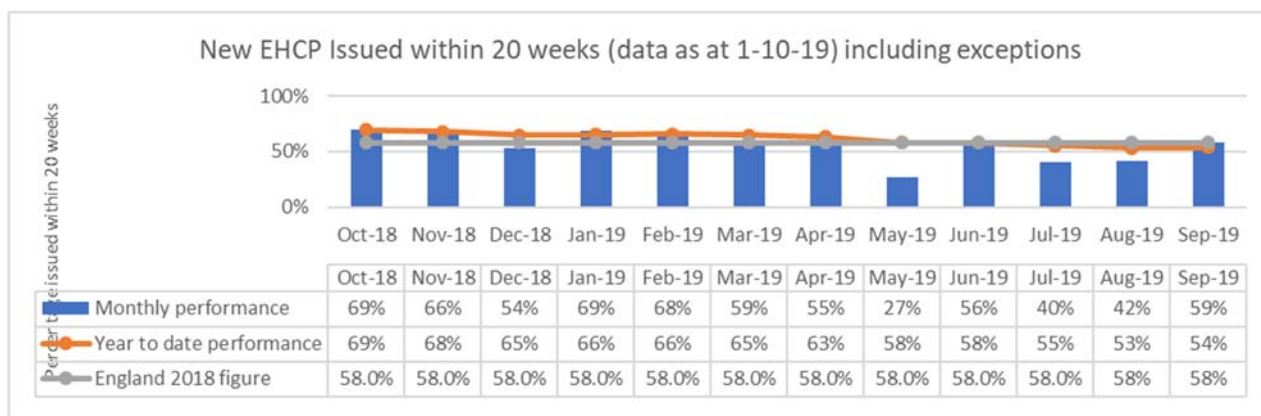
**We strive to give every child a good start in life and protect everyone from neglect**

### Performance highlights

- The number of children needing a formal social care assessment (6,916 to date) is below similar authority rates as the levels of early help increases, and practice improvements are introduced.

### Areas for improvement

- The indicator “Timeliness of completing Education, Health and Care Plans” remains Red in September. However, the month did see an increase in assessments completed on time, rising from 42% to 59%. Monthly rates for the year to date are shown in the graph below. In the last 12 months 54% of EHCPs have been completed on time compared to 58% nationally. At the end of September 2019 there were 258 open EHCP requests of which 11 (under 5% of the caseload) had been open for more than 20 weeks. 768 initial requests for an assessment had been received between January and September 2019 compared with 567 in the same period last year (up 35%). A robust action plan is in place to improve the service’s performance. Our restructuring programme will ensure that we are in a better place in the long-term to meet future demands.



- The number of all children’s cases held by permanent staff has dropped slightly this month, caused by a small change in what is recorded as ‘a case’ following the introduction of a new IT system. Once work to review all cases – following the migration of all records onto the new system – has completed, performance is expected to improve and return to previous levels.

### Performance summary

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



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

### Performance highlights

- The quality of our adult social care providers remains high, with 92% of providers rated good or outstanding compared to 84% nationally. No social care providers in Oxfordshire are rated inadequate.
- A third (33%) of people we support receive a direct payment to organise their own care. This is compared to 28% nationally. This supports people to live independently and to have control over their own care.
- Oxfordshire is considered a national leader in adult safeguarding, through ‘Making Safeguarding Personal’. This involves working with people to understand the outcomes they want following a safeguarding concern. In Oxfordshire over 90% of people are defining the outcomes they want from the

raising of a safeguarding concern giving them greater control over the outcomes expected. Over 95% of people are satisfied with the outcomes they experience.

### Areas for improvement

- Delayed transfers of care remain stubbornly high and our system is currently rated 147th out of 149 upper tier and unitary councils. A review of activities associated with improvements is underway and will be detailed in future reports.

### Performance summary

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



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

### Performance highlights

- The Trading Standards team continues to perform strongly. Our interventions and support to Oxfordshire businesses include weighing machine verifications, following up on consumer complaints, and advising retailers on the prevention of knife sales to young people.
- The Council is committed to supporting people to get started in their careers. To date this year we have enrolled 53 new apprentices into the Council's workforce, in professions ranging from planning to business administration and legal services.

### Performance summary

OUTCOMES	INDICATORS	RAG	Change since last month
Strong investment and infrastructure are secured	Level of investment attracted	Amber	No change
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of transport connectivity	Amber	No change
	Level of access to online and digital services	Green	No change

### Managing risk

16. The Council's new Risk and Opportunities Management Strategy was approved by Cabinet on 15 October. The new Strategy sets the context for reporting on our management of risk at operational (i.e. service-specific) and strategic levels.

This will support our ongoing work to improve risk management activities across the Council, both for threats and opportunities.

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

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

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score
1	Demand management	10	10
2	Safeguarding of vulnerable adults and children	15	10
3	Growth Deal	15	15
4	Local resilience, community resilience, cohesion	4	2
5	Management of partnerships (non-commercial)	8	6
6	Supply chain management	8	8
7	Delivery of statutory duties	12	4
8	Corporate governance	4	2
9	Workforce management	12	6
10	Organisational Change and Service Design	16	8
11	Financial resilience	15	10
12	Property and assets (maintenance cost)	12	8
13	Health and safety	12	8
14	Business continuity and recovery	6	4
15	Cyber security	16	12
16	ICT Infrastructure	12	8

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

## Summary of the Council's financial position

20. Based on expenditure to the end of September 2019, there is a forecast directorate overspend of **£2.8m**. As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of **£2.2m** from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.

Directorate	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance September 2019/20	Forecast Outturn Variance 2019/20	Forecast Outturn Variance August 2019/20
	£m	£m	£m	%	
Children's Services	117.8	120.2	+2.4	2.0%	+1.6
Adult Services	184.0	184.4	+0.4	0.2%	+1.8
Communities	113.3	113.3	0.0	0.0%	0.0
Resources	28.8	28.8	0.0	0.0%	+0.6
<b>Total Directorate Position</b>	<b>443.9</b>	<b>446.7</b>	<b>+2.8</b>	<b>0.6%</b>	<b>+4.0</b>
Strategic Measures	-443.9	-443.9	0.0	0.0%	0.0
<b>Overall Surplus/Deficit</b>	<b>0.0</b>	<b>2.8</b>	<b>+2.8</b>		<b>+4.0</b>

21. There continues to be a forecast overspend of between **£12.0m** to **£14.0m** against the in-year High Needs Block Dedicated Schools Grant (DSG). Earlier in October, the Department for Education launched a consultation on changing the conditions of grant and regulations applying to the DSG, to clarify that it is a ring-fenced specific grant separate from the general funding of local authorities. It also clarifies that any deficit an authority may have on its DSG account is expected to be carried forward and should not be covered by the authority's general reserves. The Government will make a decision on the proposed changes, in time to inform the setting of local authorities' budgets for the financial year 2020/21.

22. See Annex C for further details and commentary.

CLAIRE TAYLOR

Corporate Director for Customers and  
Organisational Development

LORNA BAXTER

Director of Finance

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ANNEX A – PERFORMANCE DASHBOARDS – to 30 SEPTEMBER 2019

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	AMBER	↑	% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	41% (Aug '19)	Summer '18 to Summer '19 average was 46.5%. The latest available figure (for August) is up from that previously reported (31% in May).
				% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	61% (Aug '19)	Summer '18 to Summer '19 average was 55%. The latest available figure (for August) is up from that previously reported (56% in May).
				To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sept '19)	The Ombudsman's annual report statistics, reported to the Audit and Governance Committee on 11 September 2019, showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints. The reporting period covers April 2018 – March 2019 and the next update will be in September 2020.
	Rates of customer satisfaction	AMBER	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	51% (May 19)	Summer '18 to Summer '19 average was 34.5%. The latest available figure (for August) is up from that previously reported (48% in May).
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	77%	77% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	117%	<b>115%</b> - The current forecast for general balances at 31 March 2020 is £22.6m. This is £3.3m higher than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	0k	Reserves are forecast to be £65.4m at 31 March 2019. There has been no change to the use of reserves this month.
				Total Directorate outturn variation	=< 1% variation	0.6%	Based on expenditure to the end of September 2019, there is a forecast directorate overspend of <b>£2.8m</b> . As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of <b>£2.2m</b> from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.
				Total outturn variation	0%	0.0%	£3.7m of the Corporate Contingency is currently unallocated it may be possible to use this to offset the directorate forecast overspend of £2.8m.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection/audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	On track	We continue to work towards the agreed actions from our HMICFRS inspection report.
The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	92%		92% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the council.			
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Projects are progressing. Initial studies on two projects are nearing completion.

**WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY**

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	3,080	4,127	This quarter has seen a significant increase (over double the amount) in the number of people receiving advice on scams and the prevention of financial abuse, with the team taking part in several well attended public events over the summer. More scam victims have also been directly assisted, with the team following up referrals from Adult Social Care and from the National Trading Standards Scams Team. OFRS has planned fire safety visits to all Gypsy and Traveller sites during 2019/20. About a quarter have been done so far. We are on track with the number of people who have received a Safe and Well visit, having caught up from Q1 when there was a lag in reporting.
			Number of children better educated to live safer and healthier lives	6,676	71,853	In September we held our first Junior Friends Against Scams session involving 56 people. This is a new initiative of the National Trading Standards Scams Team, extending Friends Against Scams to young people (8+). We will continue to test this programme locally, with a view of offering it as a programme to local schools and youth groups. OFRS attended the Countryfile Live show in August boosting our fire prevention figures tremendously. OFRS continues to hold Fire Cadet sessions and these have been well attended during term time. We are really pleased to have already reached our target for work experience placements (five already this year, the annual target is four).
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	533	316	There were 14 fatalities from road traffic collisions by the end of Q2 (September), slightly over target but the same as this time last year. September saw four fatalities of which two were motorcyclists and three were aged over 60. These two at risk groups are both part of our current annual education activities where we work closely with our partners and use national campaign frameworks. Co-responding ceased in all but one of OFRS's fire stations (Thame) from September 2017 due to National pay negotiations and the National position is still not clear. There has been one fire fatality this year. All fire fatalities are fully investigated by OFRS in partnership with the service's prevention teams to fully understand the causes and interaction with the occupier/fatality.
			% of emergency call attendances made within 11 minutes	80%	90.96%	The response times to emergency calls continue in line with OFRS's expectations. This quarter's figures (Jul-Sep) are slightly higher than at the same time last year.
			% of emergency call attendances made within 14 minutes	95%	97.87%	
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	84%	84.4%	Our first quarter (Apr-Jun) targets have been exceeded. Quarter 2 data (Jul-Sep) will be available by 5th November 2019.
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	41.6%	42%	
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3460	Although currently reported figure shows 3460 please note that this equates to 5 Four Week Quits short of the target rate: the target will be reached when late data for this quarter is received along with Q2 data (Dec 2019).
			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%	10.0%	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%	50.6%	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.	>38.6%	52.7%	We continue to exceed local targets and England averages	
	Proportion of people walking & cycling	GREEN	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey	Cycling 634,000 Walking 3,000,000	604,000 2,941,000	The targets represent annual increases over the baseline of 5% (cycling) and 2% (walking). We are reviewing whether the final 2017/18 data is complete and will update accordingly in October's report.
People play an active part in their communities Page 27	Rates of volunteering	GREY	-	Number of environmental volunteer hours generated through County Council activities	No target set	52,850 hours (18-19)	This is an annual measure, next due to be reported in April 2020. In 2018/19 Thames Valley Environmental Records Centre activities generated 1,264 hours of volunteer time and the Lower Windrush Valley Project 520 hours. Oxfordshire's Community Action Groups report in September for the year preceding (18-19) and have recorded 51,066 volunteer hours from the events and activities being run by the groups that are part of this network.
				Number of volunteer hours contributed to library, museum & history services		3,458 hours in September	
	Prevalence of services provided by communities	GREY	-	Number of town or parish councils with devolved service responsibilities	No target set	127	As at 30 <sup>th</sup> September, there is a total of 127 agreements with town or parish councils, and additionally 4 with district councils. Devolution of services is proactively being promoted and it is expected that the number of agency agreements will gradually increase and diversify.
				% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services			

