



To: **Members of the Cabinet**

Notice of a Meeting of the Cabinet

Tuesday, 26 May 2020 at 2.00 pm

Virtual

Please note that due to guidelines imposed on social distancing by the Government the meeting will be held virtually.

If you wish to view proceedings please click on this [Live Stream Link](#)
However, that will not allow you to participate in the meeting

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

Yvonne Rees
Chief Executive

May 2020

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

Membership

Councillors

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

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on

*unless called in by that date for review by the appropriate Scrutiny Committee.
Copies of this Notice, Agenda and supporting papers are circulated
to all Members of the County Council.*

Date of next meeting: 16 June 2020

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

Whose Interests must be included?

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

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

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

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

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

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

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

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

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

List of Disclosable Pecuniary Interests:

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

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

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

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 14)

To approve the minutes of the meeting held on 17 March 2020 (**CA3**) and to receive information arising from them.

4. Questions from County Councillors

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

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

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

5. Petitions and Public Address

This Cabinet meeting will be held virtually in order to conform with current guidelines regarding social distancing. Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate these new arrangements we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. 9 am on 20 May 2020. Requests to speak should be sent to sue.whitehead@oxfordshire.gov.uk together with a written statement of your presentation to ensure that if the technology fails then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting.

Where a meeting is held virtually and the addressee is unable to participate virtually their written submission will be accepted

Written submissions should be no longer than 1 A4 sheet.

6. Business Management & Monitoring Report - March 2020 (Pages 15 - 76)

*Cabinet Member: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2019/205*

Contact: Steven Fairhurst Jones, Corporate Performance & Risk Manager Tel: 07932 318890/ Hannah Doney, Head of Corporate Finance Tel: 07584 174654

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

The report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan, at 31 March 2020. A summary of overall performance and description of change is contained within the report. The report contains four annexes:

- Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
- Annex B sets out the Leadership Risk Register which has been developed as part of the Council's work to strengthen risk and opportunities management
- Annex C sets out the current financial position, providing detailed explanations of significant budget variations and an update on the Medium-Term Financial Plan including the delivery of savings agreed by Council in February 2019
- Annex D provides a note of the expected costs and loss of income expected relating to Covid-19 in the first quarter of 2020/21

The Cabinet is RECOMMENDED to:

- note the contents of this report;***
- note the virements set out in Annex C – 2b;***
- note the provisional revenue outturn for 2019/20 along with the yearend position on general balances and earmarked reserves as set out in Annex C;***
- approve the remaining directorate overspend £0.3m after using the unused corporate contingency should be transferred to balances along with the Strategic Measures underspend of £2.8m as set out in paragraph 29;***
- agree that the surplus on the On-Street Parking Account at the end of the 2019/20 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2020/21 financial year as set out in Annex C-4;***
- To note the expected costs and loss of income expected relating to***

Covid-19 in the first quarter of 2020/21 as set out in Annex D.

7. Provisional Capital Outturn 2019/20 (Pages 77 - 100)

Cabinet Member: Finance

Forward Plan Ref: 2020/030

Contact: Hannah Doney, Head of Corporate Finance Tel: 07584 174654

Report by Director of Finance (**CA7**).

The report is the provisional capital programme outturn position for the 2019/20 financial year and focuses on the capital spending against budget allocations within 2019/20 and the financing of this capital investment.

The Cabinet is RECOMMENDED to note the provisional capital outturn for 2019/20 as set out in the report.

8. Better Deal for Bus Users - Funding Opportunities (Pages 101 - 142)

Cabinet Member: Environment

Forward Plan Ref: 2020/044

Contact: Joanne Fellows, Growth Manager – Central Oxfordshire Tel: 07990 368897

Report by Director for Planning & Place (**CA6**).

The purpose of this report is to detail two new funds for the provision of bus services under the heading of 'Better Deal for Bus Users', to provide an update on the financial support available to bus operators as a result of the impact of Covid-19 along with updating members on other funding opportunities to support public transport.

The Cabinet is RECOMMENDED to:

agree for Officers to

- i. submit an Expression of Interest to the Government's 'All-Electric Bus City' funding initiative; and***
- ii. submit up to four Expressions of Interest to the Government's Rural Mobility Funding initiative.***

9. Appointments 2020/21

Cabinet Member: Leader

Forward Plan Ref: 2019/206

Contact: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

Report by Director of Law & Governance (**CA9 (To be circulated separately)**).

To consider member appointments to a variety of bodies which in different ways

support the discharge of the Council's Executive function.

Cabinet is recommended to confirm the existing appointments as set out in the Annex.