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN ↑	A and B Classified road network where carriageway maintenance should be considered	33%	Not yet available	This figure is collected on an annual basis. The 2019/20 condition survey is now complete. Data loading is in progress and results of the survey are expected to be available by the end of November 2019.
			Defects posing immediate risk of injury are repaired within 24 hours	100%	100%	Cumulative rate and covers all defects April to August. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.93%	Cumulative rate and covers all defects April to August. (Data is reported one month in arrears.)
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 27% Closed without action: 59% Remaining open: 14%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in August was 568. Of these: <ul style="list-style-type: none"> <li>155 (27%) are now repaired.</li> <li>336 (59%) were closed without action. This may be because the fault was below our intervention threshold, or the reported issue was not the responsibility of the council.</li> <li>63 (12%) are still awaiting a decision from officers.</li> <li>14 (2%) are waiting for Skanska to repair.</li> </ul> This information is reported in arrears to enable inclusion of full month activity.
			Km of total highway network resurfaced as % of total	0.6%	2.16%	99.76% of the programme has been delivered as at 30 <sup>th</sup> September. This programme has delivered a total value of 2.16% of the whole network. We are on target to deliver 2.18% of the network with the remainder of the programme. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection, therefore will need to be reviewed in light of the expected budget for the coming years.
	% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.4%	Rate is the average for April to August. (Data is reported one month in arrears.)		
	Funding secured through planning obligations	GREEN ↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	75%	4 new agreements were completed during September, one of which was completed outside of the 6 month target
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	99%	In September we secured (through s.106 agreements) various developer contributions associated with specific development applications. These potential contributions (to be paid when developments progress) amounted to 99% of the overall funds we sought when consulted by District Councils on the corresponding planning applications.
	Levels of public transport use	GREEN ↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> <li>Bus journeys</li> <li>Bus use per head</li> </ul> Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> <li>Satisfaction with overall journey</li> </ul> Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	34.8m	34.5m	Bus targets represent a 1% annual increase in millions of journeys taken. The next bus and rail surveys will take place in Autumn and December: outcomes will be known in Spring 2020
				36.2	35.8	
93%				92%	-	
			21.6m	20.6m	Rail target represents a 5% annual increase in millions of journeys taken (based on 10% increase between 2017 and 2018)	

	Rates of access to cultural services	GREEN	↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% annual increase	See right	On track to achieve 5% annual increase. Benchmarking is being established quarterly during 2019/20. Attendance at Library Services 2019 quarter 2 (Jul-Sep) programs increased by 23% over 2018 quarter 2. The Museum Service and History Centre activities are presented on an annual program, and the services performance indicator provides for that annual comparison.
				Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	The 2018/19 CIPFA benchmarking comparison data is due to be available in November 2019.
Page 29 Our local environment is protected	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	73%	111 Major Planning applications were received this month: this is significantly up from five months. This is first time we have seen performance percentage over 70% since March. The team completed 102 responses in September.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	One planning application was determined in September and this was within target. Year to date = 18 out of 18 within target.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	Not yet available	2018/19 annual emissions data is being processed. We expect the figures to be published in Q3.
	Levels of energy use	GREEN	↑	% of streetlights fitted with LED lanterns by March 2020	22%	20.72%	As at 30 <sup>th</sup> September, 12,355 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 20.72% of the total street lighting assets.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	(100%)	(100%)	Percentages refer to progress towards the adoption of new standards, not implementation of fleet improvements. Taxi emissions standards were adopted by Oxford City in Jan 2019
					100%	80%	Bus Euro 6 LEZ was agreed by city and county in June. An application to the Traffic Commissioner for implementation is in progress. Formal consultation on the 'Red Zone' element of the programme is due in Autumn 2019. Initial work is under way on the Green Zone' element.
	Proportion of household waste re-used, recycled or composted	GREEN	↔	% of household waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 28.99% b) 29.72% c) 0.28% Total 58.99%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils. The forecast end of year position is slightly below target, as recycling rates are plateauing with a change in residents' behaviour. It is anticipated that the level of recycling will continue to drop without investment to influence this trend.
% of household waste sent to landfill. Reported performance is the forecasted end of year position.					under 5%	3.6%	On track at the end of August. A target of under 3% by 2020 is proposed in the County's Joint Municipal Waste Management Strategy. The Council are continuing to investigate ways to deliver against this.
% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.					59%	58.95%	Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of the HWRC sites.
% of people satisfied with Oxfordshire Household Waste Recycling Centres					95%	96.3%	This survey is completed once per year. The next is due in March 2020.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life Page 30	Prevalence of healthy children	AMBER ↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	75%	Many factors have impacted negatively on this measure including missing midwifery notifications, patient choice, staff vacancies and babies being born early.
			Percentage of births that have received a face to face New Birth Visit	95%	98.70%	This indicator continues to perform well.
			Percentage of children who received a 12-month review	93%	90%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.7%. The vacancy rate affects performance locally: this will lessen when the student health visitors graduate from Oxford Brookes University
			Percentage of children who received a 2-2½ year review	93%	88.90%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 77.7%. The vacancy rate affects performance locally: this will lessen when the student health visitors graduate from Oxford Brookes University
			Babies breastfed at 6-8 weeks of age	60%	61.50%	Performance remains strong and well above the England average
			% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.50%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN ↔	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	95%	Data to term 4 (Easter 2019): 10,357 places taken up, out of forecast number of 10,864 3 and 4 year olds.
	Number of looked after children	AMBER ↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	788	Small increase in numbers. Rated Amber because of the volatility of the number and its impact on budget and workload
	Numbers of children's social care assessments	GREEN ↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1,670	Figure for last 12 months.
			Not to exceed the level of social care assessments in 2018-19	6,250	6,916	Figure is projected based on activity so far this year. The last 6 weeks have all been above the weekly target. Annual rate still below that of similar authorities
	Number of children the subject of protection plans	AMBER ↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	649	Although the figure is higher than target it is considerably lower than this time last year and dropped in the last month. Underlying trend remains positive.
	Number of children's cases held by permanent staff	AMBER ↑	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	67%	The introduction of a new IT system has caused these percentages to drop (see page 6). Post migration work has yet to be concluded and will rectify this in the quarter.
Invest in the workforce so that by March 2020 80% of cases are held by permanent staff			80%	78%		
Children are able to reach their potential	% of children with a place at their 1 <sup>st</sup> preference school	GREY -	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
			% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREY -	% of children attending primary schools rated good/outstanding by Ofsted	No target set	85.1%	-
			% of children attending secondary schools rated good/outstanding by Ofsted		87.0%	-
Children missing education	AMBER ↔	Persistent absence rates in primary schools (%)	6.8%	7.2%	The education service is actively providing support and challenge to school. The Engagement Board has focused on persistent absence through the	

		E R		Persistent absence rates in secondary schools (%)	12.2%	13.9%	introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot.	
				Reduction in permanent exclusions to 44 or fewer	< 44	59	Although exclusions are higher than the target, relative performance is good. Last year the number of permanent exclusions rose by 3 (69 to 72). This needs to be seen in the light of a 25% national increase since 2013 as reported by The Children's Commissioner.  We are re-commissioning alternative provision to reflect the needs of children / young people, parents and schools locally.  Targets are currently being reviewed for this academic year based on latest local and national data	
	Levels of educational attainment	G R E E N	↔		KS2: % of pupils reaching expected standard in reading, writing, maths	65%	-	Annual only measures. Finalised information for KS2 will be available in October 2019, and for KS4 in January 2020.
					KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0		
					KS4: average attainment 8 score per pupil	48.2		
					KS4: average progress score	0.07		
					KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%		
					16-18: average point score per pupil (A level)	No target set		
					16-18: average point score per pupil (Applied General students)			
	Timeliness of completing Education, Health and Care Plans	R E D	↑		Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020	75%	47%	75% is the target for the year, So far 47% of completed EHCPs have been within 20 weeks (55%; April; 27% May; 56% June; 41% July, 42% August and 59% in September). There has been a 35% increase in requests for assessments compared to the same time last year.

**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	Number of home care hours purchased	AMBER	↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,649	Figures again dropped and are now 5% below target. Home Care 2020 project reviewing the way we commission and purchase care which will help stabilise market. The drop in home care hours is partly offset by the high level of direct payments which allow service users alternative ways to meet their care needs
	Number of hours of reablement delivered	AMBER	↔	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,292	Average figures for first 6 months of year are 8% below contract levels. Also, individual people are each receiving more care than predicted which means less people can access the service. Action plan in place.
	Number of people with control over their care	GREEN	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
				% of people with safeguarding concerns who define the outcomes they want	> 90%	96%	-
				% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	33%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	RED	↔	Reduce the number of people delayed in hospital awaiting social care	6	8.3	Latest national figures for August (8.18) are worse than the target but marginally better than last month (11.2). Local figures for September have dropped to 6 which is ahead of the target
				Reduce the number of people delayed in hospital awaiting both health and social care	26	55.8	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest national figures for August were 55.6. Local figures for August have dropped to 43. An action plan is in place with the provider of reablement to deliver the required improvement. This is overseen by both the council and the clinical commissioning group.
Proportion of older people supported in the community	AMBER	↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.9%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above	
Homes and places support independent living	GREEN	↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	Market position statement on extra care housing produced and to be published by September. Target changed to reflect the statement.	
			Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	>76%	91%	-	

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY		
Strong investment and infrastructure are secured	Level of investment attracted	AMBER	↑	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a “good” condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial growth has been lower than expected. This is currently affecting the available budget in future years	
				We participate in 20 innovation funding bids to support the Smart Oxford programme	20	12	We have submitted 12 bids to date. In July we had announcements of success in 3 bids – 2 in Electric Vehicle charging innovation and 1 related to Air Quality and dynamic road management.	
				Businesses given support by Trading Standards interventions/fire risk inspections	1,709	2,333	The Trading Standards team continue with a strong performance against target with 781 business interventions, having already achieved the annual target. It has included a significant number of weighing machine verifications, as well as contact with traders as we follow-up on consumer complaints and further advice visits to prevent the sale of knives to young people. Our fire safety team continue to be on track with the number of fire safety audits completed. This is despite half of the team still being in development stage, and several audits can take weeks to complete due to legal cases leading to prosecution.	
				% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes. Next update will be provided in October’s report.	
		Level of infrastructure investment required	GREEN	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We have initiated development of this measure, which will be defined during the 3 <sup>rd</sup> quarter of the year (Oct-Dec).
	Number of new homes	AMBER	↑		We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire. The RAG remains Amber due to level of risk emerging if SODC withdraw their Local Plan
					We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast for the number of affordable homes is currently below target as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can delivery as part of their existing projects/ Work is ongoing to understand how this can be improved during the remainder of the year.
	Levels of disruption to journeys	AMBER	↑		Failed utility inspections no higher than 15%	<15%	33%	The failure rate of works undertaken by utilities has increased from 21% in August to 33% in September. This has been addressed at Highway Authority and Utilities Committee and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans. The Council is moving to becoming a Permit Authority, which will give us greater powers of scrutiny and challenge. We expect this to bring an improvement in performance during quarter 3. Improvement Notices will

						be served on companies with category B/C failure rates higher than 10% within a 3 month period.	
	Level of transport connectivity	AMBER	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will progress this in 2019-20 including work to determine the correct measure. This needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality. A proposal is due to be worked up in partnership with bus operators as part of developing a shared vision and strategy for buses to inform development of the Council's updated Local Transport & Connectivity Plan for initial consultation later in the business year.
	Level of access to online and digital services	GREEN	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	77,533	We continue to progress well towards these targets. Updated quarterly figures will be provided in the October report.
The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband				97.5%	97.1%		
The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> <li>At least Basic Broadband (at least 2Mb/s)</li> <li>OFCOM 'acceptable' broadband (10Mb/s)</li> </ul>				<0.3% <1.2%	0.3% 1.17%		
Local businesses grow and provide employment 34	Employment rates	GREY	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	No target set	See right	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
	Business numbers	GREY	-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)		See right	Dec 2018 figures (next ONS update due in November 2019): Business births: 3,450 in 2017 (down 4% on 2016); business deaths: 3,130 in 2017 (down 2% on 2016). Business survivals: 48.7% surviving 5 years later (was 49.3%).
	Numbers of apprenticeships	GREY	-	Number of apprenticeships employed by the County Council and maintained schools	No target set	53	Since 1 April we have enrolled 53 new apprentices. At the end of September the total number of apprentices employed was 159.
	Levels of workforce	GREY	-	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	No target set	See right	End of September 2019: 4086.77 FTE
				Total spend on agency staff		See right	End of quarter 2 (September 2019): £3,961,075