10. Forward Plan and Future Business (Pages 143 - 144)

Cabinet Member: All

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

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

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

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

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CABINET

MINUTES of the meeting held on Tuesday, 17 March 2020 commencing at 2.00 pm and finishing at 3.15 pm

Present:

Voting Members: Councillor Ian Hudspeth – in the Chair
Councillor Lawrie Stratford
Councillor Ian Corkin
Councillor Lorraine Lindsay-Gale
Councillor Yvonne Constance OBE
Councillor David Bartholomew
Councillor Liam Walker

Other Members in Attendance: Councillor Liz Brighthouse (Agenda 7)

Officers:

Whole of meeting Nick Graham, Director of Law & Governance; Lorna Baxter, Director for Finance; Colm Ó Caomhánaigh, Committee Officer

| Part of the meeting Item | Name |
|--------------------------|-------------------------------------------------------------------------------------------|
| 6 | Robin Rogers, Head of Strategy |
| 9 | Patrick Lingwood, Active and Healthy Travel Officer |
| 9,11 | Rachel Wileman, Assistant Director Strategic Infrastructure and Planning |
| 10 | Craig Bower, ICT Project Manager; John Disley, Infrastructure Strategy and Policy Manager |
| 11 | Kevin Broughton, Minerals Principle Officer |
| 12 | Charlotte Simms, Senior Policy Officer |

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

21/20 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies for absence were received from Councillor Mark Gray and Councillor Judith Heathcoat. Councillor Steve Harrod participated by telephone conference call.

The Chairman noted that some Members were following government advice in relation to Covid-19 by self-isolating. The Government is considering legislation to allow for remote voting at local authority meetings but this is not in place yet and therefore only Members who are physically present at a meeting can vote.

Meetings are being reviewed on a continuous basis. Yvonne Rees, Chief Executive, also sent her apologies as she had to participate in a national conference call on Covid-19 measures.

22/20 DECLARATIONS OF INTEREST

(Agenda Item. 2)

There were no declarations of interest.

23/20 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 25 February 2020 were approved and signed as a correct record.

24/20 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Judy Roberts had given written notice of the following question to Councillor Yvonne Constance:

‘Can we be assured by the Cabinet Member for Environment that the review of the cycle and walking standards referred to in the Oxford Local Cycling and Walking Infrastructure Plan will incorporate the relevant National standards and that these standards will be adhered to in the designs that are produced to implement the forthcoming Oxford, Bicester and Didcot LCWIPs?’

Councillor Constance replied:

‘The review of the Oxfordshire cycle and walking standards will take into account all relevant national guidance, including current guidance and forthcoming updated national cycling guidance. It is intended that the updated Oxfordshire guidance will be more succinct and more focused on designs that are typically a cause of contention, such as priority for cycle track crossings of side roads, including the inclusion of schematic design plans. The intention is that the design standards will thereby be more easily

accessible and more helpful to all groups, such as planners, developers and engineers, involved in cycle and walking scheme design. In this way, it is intended a greater adherence to design standards will be achieved in scheme designs and implementation. Outline schemes within the Oxford LCWIP and future designs in the draft Bicester and Didcot LCWIPs will all follow Oxfordshire Cycling and Walking Design Standards and other best practice cycling and walking design guidance.'

Supplementary Question: 'Is there enough flexibility in the detailed planning of the HIF bid infrastructure project to fully integrate with the recommendations of the Didcot LCWIP and what level of modal shift from car to walking, cycling and public transport does the OCC modelling predict?'

Councillor Constance responded:

'The public consultation for the HIF bid is currently on the Council website and that will be taken into consideration. The ambition is a 50% increase in cycling and walking which is challenging but should be possible if the funding is received.'

Councillor Susanna Pressel had given written notice of the following question to Councillor Yvonne Constance:

'I'd like to congratulate everyone concerned in commissioning and writing the report on the Oxford Local Cycling and Walking Infrastructure Plan (LCWIP). Please pass on my congratulations and thanks.'

It's one of the best reports I have ever read. It could revolutionise the health of our residents -- by encouraging active travel - and reduce considerably the pollution and congestion that we all hate so much.

It provides the government with a persuasive case for investing heavily in walking and cycling in our county. I was delighted to see that we have already had positive feedback from the DfT, which also recognises how these proposals fit in with some of the other excellent and bold work that has been taking place. I was particularly glad to see that they support 20 mph limits and I hope we will get far more of these?'

I'd like to ask Cabinet firstly when we hope to hear about government investment in some of the schemes proposed, secondly when and how we plan to develop the elements that the report identifies in paragraphs 16 and 17 and thirdly when this work can be extended to Bicester and Didcot?'

Councillor Constance replied:

'We welcome the support for the Oxford LCWIP project and recognition (including by the Department for Transport) of the quality of the work produced. In terms of hearing about Government investment to support the LCWIP programme, other than the headline announcements for overall investment levels across this area and public transport, we have had nothing

specific, so await further details. The important thing is that we have planned projects which are developed and supported, which helps maximise our chances of success through any funding process.

Some of the work identified in paragraphs 16 and 17 is already underway – reviewing design guidance for instance – and the review and update of policies in Active & Healthy travel will be one of the main areas of focus for the Council's new Local Transport & Connectivity Plan. The initial public engagement on this Plan, now open, includes a series of Topic Papers on Active Travel and related projects. We are also looking at opportunities to integrate the LCWIP with projects (including CPZs, Low Traffic Neighbourhoods and the public transport network) as these will help increase levels of cycling and walking – building more and better cycle and pedestrian facilities on their own won't be enough, as the report identifies.

The recent Council budget decision to allocate additional funding to this area to support a dedicated Active Travel Hub lead role will directly support all of this work, and allow us to be more pro-active in working with partners to take forward other projects, including the proposed 'Greenways' network, Active Travel projects in other locations, developing a programme of more comprehensive and meaningful survey data (so we can better monitor progress against outcomes) and updated guidance and training/development programmes.

Elsewhere, work on the Bicester LCWIP is fairly advanced, and is expected to be substantially complete by May with proposals ready for consideration and approval over the summer. The Didcot LCWIP is less well developed but is expected to be completed by the autumn.'

Councillor Paul Buckley had given written notice of the following question to Councillor Mark Gray:

'The recent decisions by Cabinet on bids to the Youth Opportunity Fund were excellent news to those organisations that were successful. Unfortunately, because the need far exceeds the funds made available, there were another 71 organisations who devoted a huge amount of time and effort in making bids that were unsuccessful. Will Cllr Gray please arrange for these to be provided with feedback on their bids, to help them learn from the experience?'

Councillor Gray replied:

'Unfortunately we did not have the capacity as a cross-party Evaluation Panel to prepare individual feedback on 71 bids. We greatly appreciate the significant work that these organisations did to apply for this fund, and while it was fantastic to have such a high number of responses to the call for bids, it does mean that a large number of organisations have had to be disappointed on this occasion. We wrote to each organisation and expressed our gratitude for their bids and for the work that they do for Oxfordshire's youth.'

25/20 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

The following requests to address the meeting had been agreed by the Chairman:

| Item | Speaker |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Item 7 – Business Management and Monitoring Report | Councillor Liz Brighthouse, Chairman of the Performance Scrutiny Committee Councillor Glynis Phillips, Shadow Cabinet Member for Finance |
| Item 9 – Oxford Local Cycling and Walking Infrastructure Plan | Councillor Bob Johnson, local councillor for Kennington & Radley Robin Tucker, Cycling UK Oxfordshire Simon Hunt, Cyclox |
| Item 11 – Oxfordshire Minerals and Waste Local Development Scheme | Councillor Bob Johnson, local councillor for Kennington & Radley |

26/20 ARMED FORCES SUPPORT

(Agenda Item. 6)

Cabinet considered a report on the development and progress of actions to strengthen the Oxfordshire Armed Forces Covenant commitments and proposing to agree an application in pursuit of a gold award in the national Employer Recognition Scheme.

The Chairman welcomed the report noting that the Council was the first to sign a local Armed Forces Covenant in 2011.

Robin Rogers, Strategy Manager, gave apologies from Simon Furlong, Corporate Director of Communities, and Samantha Shepherd, Senior Policy Officer, who could not attend today. He then summarised the report.

He emphasised how important the armed forces has been in Oxfordshire – even before Brize Norton became the RAF’s primary station in the UK. The County is also home to many pensioners, reservists and others who work in support operations.

The proposal is to apply for a gold award as an employer. An important goal is to ensure that nobody is disadvantaged because they are a member of the

armed forces or because a family member is in the armed forces. The Council already does much of what it is proposed to commit to in the report.

During discussion Cabinet unanimously supported the proposals making the following points:

- The report showed a real understanding of the detail and Samantha Shepherd should be complimented in particular.
- It is important that the business community is aware of the skills that former members of the armed forces can bring to them.
- The Council needs to ensure that armed forces families are well looked after in terms of schooling and health services.

RESOLVED to:

- a) note the development and progress of actions to strengthen the Oxfordshire Armed Forces Covenant commitments; and
- b) agree the application in pursuit of a gold award in the national Employer Recognition Scheme.

27/20 BUSINESS MANAGEMENT & MONITORING REPORT - JANUARY 2020

(Agenda Item. 7)

Cabinet had before them a report that set out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and that provided an update on the delivery of the Medium-Term Financial Plan, at 31 January 2020.

Councillor Liz Brighouse, Chairman of the Performance Scrutiny Committee, gave apologies from Councillor Glynis Phillips who was also due to speak and reported on the discussion of the report at the scrutiny committee making the following points:

- The scrutiny committee does not get to see every report since they are provided monthly so took the opportunity to have a lengthy discussion, in particular focussing on SEND and Education, Health and Care Plans (EHCPs).
- It was pleasing to hear that the Council is working with other councils to learn from each other on these nation-wide challenges.
- It was agreed to work with the Education Scrutiny Committee to explore the reasons for the increase in the number of applications for EHCPs and discuss if there are better ways that money could be spent for some children. The Chairmen will meet to scope a proposal for a working group. They will meet with relevant officers as part of this process and seek information on the costs of various options such as out-of-county placements.

- The scrutiny committee also discussed Delayed Transfers of Care (DTOCs). They had already examined this at a previous meeting and intend to continuously review progress on this issue on which this county is the sixth or seventh worst in the country.
- On the Growth Deal, the committee would like to see the actual housing figures behind the RAG ratings and see the percentages of social and affordable housing involved.
- At its next meeting it will focus on the overspends detailed in Annex C.