## **ANNEX B – RISK**

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

## Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
1	<b>Demand management</b>	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics and growth, leading to more requests for children's services, adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets	Phil Dart and Lucy Butler	5	2	10	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Business as usual - all services are tasked with managing activities within allocated budgets Transformation - reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector	5	2	10	Continue existing controls – ongoing work with partner agencies, voluntary sector and community to deliver effective early help and preventative service options. The next phase of Transformation must concentrate on managing demand and in particular supporting directly provided services and those that we commission, to develop a more preventative approach.	Ongoing		13/10/2019
2	<b>Safeguarding of vulnerable adults and children</b>	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection.	Potentially devastating impact to an adult, child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Lucy Butler & Stephen Chandler	5	3	15	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored monthly by CEF Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries. Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.	5	2	10	Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework.	Ongoing		15/10/2019
3	<b>Growth Deal</b>	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved	Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Simon Furlong	5	3	15	The overall Housing and Growth Deal programme is managed through the Growth Deal core team and governed through the HGD Programme Board. All programme management information provides a degree of risk control, including: Benefit map realisation Change management Programme framework Programme plans and reporting Live actions log	5	3	15	Resources are being mobilised from across the organisation to increase capacity to deliver against the growth deal schemes. In addition we have allocated a Director to focus on the OCC Infrastructure Delivery which will address the senior management capacity challenges. The remit of this role is to focus on delivering the capital programme and establishing the appropriate internal processes to speed up delivery. This includes the establishment of a Programme Management Office function and new governance structure to deal with the volume of schemes that are now in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. This will be in place by Spring 2020. The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020	March 2020	Existing programme management provides a degree of control over this risk and further mitigating actions are being implemented over the next 6 months to further reduce the likelihood of the risk occurring	16/10/2019
4	<b>Local resilience, community resilience, cohesion</b>	Significant unrest due to community tensions	Broad impact on Council's ability to deliver services if disruption affects particular locations, customers or staff	Simon Furlong	2	2	4	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions.	2	1	2	Continue existing controls and monitor community situations through all service contacts, Localities, Members etc.	Ongoing	Additional conversations led by Lord Lieutenant and Community Leaders with follow up meeting in December. Actions completed to ensure communication network in place to provide single consistent messaging via multiple trusted sources should it be needed.	16/10/2019

## Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
5	Management of partnerships (non-commercial)	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities	Deterioration of key relationships could reduce the Council's ability to: <ul style="list-style-type: none"> <li>• meet desired outcomes for residents,</li> <li>• achieve efficient delivery</li> <li>• take opportunities to improve services.</li> </ul> It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) <p>Failure to work effectively with the local Voluntary &amp; 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	4	2	8	<ul style="list-style-type: none"> <li>• Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges</li> <li>• Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and in some cases shared posts</li> <li>• Regular formal and informal meetings with main organisations and sector representatives</li> <li>• Participation and engagement in local partnerships, forums and project / policy development work</li> <li>• A workshop held in Sept 2019 reviewed the effectiveness of the Civilian / Military Partnership and will be taking forward recommendations</li> <li>• Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements</li> <li>• Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes.</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>• Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working</li> <li>• New working relationships with VCS and infrastructure support contract are being developed, with contract to be in place by April 2021 - procurement to start in summer 2020</li> <li>• Community development strategy and approach to be produced and implemented jointly with VCS</li> </ul>	Various		21/10/2019
6	Supply chain management	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. .	Delays to meeting service requirements or service provision.	Lorna Baxter	4	2	8	The Procurement team has awarded a contract for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Provision Cycle transformation programme will, in part, seek to improve the commercial capacity and capability of the Council through applying a Category Management approach. This approach to embed increased capability to better monitor and manage this risk, resulting in category strategies that reduce the impact of failure through establishing supply chain contingency plans and improved monitoring tools to reduce the likelihood.	Ongoing		25/09/2019
7	Delivery of statutory duties	That the Council acts unlawfully by failing to deliver statutory responsibilities	<ul style="list-style-type: none"> <li>• Litigation/judicial review</li> <li>• Financial penalties - Local Government Ombudsman/Regulators/Central Government</li> <li>• Damages liability to residents and commercial counterparties</li> <li>• Central Government intervention</li> </ul>	Nick Graham	4	3	12	<ul style="list-style-type: none"> <li>• Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules)</li> <li>• Support role of Finance, Legal and Procurement</li> <li>• Audit</li> <li>• Legal Compliance and Service Plan</li> <li>• Service Level Agreements between directorates and Legal</li> </ul>	4	1	4	Ensure support functions are fully resourced	Ongoing	An action plan is in place to ensure that we are addressing our statutory duties for the Deprivation of Liberty Safeguards for adults. An action plan is in development in relation to meeting our statutory duties for children with Special Educational Needs and Disabilities.	04/10/2019
8	Corporate governance	That the Council's corporate governance is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements	Inconsistent, uncompliant or potentially unlawful actions/decisions.	Nick Graham	2	2	4	<ul style="list-style-type: none"> <li>• Council governance framework is regularly reviewed and updated by senior managers and members.</li> <li>• Constitution - updated and annually reviewed by Monitoring Officer and Full Council.</li> <li>• System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit &amp; Governance Committee, which reviews the Annual Governance Statement.</li> <li>• 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 &amp; Governance Committee.</li> </ul>	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.	Ongoing		04/10/2019
9	Workforce management	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	<ul style="list-style-type: none"> <li>• Failure to manage the workforce and develop strategic HR plans may result in the following:</li> <li>• Recruitment and retention issues</li> <li>• Increased costs of agency staff</li> <li>• Increased costs in training and development</li> <li>• Underperformance or lack of delivery</li> </ul>	Claire Taylor	3	4	12	<ul style="list-style-type: none"> <li>• On-going monitoring of issues and HR data</li> <li>• Key staff in post to address risks (e.g. strategic HR business partners, reward manager)</li> <li>• Transformation programme (service redesign element) will set out long term service requirements</li> <li>• Dedicated recruitment resource</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>• Development and adoption of sector relevant workforce plans</li> <li>• Development of new People and Organisational Development strategy</li> <li>• Development of new Learning &amp; Development strategy, including apprenticeships</li> </ul>	March 2020		25/09/2019

## Leadership Risk Register







REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
10	<b>Organisational Change and Service Design</b>	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	4	4	16	<ul style="list-style-type: none"> <li>All projects clearly identify benefits to be delivered and the long term financial implications (upfront costs and savings), supported by project plans and milestones where appropriate</li> <li>Clear financial benefits realisation articulated in all project plans, regularly monitored through monthly highlight reports and integrated with the council's business management monitoring report process</li> <li>Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services</li> <li>All project resourcing considered monthly, roles allocated and additional 3rd party support commissioned where there is a lack of internal capacity or skills</li> <li>The Joint Audit &amp; Governance and Performance Scrutiny (Transformation) Sub-Committee receives quarterly reviews of progress made, supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan</li> <li>Where joint activity is planned the Partnership Working Group review progress and delivery.</li> <li>Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery.</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Ensure that the entirety of the council's change agenda, including the current Transformation Programme is integrated into one overall programme of change that leads and informs the emerging Service and Resource Planning Process, and expand the scope of the programme where further savings are required</li> <li>Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects</li> <li>Ensure the Transformation Programme is fully aligned to, and supportive of the corporate priority setting and medium term financial planning process</li> <li>CEDR to regularly review the council's full portfolio of change projects (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members</li> </ul>	Various		29/10/2019
11	<b>Financial resilience</b>	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; or not achieving planned savings and efficiencies on time.	<p>Significant overspend at year end leading to:</p> <ul style="list-style-type: none"> <li>extensive use of general balances, taking them below their risk assessed level</li> <li>extensive use of earmarked reserves resulting in no funding available for earmarked purpose</li> <li>further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP)</li> </ul> <p>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	5	3	15	<ul style="list-style-type: none"> <li>Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</li> <li>Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service &amp; Resource Planning process</li> <li>Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones &amp; reporting</li> <li>Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks</li> <li>Service &amp; Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020</li> <li>s25 report of Chief Finance Officer</li> </ul>	5	2	10	<p>Business cases for savings when they enter the MTFP must be more robust, with more emphasis on confidence levels, timelines and project plans.</p> <p>Budget challenge sessions undertaken in September 2019 with requirement to identify budget reduction options (savings or income generation) at a minimum of 15% of net directorate budgets</p>	Ongoing		30/10/2019
12	<b>Property and assets (maintenance cost)</b>	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Simon Furlong	4	3	12	<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>	4	2	8	<p>Control activities are prioritising compliance (ie '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 may indicate additional financial pressures to bring maintenance of our assets to an acceptable condition.</p>	Ongoing		25/09/2019
13	<b>Health and safety</b>	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council.	<ul style="list-style-type: none"> <li>Unsafe services leading to injury or loss</li> <li>Breach of legislation and potential for enforcement action.</li> <li>Financial impact (compensation or improvement actions)</li> </ul>	Nick Graham	4	3	12	<ul style="list-style-type: none"> <li>H&amp;S policies and procedures have been reviewed and adopted</li> <li>Information and training programmes under way for managers and staff</li> <li>H&amp;S Governance Board maintains oversight of policy and practice</li> <li>H&amp;S Monitoring and Inspections help strengthen understanding and provisions</li> <li>Additional budget has been allocated (logged as a pressure) for rectifying all H&amp;S and compliance items across our buildings and to bring full statutory compliance</li> <li>We have established a H&amp;S and Compliance function within Property, Investment &amp; Facilities Management where the right expertise is now in-house to enable us to bring and maintain the right level of compliance in the organisation</li> </ul>	4	2	8	<p>We will provide assurance on effective controls to the H&amp;S Governance Board including:</p> <p>H&amp;S monitoring will be carried out in selected services to assess compliance. Reporting of key data and issues to Leadership Teams.</p> <p>Ensuring staff receive the necessary health and safety training.</p>	Ongoing		24/10/2019

## Leadership Risk Register





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					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
14	<b>Business continuity and recovery</b>	If Business Continuity arrangements are insufficiently robust or inconsistently applied, this could restrict our ability to maintain the delivery of services to residents the expected standard.	Significant disruption to the delivery of essential Council Services which are not recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Simon Furlong	2	3	6	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	2	2	4	Ensure all Business Continuity plans are completed, and that relevant training and exercising has been undertaken. This is being monitored by Audit and Governance with a further internal audit due in December 2019. Continued focus on delivering of effective Business Continuity Management delivered via the Extended Leadership Team and assured by the internal audit process.	Dec-19	Business Continuity Action Plan is progressing well: all plans now identified and 82% are in place. Next phase is to implement an exercising regime. Internal Audit expected in Quarter 4.	24/10/2019
15	<b>Cyber security</b>	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error	A serious and widespread attack (like Wannacy in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	4	4	16	A robust plan is in place and under continuous improvement. OCC is Public Services Network and 'Cyber Security Essentials Plus' accredited. OCC is also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.	4	3	12	As part of the IT service redesign a joint OCC/CDC Cyber Security post will be created and recruited to, to undertake: •Sole responsibility for managing security threats and prevention methods. •Working with Information Management Team to ensure implications of GDPR on data security are understood and built in •Working with partners (e.g. police) to provide awareness training so that every OCC user is aware of their role in preventing cyber threats. •Documenting processes and policy to clearly define roles, responsibilities and procedures. •Maximising the use of technology to reduce cyber risks (network, application, monitoring). •Ensuring all suppliers meet cyber security requirements for new and existing contracts.	Mar-20		17/10/2019
16	<b>ICT Infrastructure</b>	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently.	Claire Taylor	4	3	12	A successful procurement has been conducted and a supplier selected. Risk level remains the same at this stage in the project. The project's RAG rating is Green. Day to day risks are controlled by the service in partnership with the supplier.	4	2	8	The primary datacentre will be in and fully configured by the end of Q4 2019/20. The Disaster Recovery provision will also be refreshed and should be available on the same schedule.	Mar-20		29/10/2019

**ANNEX C – Forecast outturn 2019/20 at September 2019**

Key (change since last month)

 Red	 Improving
 Amber	 Stable
 Green	 Worsening

**Children's Services****£2.4m** (2.0%) forecast overspend

<p><b>Education &amp; Learning</b></p> <p><b>RAG rating</b> </p> <p><b>Direction of travel</b> </p> <p><b>Variation</b> £0.3m (1.1%) overspend</p> <p><b>Action Plan</b> Not required</p>	<p><b>£0.3m overspend</b> forecast in relation to SEN Home to School Transport. This forecast is based on current demand along with average growth seen in recent years. There remains a risk that demand will remain high in 2019/20 and increase the forecast spend in this area. To ensure the budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 has been approved which has reduced the forecast overspend from £2.5m to £0.3m.</p> <p>There is a potential pressure due to deficit balances in a school which has converted to academy status. The value is currently estimated at £0.1m and it is unlikely that this can be met from existing resources at this time.</p>
<p><b>Children's Social Care</b></p> <p><b>RAG rating</b> </p> <p><b>Direction of travel</b> </p> <p><b>Variation</b> £0.8m (2.5%) overspend</p> <p><b>Action Plan</b> Not required</p>	<p>In relation to the Unaccompanied Asylum-Seeking Children budget, following a notification from the Home Office that the funding rate for under 18 young people will be increased from 1 April 2019, it is now expected the costs of this cohort overall will be met by the grant funding available.</p> <p>An overspend of <b>£0.4m</b> is reported within the Children's Social Care teams. £0.1m of this relates to spend on young people in care within the Looked After Children teams and £0.3m in relation to staffing pressures across Children's Social Care due to increased demand. The number of Child in Need and Child Protection cases has increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining steady, but with seasonal variations. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing</p>

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

An overspend of **£0.4m** is forecast in legal costs, a result of an increase of activity across the service, work is being carried out to identify whether this can be addressed in the longer-term. This is made up of a £0.2m pressure from services provided by the internal legal services and a £0.2m pressure on external specialist advice.

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

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**Children's Social Care Countywide Services**

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

**RAG rating** ▲

**£1.2m overspend** forecast due to savings which are currently not expected to be achieved relating to third party spend. Alternative savings are being considered and an update will be provided in future reports.

**Direction of travel** ↔

**Variation** £1.3m (2.4%) overspend

Overall no variance outside of savings is currently forecast within Corporate Parenting, with overall demand relatively stable and within the assumed budget.

**Action Plan**  
Being developed

Placement mix particularly the number of residential placements, and demand need to be monitored carefully to identify any potential variances as the year progresses.

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**DSG Funded Services**

**High Needs DSG Block**

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

**RAG rating** ▲

**Direction of travel** ↔

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

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

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**Action Plan**  
SEND Sufficiency of Places Strategy approved by Cabinet


<p>in December 2018 to be supplemented by further actions currently in development</p>	<p>placed in the independent non-maintained sector, where placements are on average £0.055m per place per annum plus transport costs.</p> <p>The forecast range is currently given as there is a risk that the overspend will increase significantly due to exceptional demand for special school places, however the range has now narrowed with greater certainty as we move through the year with the majority of special school and further education college secured in the new academic year.</p>
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**Adult Services**

**£0.4m (0.2%) forecast overspend**

**Better Care Fund Pool** Combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.

**RAG rating** 

**Direction of travel**  While an improvement plan is underway, the forecast reablement activity provided through the contract with Oxford University Hospitals NHS Foundation Trust continues to be lower than budgeted. The council's share of the underspend based on current activity would be **£0.7m**, no change from the previous month.

**Variation** £0.0m (0.0%) underspend

**Action Plan** Home support capacity is broadly being maintained but the local market continues to be impacted by workforce availability. Based on current activity a forecast overspend of **£0.6m** is being reported. The forecast includes a £0.1m increase in contingency home care costs, a £0.2m increase in residential short stay costs plus a £0.2m reduction in service user contributions. Internal Day services has also increased by £0.1m which reflects the true cost of this service provision – this had previously been reported as a cost outside the pool.

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

Based on current activity, the budget for care home placements is forecast to overspend by **£1.5m**, (3.5% of the total care home budget). The increase of £0.1m from the previous month reflects a reduction in service user



contributions made towards their care. Over the year there is an increase in service user contributions being reported which is partly offsetting £1.0m of undelivered of savings linked to changes to commercial arrangements. The forecast also assumes that an estimated reduction in impairment, featured in the service and resource plan for both 18/19 and 19/20, will not happen resulting in a pressure £0.4m.

Oxfordshire Clinical Commissioning Group are the accountable body for the Better Care Fund (BCF). Based on the anticipated national increase, the total BCF for

Oxfordshire for 2019/20 was estimated to be £38.4m. £22.5m of that was assumed to be available to support Adult Social Care activity and is included in the forecast.

In July 2019 NHS England announced a 5.3% uplift in the BCF nationally and a 6.1% increase for Oxfordshire. 80% of the estimated additional funding of around £1m being passed to Oxfordshire Clinical Commissioning Group by NHS England to support this increase has been agreed to be used to meet the forecast pressure on equipment or other adult social care pressures in the pool. Confirmation of the actual amount is expected by December 2019.

Some of the £10.4m iBCF grant funding is unlikely to be spent by year end and will be redirected to support pressures in the pool.

Around half of the £1.4m held in reserves for 2019/20 Winter Pressures activity has been agreed to be used to support projects to enable hospital discharges. The remainder is available and could be used to support other urgent spend, including short stay beds.

As reported previously, £0.5m of funding has been held in reserves to support adult social care pressures since the end of 2017/18. It is proposed that this is used to fund pressures in the BCF pool. A formal recommendation on the use of this reserve will be made later in the year when the final outturn position is clearer.

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**Adults with Care and Support Needs Pool**

**RAG rating** ▲

**Direction of travel**

**Variation** £3.3m ↓  
(3.9%) overspend

**Action Plan**

Mitigated by underspends in non – pool budgets.

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

A further **£0.2m overspend** is forecast. This forecast now includes the full cost of providing the internal day service which is a £0.5m increase from last month. This had partly been reported outside the pooled budget in previous reports. The forecast reflects a £0.2m reduction in anticipated costs arising from practice forum decisions and a further £0.1m reduction as a result of changes in packages.

**£1.3m forecast overspend** relates to the social care element of placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). The increase of £0.3m since the June forecast reflects the anticipated cost of current and expected placements in 2019/20 but may change further based on activity later in the year. Work to clarify all the placements and costs, to improve the ongoing visibility to Adult Social Care, and to ensure that relevant health costs are recharged to the appropriate organisation, is continuing.

**£0.5m overspend** relates to sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.

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

Savings totalling £2.4m are built into the council's contribution to the pool in 2019/20. Plans to implement these are progressing but based on current plans **£1.2m** is still at risk of slipping to 2020/21 or not being achievable contributing to the **overspend** within the pool.

**Non-Pool Services**

**RAG rating**  

**Direction of travel**

**Variation** -£2.8m  
(-20.0%) underspend

**Action Plan**  
Not required

Unallocated on-going base budget of **£2.5m** is currently being held outside the pooled budgets. **£1.7m** is funding built into the Medium-Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.

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

A **£0.1m** budget was previously used to subsidise the employment service

All of the **£2.5m underspend** is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.

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


Within provider and support services, an estimated underspend of **£0.2m** is being reported, a £0.4m variation from the previous month. The £0.3m community support staff pressure previously reported here is now being reported within the pooled budget reflecting the true cost of the service. A review of the community support service is currently taking place. A £0.1m innovation fund budget is no longer required in this financial year as the financial commitment to this work will not begin until April 2020. The remaining £0.1m underspend relates to vacant posts within the money management team.

There are additional costs of £0.2m for the review team. This pressure is being intended to be offset against underspends held elsewhere within staffing and infrastructure. If not possible this can be funded from the £0.5m held in reserve specifically to meet financial pressures arising within Adult Social Care.

All other areas are currently reporting a breakeven position noting on-going challenges around the recruitment and sustainability of social work capacity required to support the implementation of the Medium-Term Financial Plan and on-going work.

**Commissioning**      The service is currently reporting a breakeven position.

**RAG rating** 

**Direction of travel** 

**Variation** £0.0m  
Breakeven


**Action Plan**  
Not required


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**Public Health**

**£0m (0%) breakeven position after a transfer of £0.4m to the Public Health reserve**

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**RAG rating**       The forecast position includes a **£0.2m underspend** arising as a result of staff vacancies held within the service, **£0.3m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems, this is an increase of £0.1m from the previous month, plus a further

**Direction of travel**       **£0.5m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend.



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

**Action Plan**      The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.4m.

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**Communities**


£0.0m (0.0%) forecast breakeven

<p><b>Planning &amp; Place</b></p>	<p>Although a nil variance is reported for July, the plans to develop an Integrated Delivery team for the implementation of the Growth Deal and HiF programme, may result in a material short-term revenue pressure.</p>
<p><b>RAG rating</b> </p>	
<p><b>Direction of travel</b> </p>	<p>Work is on-going to determine and value the best operating model to support the implementation of this significant programme.</p>
<p><b>Variation</b> £0.0m (0.0%) variance</p>	<p>A significant level of external income funds Growth and Place expenditure budgets, and although to date no significant issues are envisaged, there is an inherent risk associated with the volatility of this type of funding, which, if not fully realised could result in a year end overspend.</p>
<p><b>Community Operations</b></p>	<p>Although reporting a breakeven position the service is managing a number of significant uncertainties, with the potential increases in demand on highways maintenance and the historical downturn in Parking income as well as increased costs. These potential in-year pressures could be offset by further likely underspends in Waste Management, if tonnage continues to reduce.</p>
<p><b>RAG rating</b> </p>	
<p><b>Direction of travel</b> </p>	
<p><b>Variation</b> £0.0m (0.0%) underspend</p>	<p><b>£0.2m</b> pressure relates to a loss of trading income for the ITU as a result of a contract ending. There is a further risk of overspend if the unit does not realise its operational savings in the MTFP for this year.</p> <p><b>£0.2m</b> pressure relates to additional Depot Works over and above budget.</p> <p><b>£0.3m</b> pressure relates to the pension costs resulting from structural changes in Cultural Services.</p> <p><b>£0.7m</b> underspend is reported in Waste management due to early indications that tonnages in all waste streams will be lower than budgeted for.</p>

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**Property & Investment**

**RAG rating** 

**Direction of travel** 

**Variation** £0.0m  
(0.0%) variance

Although a nil variance is reported at present, the plans for reshaping the service continues, post Carillion and although this will bring about opportunities in redesigning the service, there is a risk of short-term financial pressures. This includes risk of additional pressures following the asset condition surveys in bringing the estate to a safe/appropriate level of operation.