Councillor Lorraine Lindsay-Gale, responding to these points, stated that she was happy to work with the scrutiny committees on the EHCP issue. The issue of needing to use out-of-county placements was identified two years ago and three new schools were planned. Two are held up in the planning process but the third is on track.

Councillor David Bartholomew summarised the report and more recent developments on behalf of Councillor Heathcoat:

- It indicated that good progress was being made on the priorities in the Corporate Plan.
- On DTOCs the Government had just announced the public health grants and Oxfordshire's was £31m up 5.1% on last year.
- The forecast Directorate overspend of £6.5m will be partly met from the remaining corporate contingency budget of £3.5m and £0.4m of the Strategic Measures underspend.
- There is a £4.5m overspend related to increased costs in corporate parenting. A small change in numbers of young people requiring small group living can create a significant change in overall spend.
- £5.8m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. These might be achieved in 2020/21.

Councillor Lawrie Stratford added that the DTOC figures have been improving but the Covid-19 virus introduced a new pressure. Staff face a new challenge in providing home care. This is a quickly changing situation. He welcomed the increase in the public health grant but he will need to see the detail. It is possible that there may be more expectations placed on the Council.

The resolution was moved by the Chairman and adopted unanimously.

RESOLVED: to

- a) note the contents of this report;
- b) note the virements set out in Annex C.

28/20 CAPITAL PROGRAMME MONITORING REPORT - JANUARY 2020

(Agenda Item. 8)

Cabinet considered the report which focused on the delivery of the capital programme and new inclusions with the overall ten-year capital programme.

Councillor David Bartholomew summarised the report. There has been a small decrease of £0.4m in forecast expenditure for 2019/20 due to a rescheduling of some school maintenance projects to the following year with minimum impact as explained in Paragraph 11 on Agenda Page 86.

The total ten-year programme sees an increase of £1.7m as a result of financial contributions to Local Growth Fund projects agreed by the OxLEP as outlined in Paragraph 15 on Agenda Page 87 and Annex 1c.

The figures for the Housing and Growth Deal Programme are outlined in Paragraphs 16 to 19 on Agenda Page 88 but are going to change as technical assessments are completed and progressed through key stages of delivery.

The Chairman noted the expenditure on the Milton Enterprise Pedestrian and Cycle Bridge and the project at Shores Green Witney as examples that showed that the deal was not all about Oxford city.

Councillor Yvonne Constance added that she would like to see a list of Year 2 programmes.

The Chairman moved the recommendations and they were approved by consensus.

RESOLVED:

- a) to approve the changes to the programme in Annex 1c;
- b) to agree to continue to report the Growth Deal at programme level to enable resources to be moved between schemes (as set out in annex 2) but within the overall programme total of £143m.

29/20 OXFORD LOCAL CYCLING & WALKING INFRASTRUCTURE PLAN
(Agenda Item. 9)

Cabinet had before it a detailed 10-year plan to improve cycling and walking in Oxford.

Councillor Bob Johnston had requested to speak on this item but was unable to attend on medical advice. He sent a text which the Chairman agreed to include in the minutes:

“I fully support the recommendations on this item. In respect of Kennington and Radley I hope that in the fullness of time there will be a network of safe and secure network of cycle tracks from the centre of Abingdon to the centre of Oxford, and which will go through the Division. This will build on the excellent work done on the Sustrans track which currently runs from Sandford Lane to Folly Bridge. What is unclear to me currently is how to devise a route from the top of Church Street in Radley to the Abingdon ring

road. My heartfelt plea for any of the above, and indeed the rest of the County networks, to be properly maintained. Cyclists will not use poorly maintained track, and who can blame them. Similarly please ensure that they are kept free of nettles and brambles during the growing season. The latter are particularly route limiting in summer.”

Robin Tucker, Chair of Cycling UK Oxfordshire, welcomed the proposal. He stated that the case for cycling had never been clearer, listing the benefits for health, air quality, traffic congestion and climate change. Research had shown that improvements to the public realm such as this can lead to an increase for local businesses of 30%. He hoped that the capacity and skills were there to deliver and that similar improvements can be made for other towns in the County.

Simon Hart, former chair of Cyclox, spoke on behalf of the current chair who could not attend. He urged the adoption of all 27 policies in the report. He thanked the Chairman and the Cabinet Member for Environment for their support and Patrick Lingwood for being so thorough. He believed that the proposals provided particular benefits for socially deprived areas. He also hoped that similar plans could be applied across the County.

Councillor Yvonne Constance thanked the cycling campaigners for their research and work that fed into the proposals. The plan is embedded in the Connecting Oxford proposals and will inform planners and developers as well.

She had received a written question from Councillor John Sanders, who was unable to attend the meeting, with regard to security issues for cycling and cyclists such as standardised stamping, lighting and tracking devices. She stated that these were matters for the district and city councils to address and people should lobby them on security issues.

Patrick Lingwood, Active and Healthy Travel Officer, summarised the plan. The headline targets are challenging. For example, they want to increase the numbers cycling into the city from 20,000 to 30,000. The key aspects were the cycle network, the fact that it was part of the wider Connecting Oxford plan and linked to the Low Traffic Neighbourhoods. The plan demonstrated that the Council was ready to go, once the funding is made available.

During discussion Cabinet unanimously supported the proposals making the following points:

- The Government’s Transport spokesperson had emphasised that, in considering funding awards, the ability to implement plans would be important. This plan ensured that the Council was well placed in this regard.
- Members looked forward to plans being produced for other towns and expressed concern that some of the older narrow streets might provide challenges.

- Cycling and walking infrastructure should be regarded as just as important as water and electricity services.
- Officers were commended for the excellent work on the plan.

Rachel Wileman, Assistant Director Strategic Infrastructure and Planning, confirmed that plans were advancing for other areas – Bicester and Didcot later this year. She agreed to check if these will be included in the bid for funding.

RESOLVED: to approve the Oxford Local Cycling & Walking Infrastructure Plan (LCWIP), including the Oxford cycle network plan.

30/20 DIGITAL INFRASTRUCTURE STRATEGY

(Agenda Item. 10)

Cabinet considered a plan to support delivery of the Government's commitment to have 100% coverage of full fibre broadband and close to 100% coverage of fast mobile.

Councillor Ian Corkin introduced the report. The Council had been to the forefront in the Better Broadband for Oxfordshire (BBO) project which had been successful in providing fibre connectivity across the county but the next stage is to bring fibre from the 'cabinet' to premises. It will provide Giga-byte capability and is essential to 5G mobile coverage. The Memorandum of Understanding with the other local councils and OxLEP will help facilitate this.

Craig Bower, ICT Project Manager, summarised the report. Broadband coverage is currently 97% and the current system may suffice for the next 5 to 7 years but the Government has identified that the UK is behind the rest of Europe and North America. The aim is to bring fibre to every premises and to integrate fibre and mobile systems. This will be delivered by a combination of commercial investment and public funding. The Oxfordshire team has the experience of the BBO project behind it and is mobilised to support this next phase.

Councillor Yvonne Constance asked if the model was changing as to how communities remaining without broadband got included, such that suppliers took the lead rather than our programme. Craig Bower responded to confirm this is increasingly the case, but that the supplier concerned would be able to point residents to the government's gigabit voucher scheme which often enabled the supplier to extend coverage without the residents or businesses needing to contribute their own funding

The Chairman put the proposal and it was adopted by consensus.

RESOLVED: to approve

- (a) the Digital Infrastructure & Delivery Plan; and

- (b) the associated Memorandum of Understanding forming a Digital Infrastructure Partnership between Oxfordshire Local Authorities and OxLEP.

31/20 OXFORDSHIRE MINERALS AND WASTE LOCAL DEVELOPMENT SCHEME

(Agenda Item. 11)

Cabinet was asked to consider a revised minerals and waste development scheme and ultimately the proposed timetable for the preparation of the Minerals and Waste Local Plan.

Councillor Bob Johnston had requested to speak on this item but was unable to attend on medical advice. He sent a text which the Chairman agreed to include in the minutes:

“Again I fully support the recommendations. It will protect the whole County from speculative applications for mineral extraction. This is particularly relevant to Kennington and Radley in as much as a local land owner has made public his desire to reactivate the Radley ROMP. I am advised that a complete and adopted strategy will make his speculative desire that much more difficult to achieve.”

Councillor Yvonne Constance introduced the report which is aimed at making a submission to the Planning Inspectorate in January 2021. Kevin Broughton, Minerals Principle Officer, noted that the consultation had been delayed due to staff changes. However, the timetable presented in the report would ensure that the submission was made within the term of this Council.

Rachel Wileman added that more nominations of sites had been received than had been anticipated. Also, there had been changes to the habitat assessments that took more time.

Councillor Lawrie Stratford commented that he had no qualms about the time taken to get this far – it was more important to make it robust.

Councillor Lorraine Lindsay-Gale thanked officers for their attendance at local meetings and the clarity of the responses that they gave.

Councillor Constance referred to a question she had received in writing from Councillor John Sanders. He was concerned that if the target for completion was not met, then it would make it difficult to control operators. However, she was assured that Part 1 remains in place whether or not Part 2 – the local sites plan – is completed. She recommended approval of the recommendations and they were agreed by consensus.

RESOLVED: to approve the Oxfordshire Minerals and Waste Development Scheme (Tenth Revision) 2020 at Annex 1, in order to have effect from 17 March 2020 and to delegate final detailed amendment and editing to the

Corporate Director of Place and Growth in consultation with the Cabinet Member for Environment.

32/20 OXFORDSHIRE MINERALS AND WASTE STATEMENT OF COMMUNITY INVOLVEMENT

(Agenda Item. 12)

Cabinet considered a report on how the community will be involved in preparing and reviewing the Minerals and Waste Local Plan.