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**Community Safety**

Nothing material to report

**RAG rating** 

**Direction of travel** 

**Variation** £0.0m  
(0.0%) variance

## **Resources**

**£0.0m** (0.0%) forecast break even

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### **Resources**

**RAG rating** 

### **Direction of travel**



### **Variation**

£0.0m (0.0%)

Breakeven

**£0.2m overspend** relates to the unfunded costs of the interim Procurement team from April to December. The ongoing pressure will be addressed as part of Provision Cycle service redesign.

**£0.2m overspend** reflects a pressure on the Legal Services budget. This includes the ongoing effect of complex childcare cases which have increased counsel costs and court fees. Further to this an increase in directorate demand has necessitated additional resource across the team. A review of legal services internal recharges to date has highlighted a potential full year pressure of £0.4m on legal budgets in Communities and Children's directorates.

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

**£0.1m overspend** relates to a number of small pressures across HR and Democratic Services.

**£0.6m underspend** reflects the vacancies being held in the ICT service. An IT strategy is currently being developed, and the IT service plan within that will determine the long-term resourcing requirements. Posts will be filled in line with the service plan and strategy.

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**Corporate Measures****General Balances**

The current forecast for general balances at 31 March 2020 is **£22.6m**. This is **£3.3m** higher than the risk assessed level of **£19.3m** as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. This position assumes that the £2.8m forecast Directorate overspend is not managed and is offset by using part of the unallocated corporate contingency of £3.7m.

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

Since the last report the Department for Education launched a consultation on changing the conditions of grant and regulations applying to the Dedicated Schools Grant, to clarify that the DSG is a ring-fenced specific grant separate from the general funding of local authorities. It also clarifies that any deficit an authority may have on its DSG account is expected to be carried forward and should not be covered by the authority's general reserves. So the general balances forecast no longer includes the High Needs DSG grant overspend.

<b>General Balances at 1 April 2019</b>	£m	£m
<i>Calls on&gt;Returns to Balances</i>		<b>28.0</b>
Budgeted Contribution to Transformation Reserve	-6.0	
Northfield School Revenue Costs	-0.3	21.7
Unused contingency – based on latest Directorate outturn		0.9
<b>Projected Level of General Balances at 31 March 2020</b>		<b>22.6</b>
Risked Assessed Level of General Balances 2019/20		19.3
<b>Level of surplus balances</b>		<b>3.3</b>



**Reserves**

Reserves are forecast to be **£65.4m** at 31 March 2020, a reduction of **£0.6m** since the last report which relates to the change in the range for the High Needs DSG grant overspend.

**RAG rating**



**Direction of travel**

**Unplanned Use** >£250k

This includes a forecast mid-range deficit (between £12m and £14m) on the High Needs DSG grant reserve of **£12m** included in the Grants and Contributions Reserves. In late 2018, the Department for Education stated explicitly that ‘as funding is ringfenced, there is no requirement for local authorities to top-up the grant from general funding or from non-ring-fenced reserves. Under accounting principles local authorities cannot continue to build up cumulative deficits on DSG provision. In the August Business Monitoring report, we set out the impact that funding the overspend from general balances and other earmarked reserves would be.

However, on Friday 11 October the Department for Education launched a consultation on changing the conditions of grant and regulations applying to the Dedicated Schools Grant, to clarify that the DSG is a ring-fenced specific grant separate from the general funding of local authorities. It also clarifies that any deficit an authority may have on its DSG account is expected to be carried forward and should not be covered by the authority’s general reserves. The Government will make a decision on the proposed changes, in time to inform the setting of local authorities’ budgets for the financial year 2020/21. The consultation closes on 15 November 2019.

Cabinet are recommended to approve the creation of a new reserve is for the Family Safeguarding Plus Model project. This will allow for any timing issues around project costs, to allow the investment budget to be used flexibly as required across 2019/20 and 2020/21.

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**Medium Term Financial Plan Savings**

At least 77% of the planned savings of **£36.8m** are expected to be delivered.

<b>Summary of Savings Delivery Progress</b>		
Total Directorate Savings	-21,672	
Corporate Savings	-15,157	
Total savings for 2019/20 Budget	-36,829	
Directorate Savings		
Met from Contingency - Cabinet decision July 2019	-755	3%
Delivered & Green	-12,368	57%
Amber Savings	-5,182	24%
Red Savings	-3,367	16%
	-21,672	
Directorate Delivered & Green Savings		
Corporate Savings - all green	-15,157	
	-28,280	
Percentage Delivered & Green of 19/20 total		
	77%	

**RAG rating**



**Direction of travel**



**% of savings expected to be achieved**  
95%

The table below shows what percentage of the savings are expected to be delivered compared to the original RAG status set out in the budget agreed by Council in February 2019.

Original RAG Status	Percentage Green/ Delivered	Target
Red	33%	70%
Amber	43%	90%
Green	91%	100%

**Grants**

The council receives ringfenced and un-ringfenced government grants totalling **£333.2m** in 2019/20. The **£0.2m** change from last month relates to a reduction in the Pupil Premium Allocation (-£0.1m) and the receipt of Troubled Families Grant Payment by Result (£0.3m).

**RAG rating**



**Direction of travel** ↑

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

The following table sets out average in-house cash balances and average rates of return for September 2019. The current forecast outturn position for in house interest receivable is **£3.0m**, which is expected to be **£0.6m** above budget. This will be confirmed during October and reflected in the next report.

Month	Average cash balance	Average rate of return
September	£374.99m	0.876%

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

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

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.93%	>=0.98%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.75%	>=3.75%

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

Indicators are stable for collection of corporate income; invoice collection, days revenue outstanding and debt over one year are all improved. The average collection rate for the year remains below both the average for last year and target. Further analysis shows the increase relates to unpaid low value invoices and that collection on invoices with a value of over £10,000 are above the target of 97.5%.

Debt requiring impairment (DRI) has decreased marginally this month, 35% of the DRI relates to the developer contribution debt reported last month. Unsecure debt under one year is now below target.

	Target	September 2019
Invoice collection rate	97.5%	96.44%
Avg. days outstanding	35	30
Debt requiring impairment	<£0.30m	£0.42m
Unsecure debt over 1 year	<£0.50m	£0.43m
Write offs as % of income Year to Date	<0.10%	0.00%

**Debt and Loan Write Offs & Impairments** Both the invoice collection rate and days revenue outstanding continue to be stable with no material movement. Debt requiring impairment (DRI) saw a small increase this month of £0.06m, consequently DRI is now £0.33m adrift of the current impairment balance. The indicators are that identified savings from reducing the impairment are unlikely to be met.

**– Adult Contribution Charges** The number of complex high value case with DRI remains consistent including with the higher value ones. However, there remains a significant number of cases (900) to manage and there are staffing challenges as well as delays due to outside factors. As reported last month remedial action is ongoing to focus on the non-complex debtor group where there has been an increase in value and volumes in the last quarter.

**RAG rating**



**Direction of travel**



Projects that will support improved debt collection in the future are ongoing, however existing cases will need working through to conclusion; work on resolution of historical cases and roll out of more efficient team process is continuous.

	Target	September 2019
Invoice collection rate	92%	89.33%
Avg. days outstanding	100	102
Debt requiring impairment	<£2.00m	£2.95m
Unsecure debt over 1 year	<£1.60m	£3.2m
Write offs as % of income Year to Date	<1.0%	0.0%

**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000	£000	underspend - overspend + £000	
<b>Children</b>						
Gross Expenditure	368,782	-771	368,011	370,447	2,436	G
Gross Income	-255,037	4,814	-250,223	-250,223	0	G
	<b>113,745</b>	<b>4,043</b>	<b>117,788</b>	<b>120,224</b>	<b>2,436</b>	<b>R</b>
<b>Resources</b>						
Gross Expenditure	40,330	-101	40,229	40,263	34	G
Gross Income	-11,487	39	-11,448	-11,515	-67	G
	<b>28,843</b>	<b>-62</b>	<b>28,781</b>	<b>28,748</b>	<b>-33</b>	<b>G</b>
<b>Communities</b>						
Gross Expenditure	175,434	5,632	181,066	181,040	-26	G
Gross Income	-61,968	-5,783	-67,751	-67,751	0	G
	<b>113,466</b>	<b>-151</b>	<b>113,315</b>	<b>113,289</b>	<b>-26</b>	<b>G</b>
<b>Adults</b>						
Gross Expenditure	204,376	840	205,217	205,675	458	G
Gross Income	-20,349	-960	-21,309	-21,309	0	G
	<b>184,027</b>	<b>-120</b>	<b>183,907</b>	<b>184,365</b>	<b>458</b>	<b>G</b>
<b>Public Health</b>						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>818,872</b>	<b>5,601</b>	<b>824,473</b>	<b>827,375</b>	<b>2,902</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-378,791</b>	<b>-1,891</b>	<b>-380,682</b>	<b>-380,749</b>	<b>-67</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>440,081</b>	<b>3,710</b>	<b>443,791</b>	<b>446,626</b>	<b>2,835</b>	<b>G</b>

**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000	£000	underspend - overspend + £000	
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000		-6,000	-5,110	890	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	175	-1,325	-1,325	0	
Contingency	7,629	-3,476	4,153	428	-3,725	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-8,419	0	
<b>Strategic Measures Budget</b>	<b>29,208</b>	<b>-3,301</b>	<b>25,907</b>	<b>23,072</b>	<b>-2,835</b>	
Unringfenced Government Grants	-18,743	-409	-19,152	-19,152	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
<b>Council Tax Requirement</b>	<b>369,065</b>	<b>0</b>	<b>369,065</b>	<b>369,065</b>	<b>0</b>	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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



**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
					underspend - overspend +	
					£000	
<b>CEF1 Education &amp; Learning</b>						
Gross Expenditure	79,259	1,395	80,654	80,954	300	G
Gross Income	-54,797	1,107	-53,690	-53,690	0	G
	<b>24,462</b>	<b>2,502</b>	<b>26,964</b>	<b>27,264</b>	<b>300</b>	<b>R</b>
<b>CEF2 Children's Social Care</b>						
Gross Expenditure	34,717	262	34,979	35,779	800	R
Gross Income	-3,352	118	-3,234	-3,234	0	G
	<b>31,365</b>	<b>380</b>	<b>31,745</b>	<b>32,545</b>	<b>800</b>	<b>R</b>
<b>CEF3 Children's Social Care Countywide Services</b>						
Gross Expenditure	55,690	2,106	57,796	59,132	1,336	R
Gross Income	-3,882	-356	-4,238	-4,238	0	G
	<b>51,808</b>	<b>1,750</b>	<b>53,558</b>	<b>54,894</b>	<b>1,336</b>	<b>R</b>
<b>CEF4-1 Delegated Schools</b>						
Gross Expenditure	154,133	-4,819	149,314	149,314	0	G
Gross Income	-154,133	4,819	-149,314	-149,314	0	G
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>CEF4 Other Schools</b>						
Gross Expenditure	38,570	874	39,444	39,444	0	G
Gross Income	-38,354	-875	-39,229	-39,229	0	G
	<b>216</b>	<b>-1</b>	<b>216</b>	<b>216</b>	<b>0</b>	<b>G</b>