Charlotte Simms, Senior Policy Officer, summarised the report. The Statement has been updated to comply with legislative changes. It also deals with Neighbourhood Plans and Statements of Common Ground on cross-boundary matters. It has been updated in relation to digital communication and the council's vision. It is up to Full Council to approve the Statement so Cabinet is asked to recommend that to Council.

Councillor Yvonne Constance noted that it was unclear when the next Council meeting could take place and asked if any delay in holding the meeting would impact on the Part 2 process for the local development scheme. Charlotte Simms confirmed that this would have no impact.

The recommendations were approved unanimously.

RESOLVED: to RECOMMEND to Council to:

- a) adopt the Oxfordshire Statement of Community Involvement with the amendments as shown in Annex 1; and
- b) to delegate to the Corporate Director for Place and Growth the approval of the Oxfordshire Minerals and Waste Statement of Community Involvement at Annex 1, subject to any further minor changes to be made in consultation with the Cabinet Member for Environment.

33/20 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 13)

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

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

..... in the Chair

Date of signing

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Division(s): All

Cabinet – 26 MAY 2020

**BUSINESS MANAGEMENT & MONITORING REPORT
February and March 2020
plus COVID-19 financial impact April to June 2020**

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

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to:
 - (a) note the contents of this report;
 - (b) note the virements set out in Annex C – 2b;
 - (c) note the provisional revenue outturn for 2019/20 along with the year-end position on general balances and earmarked reserves as set out in Annex C;
 - (d) approve the remaining directorate overspend £0.3m after using the unused corporate contingency should be transferred to balances along with the Strategic Measures underspend of £2.8m as set out in paragraph 29;
 - (e) agree that the surplus on the On-Street Parking Account at the end of the 2019/20 financial year, so far as not applied to particular eligible purposes in accordance with Section 55(4) of the Road Traffic Regulation Act 1984, be carried forward in the account to the 2020/21 financial year as set out in Annex C-4;
 - (f) To note the expected costs and loss of income expected relating to Covid-19 in the first quarter of 2020/21 as set out in Annex D.

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and presents and provides commentary on the provisional revenue outturn position for 2019/20 prior to the formal closure of the accounts. It also provides information on the financial impact of COVID-19 for April to June 2020.

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.

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. During March, the Council's resources were focused on the immediate impact of the coronavirus outbreak. Consequently, we did not produce a report on February's business. This report therefore covers the Council's activities in both February and March 2020.
6. Despite the pressures of addressing the current situation, ongoing management reporting remains essential in order to maintain oversight and control of the full range of Council activity. However, in order to prioritise resources, the Council will publish quarterly rather than monthly reports for the duration.
7. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
8. This report summarises performance, risk and finance. This reflects the Council's commitment to transparency and improved performance management. Further information is provided in four annexes:
 - a. Annex A: performance
 - b. Annex B: risk
 - c. Annex C: finance
 - d. Annex D: expected costs and loss of income due to COVID-19
9. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. As reported to Council in November 2019, we have committed to that target and to taking action across all our main areas of influence: our schools, our supply chain, our policy-making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change.
10. Inevitably, the immediate impacts of the coronavirus (COVID-19) outbreak on the Council's performance can be seen in this report. From the outset, the majority of our staff and elected members have been required to work from home, other than those whose work demands that they continue to provide face to face services to residents in their homes, schools, fire stations or otherwise out in public. Our business continuity planning, and in particular our ICT services, ensured that this

¹ Corporate Plan and Medium Term Financial Plan: <https://www.oxfordshire.gov.uk/council/our-vision/corporate-plan>
Outcomes Framework and previous reports: <https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports>

transition was achieved with minimal disruption, enabling us to maintain the Council's focus on providing services and support to the people and communities of Oxfordshire.

11. The Council and its partners, whose staff have been equally disrupted during the current situation, have shown great resilience in adapting to urgent and changing priorities. Inevitably this has meant some of our work being done differently or being paused to free staff for other more urgent priorities – and the effects of this can be seen in places in the performance data in Annex A. For example, services already significantly disrupted by coronavirus include reablement and delayed transfers of care. We anticipate that more services' performance will be disrupted over the coming months, such as NHS Health Checks, education services and many of our services which are delivered face to face.
12. This report provides only an early snapshot of the Council's business in an unprecedented and ongoing picture of change, but we are proud to have adapted quickly and to have continued to deliver vital services on which the people and communities of Oxfordshire depend.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

13. 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.
14. 47 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards our ambitions, is called the Outcomes Framework.
15. The Outcomes Framework enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.
16. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help us to provide updates on activity in these important areas. These outcomes and indicators are not given a RAG rating but are shaded grey, and the measures which support them are marked as "no target set".
17. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. There are seven significant changes to highlight:
 - a. The indicators "Number and value of opportunities for public engagement" and "rates of customer satisfaction" have both been assessed as Green this month, having been Amber in previous reports. This is because the results of the latest wave of our Residents' Survey have exceeded the targets we set.