**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend +	£000
<b>CEF5 Children's Services Central Costs</b>						
Gross Expenditure	6,413	-588	5,825	5,825	0	G
Gross Income	-519	0	-519	-519	0	G
	<b>5,894</b>	<b>-588</b>	<b>5,306</b>	<b>5,306</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>368,782</b>	<b>-771</b>	<b>368,011</b>	<b>370,447</b>	<b>2,436</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-255,037</b>	<b>4,814</b>	<b>-250,223</b>	<b>-250,223</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>113,745</b>	<b>4,043</b>	<b>117,788</b>	<b>120,224</b>	<b>2,436</b>	<b>R</b>

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

Budget

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

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

G

R



**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Communities Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
<b>EE1 Planning &amp; Place</b>						
Gross Expenditure	11,862	2,593	14,455	14,455	0	G
Gross Income	-6,577	-2,710	-9,287	-9,287	0	G
	<b>5,285</b>	<b>-116</b>	<b>5,169</b>	<b>5,169</b>	<b>0</b>	<b>G</b>
<b>EE2 Community Operations</b>						
Gross Expenditure	124,284	-13,843	110,441	110,415	-26	G
Gross Income	-48,224	3,721	-44,503	-44,503	0	G
	<b>76,060</b>	<b>-10,122</b>	<b>65,939</b>	<b>65,913</b>	<b>-26</b>	<b>G</b>
<b>EE3 Property &amp; Investment</b>						
Gross Expenditure	12,822	16,578	29,400	29,400	0	G
Gross Income	-4,324	-6,483	-10,807	-10,807	0	G
	<b>8,498</b>	<b>10,095</b>	<b>18,593</b>	<b>18,593</b>	<b>0</b>	<b>G</b>
<b>EE4 Community Safety</b>						
Gross Expenditure	26,466	304	26,770	26,770	0	G
Gross Income	-2,843	-311	-3,154	-3,154	0	G
	<b>23,623</b>	<b>-7</b>	<b>23,616</b>	<b>23,616</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>175,434</b>	<b>5,632</b>	<b>181,066</b>	<b>181,040</b>	<b>-26</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-61,968</b>	<b>-5,783</b>	<b>-67,751</b>	<b>-67,751</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>113,466</b>	<b>-151</b>	<b>113,315</b>	<b>113,289</b>	<b>-26</b>	<b>G</b>

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

Budget

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

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

G

R

**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
<b>CEO1 Corporate Services</b>						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	<b>2,298</b>	<b>0</b>	<b>2,298</b>	<b>2,298</b>	<b>0</b>	<b>G</b>
<b>CEO2 Law &amp; Governance and Human Resources</b>						
Gross Expenditure	11,223	-1	11,222	11,557	335	R
Gross Income	-5,070	-75	-5,145	-5,145	0	G
	<b>6,153</b>	<b>-76</b>	<b>6,077</b>	<b>6,412</b>	<b>335</b>	<b>R</b>
<b>CEO3 Corporate Finance &amp; Internal Audit</b>						
Gross Expenditure	7,388	-401	6,987	7,226	239	R
Gross Income	-2,599	115	-2,484	-2,551	-67	R
	<b>4,789</b>	<b>-286</b>	<b>4,503</b>	<b>4,675</b>	<b>172</b>	<b>R</b>
<b>CEO4 Assistant Chief Executives</b>						
Gross Expenditure	19,421	301	19,722	19,182	-540	R
Gross Income	-3,818	0	-3,818	-3,818	0	G
	<b>15,603</b>	<b>301</b>	<b>15,904</b>	<b>15,364</b>	<b>-540</b>	<b>R</b>
<b>Directorate Expenditure Total</b>	<b>40,330</b>	<b>-101</b>	<b>40,229</b>	<b>40,263</b>	<b>34</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-11,487</b>	<b>39</b>	<b>-11,448</b>	<b>-11,515</b>	<b>-67</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>28,843</b>	<b>-62</b>	<b>28,781</b>	<b>28,748</b>	<b>-33</b>	<b>G</b>

**KEY TO TRAFFIC LIGHTS**

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Adults Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
<b>SCS1 Adult Social Care</b>						
Gross Expenditure	196,700	345	197,045	197,503	458	G
Gross Income	-18,999	-474	-19,473	-19,473	0	G
	<b>177,701</b>	<b>-129</b>	<b>177,572</b>	<b>178,030</b>	<b>458</b>	<b>G</b>
<b>SCS2 Joint Commissioning</b>						
Gross Expenditure	7,676	495	8,171	8,171	0	G
Gross Income	-1,350	-486	-1,836	-1,836	0	G
	<b>6,326</b>	<b>9</b>	<b>6,335</b>	<b>6,335</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>204,376</b>	<b>840</b>	<b>205,217</b>	<b>205,675</b>	<b>458</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-20,349</b>	<b>-960</b>	<b>-21,309</b>	<b>-21,309</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>184,027</b>	<b>-120</b>	<b>183,907</b>	<b>184,365</b>	<b>458</b>	<b>G</b>

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**KEY TO TRAFFIC LIGHTS**

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

**Business Management Report**  
**Position to the end of September 2019**  
**Budget Monitoring**

Public Health Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
<b>PH1 LA Commissioning Responsibilities - Nationally Defined</b>						
Gross Expenditure	16,352	1	16,353	15,853	-500	R
Gross Income	0	0	0	0	0	G
	<b>16,352</b>	<b>1</b>	<b>16,353</b>	<b>15,853</b>	<b>-500</b>	<b>R</b>
<b>PH2 LA Commissioning Responsibilities - Locally Defined</b>						
Gross Expenditure	12,965	0	12,965	13,030	65	G
Gross Income	-228	0	-228	-228	0	G
	<b>12,737</b>	<b>-1</b>	<b>12,737</b>	<b>12,802</b>	<b>65</b>	<b>G</b>
<b>PH3 Public Health Recharges</b>						
Gross Expenditure	633	0	633	633	0	G
Gross Income	0	0	0	0	0	G
	<b>633</b>	<b>0</b>	<b>633</b>	<b>633</b>	<b>0</b>	<b>G</b>
<b>PH4 Grant Income</b>						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-29,722	0	-29,722	-29,722	0	G
	<b>-29,722</b>	<b>0</b>	<b>-29,722</b>	<b>-29,722</b>	<b>0</b>	<b>G</b>
<b>Transfer to Public Health Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>435</b>	<b>535</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>29,950</b>	<b>0</b>	<b>29,950</b>	<b>29,950</b>	<b>100</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-29,950</b>	<b>0</b>	<b>-29,950</b>	<b>-29,950</b>	<b>0</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>	

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

Budget

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

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

G

R

**Business Management Report**  
**Position to the end of September 2019**

**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
SCS	Nov	Sep	ACSN Bulk Virements 19.20	ACSNPOOL	Adults with Care and Support Needs Pool	P	1731	-1731
				SCS1-1B	Adults with Care and Support Needs Pool Contribution	P	852	52
				SCS1-6	Other Funding	P	-904	0
Grand Total							1,679	-1,679

**Business Management Report  
Position to the end of September 2019**

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Nov	Sep	Remove budget for recharge from Corporate Finance to Pooled Budgets	CEO3	Corporate Finance & Internal Audit	P	0	115
				SCS1-9	ASC Staffing & Infrastructure	P	-115	0
CEF	Nov	Sep	transferring funds to fund Step Down Coordinator Post	CEF3-1	Corporate Parenting	T	-19	0
				CEF3-2	Safeguarding	T	19	0
			Vire funds re internal recharge from LAC team to UASC team	CEF2-2	Social Care	P	-209	209
				CEF2-2	Social Care	T	45	0
			FSW Honorarium Funding	CEF5-1	Management & Admin	T	-45	0
			Agency Virement To Fund Service Teams	CEF2-1	Management & Central Costs	T	-202	0
				CEF2-2	Social Care	T	202	0
			IRO Admin Virement	CEF3-2	Safeguarding	T	12	0
				CEF5-1	Management & Admin	T	-12	0
			Pupil Premium Grant Update	CEF4-1	Delegated Budgets	P	-15	15
EE	Nov	Sep	Growth & Place Budget Tidy	EE1-3	Growth & Place	P	160	-160
			Correction of pension pressure to match grant amount	EE4-1	Fire & Rescue Service	P	195	-195
SCS	Nov	Sep	Commissioning: Budget Tidy-up: Requested by Stephen Rowles	SCS1-9	ASC Staffing & Infrastructure	P	-14	0
				SCS2	Joint Commissioning	P	0	14
Grand Total							1	-1

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**Business Management Report - September 2019**  
**Cabinet - 19 November 2019**  
**Earmarked Reserves**

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020		
	£000	£000	£000		
Schools' Reserves	17,309	-4,751	12,558	12,558	0
Vehicle and Equipment Reserve	2,901	-2,102	799	799	0
Grants and Contributions Reserve	14,704	-19,334	-4,630	-4,030	600
Government Initiatives	1,324	-692	632	632	0
Trading Accounts	325	138	463	463	0
Council Elections	328	150	478	478	0
Partnership Reserves	2,659	-777	1,882	1,882	0
On Street Car Parking	1,997	250	2,247	2,247	0
Transformation Reserve	3,193	-982	2,211	2,211	0
Demographic Risk Reserve	0	3,000	3,000	3,000	0
Youth Provision Reserve	0	500	500	500	0
Budget Prioritisation Reserve	4,890	-3,006	1,884	1,884	0
Insurance Reserve	10,647	-1,000	9,647	9,647	0
Business Rates Reserve	555	494	1,049	1,049	0
Capital Reserves	31,188	1,517	32,705	32,705	0
Budget Equalisation Reserve	280	-280	0	0	0
<b>Total Reserves</b>	<b>92,300</b>	<b>-26,875</b>	<b>65,425</b>	<b>66,025</b>	<b>600</b>

Commentary
In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
This reserve is to fund future replacements of vehicles and equipment.
This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
This reserve holds funds relating to traded activities to help manage investment.
This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
To be spent on OxLEP related project expenditure and the Growth Deal
This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
This reserve is needed to fund the implementation costs of the Council's Transformation programme.
This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
This reserve is to smooth the volatility of Business Rates income.
This reserve has been established for the purpose of financing capital expenditure in future years.
This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.

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Division(s): N/A

## Performance Scrutiny Committee – 7 November 2019

### Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) Report on the Inspection of Oxfordshire Fire and Rescue Service 2018/19

Report by the Chief Fire Officer

#### RECOMMENDATION

1. The Performance Scrutiny Committee is recommended to:
  - a) Accept this action plan for publication
  - b) Advise on the frequency of reporting on the action plan for the Committee by Oxfordshire Fire and Rescue Service.

#### Executive Summary

2. The Performance Scrutiny Committee considered the HMICFRS Inspection report into Oxfordshire Fire and Rescue Service at its meeting on 4 July 2019. This report provides a summary of the HMICFRS's recommendations and commentary on actions undertaken to date.