- b. The indicator “Our services improve and deliver value for money” has been assessed as Green this month, having been Amber in recent reports. For details of the Council’s financial position at 31 March 2020 see paragraphs 27-31 below and Annex C.
 - c. The indicator “Planning decisions made on time” has been assessed as Green, having been assessed as Amber in January’s report. This improvement is because both measures supporting this indicator were performing above the target rate at the end of March.
 - d. The indicator “Timeliness of Education and Health Care plans” has moved from Red in January’s report to Amber this month. This improvement follows the actions that we said in the previous report we were taking to address performance rates.
 - e. The indicator “Children Missing Education” has been assessed as Red this month, having been not rated in the previous report. School absence in terms of overall absence, persistent absences (i.e. being absent for more than 10% of school sessions) and people being excluded for both a fixed term and permanently are all higher than the same time last year. The Council is not directly responsible for school provision, particularly as over 90% of our secondary schools are academies, but we have set expectations that attendance should increase. Our education service is actively providing support and challenge to schools. The Engagement Board (the body of Council and partner representatives which works to identify good practice around inclusion) has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS (the NHS’s Child and Adolescent Mental Health Services) on their Oxford City pilot. We are re-commissioning alternative provision to reflect the needs of children/young people, parents and schools locally.
 - f. Reporting against the indicators for both reablement and delayed transfers of care has been suspended this month following decisions made as part of the response to coronavirus by the Council and the Government. Consequently, the two indicators are both now rated as Grey i.e. not appropriate for a performance target, having been rated as Amber and Red respectively in January’s report. The Government has decided to suspend national reporting on delayed transfers of care and some other official statistics “to release capacity across the NHS to support the response [to the coronavirus illness]”. Locally, in common with some other local authorities, we have suspended reporting against our reablement target to free up management time within the service providers to support and train new staff. Commentary on these two areas of work can be found in Annex A.
18. The information below provides a snapshot of progress towards Corporate Plan outcomes in in February and March 2020, 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

- 91% of social care providers in Oxfordshire are rated Good or Outstanding by the Care Quality Commission. This remains higher than the national rate of 84%.
- The latest results of our quarterly Residents' Survey indicate that growing numbers of Oxfordshire residents feel they can influence the Council and that the Council acts on residents' concerns.

| PERFORMANCE SUMMARY | | | |
|--------------------------------------------------|---------------------------------------------------------|-------|-------------------------|
| OUTCOMES | INDICATORS | RAG | Change since last month |
| Residents feel engaged with the County Council | Number and value of opportunities for public engagement | Green | Was Amber |
| | Rates of customer satisfaction | Green | Was Amber |
| Our services improve and deliver value for money | Value for money through effective use of resources | Green | Was Amber |
| | 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

Explanatory note for context

- Public Health anticipate that performance against some key indicators under this priority will be affected over the coming months by the impact of COVID-19 on services. For example, we do not expect routine NHS health checks to be taken up by Oxfordshire residents while social distancing is recommended and primary care is reducing face to face appointments.

Performance highlights

- To date, Oxfordshire Fire and Rescue Service has rescued 672 people from non-fire incidents. This includes people trapped in cars at road traffic collisions, and people either locked in or out of a building.
- Community Safety Services have helped 7,702 to live safer lives through our Safe and Well visits, and almost 3,000 more through our programmes to advise vulnerable people about frauds and scams. This performance is above our target for the year.
- Our Fire and Rescue services exceeded their targets for making emergency call attendances on time. This was achieved despite severe weather conditions for much of February.

- We met or exceeded all our targets for NHS Health Checks for the over 40s, and for our support to people receiving support for drug and alcohol dependency
- By the end of March 97% (£1.83 million) of the £1.89 million Councillor Priority Fund had been allocated. The Fund supports community groups, town and parish councils and direct provision of services, as selected by each county councillor in support of local priorities.

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



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

Performance highlights

- The indicator 'Percentage of planning decisions on time' has been rated as Green in March, having been Amber in previous reports. We responded to 81% of District Council planning applications, and 97% of Mineral and Waste applications, within the agreed deadlines.
- In quarter 4 (Jan-March) attendance at programmes offered by our Museums Service increased by over 66% compared to same period in 2018, as a direct result of recruitment to a post enabling a significant increase in delivery. This contributed to us exceeding our target to increase (by 5%) the number of community and cultural programmes/events hosted by our cultural services (museums, libraries and archives) over the year.
- Last April, the Council's library service issued 11,784 eBooks. This year the equivalent figure is 21,193 – a 79.8% increase.

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



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

Explanatory note for context

- Coronavirus has had a major impact on reporting of educational data. At the start of April, the Department for Education announced “We will not hold schools and colleges to account on the basis of exams and assessment data from summer 2020 and that data will not be used by others, such as Ofsted and local authorities, to hold schools and colleges to account. We will not be publishing school, college or multi-academy trust (MAT) level performance data based on summer 2020 tests, assessments and exams at any phase. We will not be publishing, or sharing, school, college or MAT level accountability measures, such as Progress 8 and level 3 value added, using the summer 2020 data. The performance tables that were due to be released in October and December 2020, and in January and March 2021, will not go ahead. We will also not publish any institution-level qualification achievement rates in the national achievement rate tables for the 2019 to 2020 academic year.” However, locally we will be reporting on attendance once schools are open again.