#### Introduction

3. In November 2018 HMICFRS carried out an inspection of Oxfordshire Fire and Rescue Service over the course of a week. A team of ten inspectors carried out the inspection, speaking to staff, our partners and the public. To assess how good OFRS are at providing a service to the public. This inspection focused on three areas, these are:
  - **Effectiveness:** How effective is the fire and rescue service at keeping people safe and secure from fire and other risks?
  - **Efficiency:** How efficient is the fire and rescue service at keeping people safe and secure from fire and other risks?
  - **People:** How well does the fire and rescue service look after its people?

#### Inspection Judgement

4. HMICFRS provide judgement on these three areas giving one of the following grades:
  - Outstanding
  - Good
  - Requires Improvement
  - Inadequate

5. Oxfordshire County Council Fire and Rescue Service received the judgement of “Good” overall in all three areas of the inspection.
6. The inspectorate inspected 11 areas of the service known as sub-diagnostics. Of these 11 sub-diagnostics the service received the following judgment:
7. One area of “Outstanding” for “Promoting the right values and culture”, eight areas of “Good” and two areas “Requiring Improvement”, see table below for detail.

The full report can be found on the following link

<https://www.justiceinspectors.gov.uk/hmicfrs/frs-assessment/frs-2018/oxfordshire/>

<b>Areas</b>	<b>Sub-diagnostic</b>	<b>Judgment</b>
Effectiveness	Understanding the risk of fire and other emergencies	Requires Improvement
	Preventing fires and other risks	Good
	Protecting the public through fire regulation	Good
	Responding to fires and other emergencies	Good
	Responding to national risks	Good
Efficiency	Making best use of resources	Good
	Making the fire and rescue service affordable now and in the future	Good
People	Promoting the right values and culture	Outstanding
	Getting the right people with the right skills	Good
	Ensuring fairness and promoting diversity	Good
	Managing performance and developing leaders	Requires Improvement

### **What HMICFRS says about Oxfordshire County Council Fire and Rescue (FRS) service**

8. “We are pleased with the performance of Oxfordshire Fire and Rescue Service in keeping people safe and secure.
9. The service is good at keeping people safe. We judged it to be good at:
  - preventing fires;
  - protecting the public through fire regulation;
  - responding to emergencies; and
  - responding to national risks

10. Oxfordshire FRS is good at providing an efficient service. It is good at making the best use of resources and at providing an affordable service.
11. The service is good at looking after its people. In particular, we judged it to be outstanding in how it promotes the right values and culture. And it is good at getting the right people with the right skills and at ensuring fairness and promoting diversity.
12. Overall, we commend Oxfordshire Fire and Rescue Service for its performance. This provides a good foundation for improvement in the year ahead.”

### **National Report**

13. Oxfordshire has also been cited in the Tranche 2 National Report for the following areas of good practices:
  - **Identifying and mitigating risk in the communities** - Oxfordshire does this well with service-wide plans and station plans helping to drive local activities.
  - **Influencing improvement to fire protection** - Oxfordshire successfully worked with Oxford City Council to fit sprinklers in their high-rise residential blocks
  - **Incident call handling** - Thames Valley Control Service effectively handles emergency calls for Oxfordshire ensuring a quick response to emergencies.
  - **Responding to emergencies at high risk sites** - Oxfordshire carries out command training with staff based on the high risk sites in the county ensuring that staff are well trained for any emergencies in these buildings
  - **Collaboration with others** - Oxfordshire collaborate well with other Fire and Rescue Services in various areas to maintain services and make savings to deliver an effective service to the public
  - **Promoting the right values and culture** - Oxfordshire has a new senior leadership team that has created an inclusive and positive culture with staff feeling comfortable to raise ideas and feeling valued throughout the organisation
  - **Resolving staff concerns** - Oxfordshire has low levels of grievances
14. The service has welcomed this independent inspection of the service and has taken onboard these areas of improvement, creating an action plan to address these areas. The action plan will be monitored quarterly internally by our Risk and Performance Meeting. The service anticipates closing the action plan by March 2021, however HMICFRS will return to reinspect the service in 18months time. The inspection will review our progress of the recommendations made on the previous inspection.

## **Areas Requiring Improvement**

### *Effectiveness “Understanding the risk of fire and other emergencies”*

15. The service should ensure its firefighters have good access to relevant and up to date risk information
16. Action to date: A review of risk information has been carried out to ensure the current information is in date. The service is moving from a paper-based system to a digital solution. Staff will be provided more training to improve greater understanding

### *People “Managing performance and developing leaders”*

17. The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders
18. Action to date: The service is currently visiting other fire and rescue services to look at their processes to understand how they have delivered this and will then consider how to implement in Oxfordshire.

## **Areas for Improvement**

### *“Preventing fire and other risks”*

19. The service should evaluate its prevention work, so it understands the benefits better
20. Action to date: Our prevention work is currently under review as part of our CRMP project for 2019/20 and will evaluate the effectiveness of our Safe and Well activities

### *“Protecting the public through fire regulations”*

21. The service should ensure it allocates enough resources to a prioritised and risk-based inspection programme
22. The service should ensure it addresses effectively the burden of false alarms (unwanted signals)
23. Action to date: Our Risk Based Inspection Program has been further improved to make it easier to use and reflective of our definition of High Risk. The service has invested in resources to complete more proactive work.
24. Our approach to unwanted fire signals is currently under review, with a view to reduce the burden of these types of incidents to the service.

### *“Responding to fires and other emergencies”*

25. The service should ensure it has effective systems in place to reliably understand the operational capabilities of resources available to respond to incidents
26. The service should ensure it has an effective system for staff to use learning and debriefs to improve operational response and incident command
27. Action to date: The service has set up a task and finish group to determine the risk and potential actions on how to address this area.
28. The service has an debrief process and this is being reviewed to ensure that any improvements captured from the process, are actioned and communicated to staff. Once this has been completed this will be communicated to the staff to increase awareness of the process.

*“Responding to national risks”*

29. The service should ensure consistent knowledge and application of incident command across the service
30. Action to date: The service has reviewed the training provided and has produced new training packages for staff, to ensure that this area is covered

*Efficient - “Making best use of resources”*

31. The service should implement a more robust way of recording prevention and protection information
32. Action to date: The service is designing the requirements for a new system.

*People - “Ensuring fairness and promoting diversity”*

33. Ensure all staff are provided with appropriate uniform
34. Action to date: A new uniform contract has been awarded and it has been ensured that it provides the correct uniform for all staff.

Rob MacDougall, Chief Fire Officer  
Background papers:

Contact Officer: Paul Bremble, Strategic Risk Assurance Manager  
November 2019

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Division(s): All

## PERFORMANCE SCRUTINY COMMITTEE – 7 NOVEMBER 2019

### Highways Deep Dive

#### Report by Director for Community Operations

### RECOMMENDATION

1. **The Committee is RECOMMENDED to;**
  - a) **note the progress of the actions following the Highways ‘Deep Dive’; and**
  - b) **endorse the tasks identified in paragraph 29 as the remaining priorities.**

### Introduction

2. Performance Scrutiny presented their findings and recommendations from the Highways ‘Deep Dive’ to Cabinet on February 2019. Officers were asked to evaluate the recommendations and report progress or appraisal (as appropriate) to Performance Scrutiny in autumn 2019.
3. The recommendations made were varied and across many functions. They are best summarised into five main themes as below:
  - Member engagement in policy reviews and programme development
  - Better communications and enquiry responses
  - Supervision and contract control
  - Increased enforcement
  - Community engagement / OXTOG refresh
4. The recommendations within the Deep Dive report have been used to strengthen practise within the services and provide some focus to make improvements, as well as identifying areas to consider for future enhancements to the highway services.

### Recommendation Progress & Evaluation

5. The highways service has continued to deliver its projects and make improvements since the ‘Deep Dive’ was carried out. This report documents the progress that has been made identified for each of the main areas of the recommendations. More detailed information is provided at [Annex 1](#).

## Member Engagement

6. Work to update the Highway Asset Management Plan for the next period is underway. The Transport Cabinet Advisory Board are, and will continue to be, involved to help shape the draft before wider member engagement through the locality meetings.
7. Member priority schemes collected last year have been used to help influence the development of next years programme which is being prepared for autumns budget setting process. There will be the ability for local members to input further to refine the detail of the programme and timings of schemes.
8. A sustainable regime to ensure routine member development of the highways capital programme that suitably balances good asset management and local priorities is being developed. Emerging thoughts are to predominantly use asset condition data to drive the maintenance programme for the strategic road network, but to provide much greater community influence when it comes to the local road network priority. The specific proposal is to be developed as part of the Highways Asset Management Plan. A summary of the work underway and direction of thinking is at [Annex 2](#)

## Communications

9. The progress of the highways programme continues to be presented at the Member Locality meetings. We have yet to achieve the aspiration of a map-based public-friendly works programmes on the website but we still strive to achieve this. It is anticipated this will take 6 months to achieve and is an objective with the Services Delivery Plan.
10. There is a strong desire for improved contact and communication from the area highway teams, both with councillors and members of the public. We need to ensure the right tools are there to support staff with this, both within the highways service and in the Customer Service Centre. However, we also recognise that this is in part a behavioural issue and we will continue to develop our teams to become more member and resident focussed.
11. The daily email on restricted and closed roads has been revamped and now hopefully delivers an improved quality of information. We will continue to enhance and develop this, using feedback, and as new systems allow.
12. The highways 'who's who' factsheet was issued to all members and parish / town councils so if required they know who to speak with or escalate matters to. One will shortly also be done for Network Management. Highway technical factsheets will also continue to be produced as and when required.
13. Finally, whilst there are some improvements that we can make in this area in the short term, this is an area that is a high priority for the Council's transformation programme, and we will continue to work with the "Customer



Experience” transformation workstream to help support the necessary step change for highways.

### Supervision and Contract Control

14. The Skanska contract potentially has another 5 years remaining, if two further years extension are given. Any extensions will only be given if there are clear benefits to the Council, and we will ensure these remaining years provide both value for money and an opportunity to try new approaches and ways of working - to support consideration as to what a new highways contract might be like. Any trial will need to be carefully managed / measured so we can assess success and failure and outcomes. The benefits must also be tangible for both the Council and Skanska.
15. Those alternative ways of working are predominantly meant to help with one or all of the following:
  - Improving efficiency (doing more work reducing the inefficiencies of the back office, supervision, double handling of marking activity)
  - Increase the responsiveness of the services
  - Increase the benefit to the customer/ improve customer satisfaction
  - Build on the area-based work we have already done (ownership of patch)
  - Provide wider social value
16. What is currently being considered and explored to achieve this is:
  - OCC directly controlling and owning the scheduling of gangs and specifying materials
  - Increased collaborative approach with supply chain contracts with the aim of driving more innovative road maintenance materials and techniques.
  - Challenging Skanska to reduce costs / improve efficiency (order of 15%) to support and consider the same financial challenges OCC is having to undertake.
17. Skanska have increased the training of their sub-contractors and supervisors to support the need to improve quality and workmanship, and this includes the importance of aspects such as how the site is left. OCC staff are also escalating issues more promptly to enable suitable action to be taken and lessons learnt. Whilst works quality still occurs it has improved and with the additional scrutiny by both Skanska and OCC this should continue to improve.

### Increased Enforcement

18. Progress to move to become a Permitting Authority has been good. On 17<sup>th</sup> September Cabinet approved the scheme and we plan to implement with a soft launch on 14<sup>th</sup> January 2020 and full operation February 2020.

19. Resources are being increased to ensure this is suitably supported and enforcement can effectively take place.
20. The importance of enforcement across the highway service is recognised. Permitting will provide the framework to increase enforcement for roadworks, and improvements have been made to our processes to make it easier for officers to issue letters for overgrown vegetation, blocked ditches, illegal signage. We are also seeking to utilise Parish and Town councils where possible to support action. Greater information on this is also now being captured. This means we will be able to better understand the scale of the issue and any cost to the authority.
21. The traffic control centre is now operated week days (0630 to 1900 hours) and Saturdays (0900 to 1700 hours). Sundays are covered as and when special events take place. We are using the current tools available to manage traffic and provide up to date information to the traveling public. As technology continues to develop in this area the capability and tools available will increase.

### Community Engagement

22. There is now a dedicated team of two in place to support the management of the volunteer and devolved activity to parish/town councils. In particular they are ensuring that the necessary paper work and monitoring is in place, along with assessing the value of certain activities under OxTog.
23. We have also completed a survey of Town & Parish councils to establish what they do now & what they are interested in becoming involved with in the future. Staff are currently following this up with those who responded as an opportunity to make connections and meet local needs.
24. A cross-council community engagement working group focussing on volunteering activity now meets monthly. Cllr Mark Grey and Cllr Yvonne Constance are in attendance.
25. Noticeable progress has been made in the past few months with a growing awareness and enthusiasm to participate with OxTog. A new document has been prepared to outline the current 'offer' and this will be published shortly. A draft can be seen at [Annex 3](#).
26. The FixMyStreet 'Super-User' programme continues to progress, having tested the concept with a small sample, we are now in pilot stage, with 35 volunteers across 23 communities now trained and actively requesting defects to be fixed which meet OCC intervention criteria.
27. A close working relationship with both the area Highways Inspector and CE staff is encouraged and although still at an early stage over 100 potholes have been fixed using this process. A further 20+ communities have expressed interest in being part of this scheme and are considered to join the pilot.

## **Future key priorities**

28. This report highlights the progress that has been made to address the findings of the highways deep dive, but it is accepted there are further areas of development and exploration still required.
29. The following tasks are considered to be the priority for the highway and network management service delivery plan, which is part of the service and resource planning process. We believe that a focus on these areas will allow us to fully address the recommendations of the deep dive.
  - i. Improving our management of correspondence and enquires
  - ii. Improving member influence on works programmes & improving our communication of them, as part of the new Highway Asset Management Plan
  - iii. Enforcement, particularly the successful introduction of the Permit Scheme
  - iv. Implementing and realising benefits from the FMS 'Super-User' initiative

Report by Jason Russell, Director for Community Operations

Contact Officer:

Paul Fermer, Assistant Director – Highway & Transport Operations

### Background papers:

1. Performance Scrutiny - 10<sup>th</sup> January 2019
2. Cabinet - 26<sup>th</sup> February 2019

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## PERFORMANCE SCRUTINY COMMITTEE

### PROPOSED WORK PROGRAMME

ITEM	NOTES
<b>12 December 2019</b>	
Business Monitoring Report	To consider the monthly business monitoring report.
Service and Resource Planning 2020/21 – 2022/23	To provide Councillors with information on budget issues for 2020/21 and the medium term including the latest pressures and proposed savings.
Corporate Plan (provisional)	To consider the revised Corporate Plan for 2020-2021
<b>9 January 2020</b>	
Corporate Plan (provisional)	To consider the revised Corporate Plan for 2020-2021
Service and Resource Planning 2020/21-2022/23	To consider the draft capital proposals and draft Treasury Management Strategy and provide comment to the Cabinet before the proposals are reviewed in January.
Review of Mental Health Social Work services and contracts	To scrutinise the County Council's mental health activity and spending including: <ul style="list-style-type: none"> <li>a) Section 75 partnership agreement between OHFT and OCC covering the delivery of social work and the outcomes of transferring social work staff back into the council for the delivery of mental health assessments, including an overview of s.117 funding, team performance and numbers of clients supported.</li> <li>b) Mental health Outcomes Based Contract between OHFT and OCCG (which OCC contribute funding towards) covering the delivery of all mental health support to people with particular conditions, including inpatient care, community support, wellbeing and employment services, housing and Care Act assessed social care needs</li> </ul>
Delayed Transfers of Care	To receive a report from the Corporate Director of Adult Social Care about the increase in delayed transfers of care following consideration of the Business Management and Monitoring report at the 5th September meeting. The report should contain details about the current contract, how delays are monitored and what steps have been put in place to address the delays in the short term and longer term. The Committee may consider conducting a deep dive following this item.
<b>12 March 2020</b>	

<b>TO BE SCHEDULED</b>	
<b>ITEM</b>	<b>NOTES</b>
Use of s.106 monies	Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments.
Investment Strategy	Scrutiny of the Council's Investment Strategy prior to consideration by Council
Oxfordshire Local Transport Plan	Scrutiny of the Council's overall transport vision, goals and objectives to support population and economic growth.
Plans to tackle roadside NO2 concentrations	Council's approach to dealing with the impact of national policy to tackle roadside NO2 concentrations on Oxfordshire's transport network/ road infrastructure (i.e. ending the sale of diesel/petrol cars by 2040)
Strategic drivers	How the council is meeting its identified strategic risks, including council transformation and culture change, its relationship with external partners, building communities, etc.
Income generation	Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation.
Ofsted inspection response	Scrutiny of the actions the Council is planning to take in response to the findings of the inspection into local authority services for children in need of help and protection, children in care and care leavers.
Turning Point Contract	To review and scrutinise the Turning Point Contract
Council workforce	How the Council is meeting its Investors in People standard, ensuring its workforce is diverse and representative of local communities, and building workforce resilience, including its relationship with Unison.
Priority Delivery Plans	Directors will share their priorities within the overarching delivery plans and service plans.
Young Carers	Review of progress in relation to the recommendations from the Young Carers' scrutiny deep dive and the impact of moving the Young Carers Service into the Family Solutions Service.
Key worker housing	A report on progress with addressing housing and affordability issues in Oxfordshire as one of the biggest barriers to attracting key workers for the care workforce.

Safeguarding Missing Children	An update on the number of children reported as missing from home, care and school in Oxfordshire and the work undertaken by the Missing Children's Panel and partners.
The Council's role as an Accountable Body	To gain a greater understanding of the Council's role as an accountable body particularly in relation to the Growth Board and Local Enterprise Partnership.

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## **JOINT AUDIT & GOVERNANCE AND PERFORMANCE SCRUTINY (TRANSFORMATION) SUB-COMMITTEE**

**MINUTES** of the meeting held on Thursday, 17 October 2019 commencing at 10.00 am and finishing at 12.00 pm

**Present:**

**Voting Members:** Councillor Liz Brighthouse OBE – in the Chair  
Councillor Paul Buckley  
Councillor Mike Fox-Davies  
Councillor Tony Ilott  
Councillor Liz Leffman  
Councillor Charles Mathew  
Councillor Glynis Phillips

**Officers:**

Whole of meeting Yvonne Rees, Chief Executive; Claire Taylor, Corporate Director Customers & Organisational Development; Philip Dart, Transformation Programme Director; Lauren Rushen, Policy Officer; Colm Ó Caomhánaigh, Committee Officer

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

**23/19 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**  
(Agenda Item. 1)

Apologies were received from Councillor Nick Carter.

**24/19 DECLARATIONS OF INTEREST - SEE GUIDANCE NOTE**  
(Agenda Item. 2)

There were no declarations of interest.

**25/19 MINUTES**  
(Agenda Item. 3)

The minutes of the meeting on 25 July 2019 were approved and signed.

## **26/19 QUARTERLY REVIEW OF THE TRANSFORMATION PROGRAMME (JULY TO SEPTEMBER 2019)**

(Agenda Item. 5)

It was agreed to take Agenda Items 5 and 6 together.

Philip Dart introduced the third quarterly report, noting that there had been significant progress despite the challenges of timing, pace and capacity. It was planned to have a more fundamental review after 6 to 9 months and that is now taking place with conclusions expected to be reported to CEDR, the Chief Executive's leadership team, before Christmas. Transformation is not taking place in isolation and must take place alongside all change activity and other developments such as the Integrated Care System.

Officers responded to Members' questions as follows:

- There are three programme managers overseeing transformation but it involves everyone right across the council. It should not be seen as an add-on.
- Some services have been holding off on developments, waiting for transformation. For example, the ICT section where there is now a sense of progress and improved morale.
- The levels where staff are involved vary according to the project. The review of Business Administration and Support is currently at Extended Leadership Team (ELT) level with support from subject matter experts. In Finance there has been full staff consultation at appropriate times.
- There needs to be a clear demarcation between engagement in shaping proposals and staff consultation where formal HR processes begin. Everything must be done properly and consistently.
- There have been no redundancies at this stage.
- Changes to the property strategy are complicated by the Carillion aftermath so in that case a director has been appointed and close links established with the transformation programme.
- Planning is starting for the next Medium Term Financial Plan. Transformation must support and reflect that plan. There will be some shifts, for example the Integrated Care System and more partnership working.
- There is a need to get away from judging everything on the original PwC work which is increasingly out-of-date. The priority is to maintain and improve services and make them sustainable.
- The Chief Executive acknowledged that there is a need to articulate more clearly the individual savings from the different projects. The real test of progress is the gap in the overall budget each year between spending and funds available.
- The programme is progressing as fast as possible – any faster and there is a risk of affecting both business-as-usual and transformation.
- Most of the risk is related to timing. For example, the redesign of the Provision Cycle is going to take longer because of future proofing it to take account of the Integrated Care System proposal.

- The “further £26.3m of planned Transformational savings” referred to in section 2.1 of the report (Agenda Page 8) is included in the overall £49.7m savings. The figures are set out more clearly in Annex 1, Agenda Page 21, paragraph 2.
- Some vacant posts are being held back to provide redeployment opportunities where some service redesigns result in fewer posts. Voluntary redundancies may also be an option taken.
- On the review of Strategic Capability there are currently more posts than people. It is important that the Council has the best possible demographic information and the best analytical skills.
- Communications should be a central function rather than being duplicated in different sections. For this to work there must be confidence in the central function.
- Monthly business management and monitoring reports have been the first new process under the new performance management framework. There needs to be a clearer relationship between the Corporate Plan and the measurement framework.
- The redesign of the Provision Cycle function is introducing a joint function with Cherwell District Council. It will be done in such a way as to provide for further joint working with other local authorities or the NHS.
- There will be a new ICT strategy proposed before Christmas. It is not anticipated that it will involve staff changes. There will be investment and implementation costs.
- The transformation programme is starting to look more at the front office, having focused on back office functions up to now. This will include looking at how services are received by people. For example on Highways, we have statistics on phone call response times and call abandon rates but nothing for instance on measuring customer satisfaction.
- There is not a start or finish to transformation. It needs to be continuous – a consistent direction of travel.
- On Annex 1, it was agreed to simplify the presentation of the figures and how they are presented as well as to better describe the use of high/medium/low confidence ratings.
- The Transformation Cabinet Advisory Group helps to steer the direction of travel, ensures the programme is member-led. It has previously looked at the provision cycle and culture change. The next meeting will look at future options for customer service.

The Chairman thanked officers for the update. Transformation was going well but she looked forward to seeing the financial information presented more clearly in the next report.

## **27/19 FINANCE, STRATEGIC CAPABILITY AND PROVISION CYCLE**

(Agenda Item. 6)

Taken with Agenda Item 5

**28/19 COMMITTEE'S WORK PROGRAMME**

(Agenda Item. 7)

The work programme was agreed.

..... in the Chair

Date of signing .....

DRAFT