Performance highlights

- Over 90% of children in Oxfordshire were given a place at their first-preference primary school in the latest round of admissions. A total of 6,690 of the 7,384 applicants received their first choice. Our rates were ahead of the national averages for 2019 and 2018 and it is likely that they will exceed the national average again in 2020 when these are published. Our strong performance is due to our careful forward planning to make sure the right numbers of school places exist, through building and opening new schools, the expansion of existing schools and marginal increases in admission numbers.
- A 35% increase in early help assessments compared to last year has helped to manage demand for our statutory services. After 10 years of growing numbers of children the subject of child protection plans, the number has fallen for the second successive year. Ofsted said in their recent visit “Thresholds for children in need of statutory intervention and those in need of early help are applied appropriately... There were no children receiving help at a statutory level who should not have been.”
- The percentages of Good or Outstanding schools at both primary and secondary phases remain above the national averages and the number of inadequate schools has decreased by one in the month. St John the Evangelist Primary School in Carterton has been judged to be Outstanding, having previously been Good.

Areas for improvement

- The proportion of children missing education is higher than this time last year. This is measured termly (six times a year) and details of the latest figures are included in paragraph 17 and Annex A.
- The timeliness of completing Education, Health and Care plans has improved significantly in the last two months but remains below target. Demand for such plans continues to grow and is 11% higher than this time last year.

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



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

Explanatory note for context

- National reporting on delayed transfers of care has been suspended by central Government from April to June 2020, meaning no March or end of year figures will be available. However, our own local figures show that reported delays at the end of March had fallen to 40, of which 3 were the responsibility of the Council and 18 the responsibility of both our social care and the NHS. This fall in numbers was a direct result of hospitals preparing for COVID-19 and also reducing hospital admissions: for example, on 10 March there were 265 emergency admissions to the Oxford University Hospital Trust (John Radcliffe, Horton, Churchill and Nuffield Orthopaedic Clinic) while on 4 April this had dropped to 103.
- Locally we have suspended reporting on reablement to allow managers in the service providers to train and induct new staff so they can be redeployed to this frontline service to help patients leave hospital.

Performance highlights

- The quality of care for adults in Oxfordshire is consistently higher than the national average. 91% of all providers are rated as good or outstanding in Oxfordshire, compared with 84%.
- More people are given control over how they receive their care in Oxfordshire, as a greater proportion of people have a personal budget and receive a direct payment, allowing them to organise their own care.

Areas for improvement

- Delayed transfers of care remain high and Oxfordshire's system is currently rated 145th out of 149 upper tier and unitary councils for the year. However, the latest published national figures (for the month of February) show improvement: overall delays in Oxfordshire fell by 3%, whereas nationally they rose by 4%.

| 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 | n/a | Was Amber |
| | Number of people with control over their care | Green | No change |
| | Number of people delayed leaving hospital awaiting social care | n/a | Was Red |
| | 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

- In March we exceeded our target (<15%) for failed utility inspections for the first time this year. Roadworks by utility companies which fail our inspections cause delay to residents' journeys, so a lower failure rate is highly desirable. Having become a Permitting Authority in 2019, the Council now has greater control over the extent and duration of works carried out on the county's highways, which has contributed to a failure rate in March of just 3.93% (it was over 25% earlier in the year).

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

Managing risk

- The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports Team (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration






and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from particular services to the leadership level due to the potential scale of their impact.

20. During the current phase of the coronavirus pandemic, the Council has adapted its approach to risk management given the dynamic situation and the need to clearly identify new risks and prioritise risk mitigation. The Council’s Leadership Risk Register, which has been reported in Annex B of recent Business Management and Monitoring Reports, forms the basis of our risk management approach, which has been updated with three additional principles:




- Current risks have been reviewed considering known planning assumptions and current information about the pandemic;
- Frequency of review has increased from monthly to weekly to reflect the dynamic situation. The Leadership Risk Register will be reviewed through the Council’s directorates and the pandemic response Silver Coordinating Group;
- Red risks (those scoring 15 or greater) will be reviewed by the Gold Emergency Planning Group.

21. The table below provides a summary of the Council’s leadership risks. 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 have been taken into account. Higher scores indicate more significant risks, i.e. those with higher likelihood and/or impact. The direction of travel column indicates whether the residual risk score has increased, reduced or stayed consistent since the last report.

| Risk Ref | Risk Title | Inherent Risk Score | Residual Risk Score | Direction of Travel |
|----------|--------------------------------------------------|---------------------|---------------------|---------------------|
| LR1 | Demand management | 20 | 20 | ↗ |
| LR2 | Safeguarding of vulnerable adults and children | 20 | 15 | ↗ |
| LR3 | Growth Deal | 15 | 15 | ↔ |
| LR4 | Local resilience, community resilience, cohesion | 12 | 8 | ↗ |
| LR5 | Management of partnerships (non-commercial) | 8 | 6 | ↔ |
| LR6 | Supply chain management | 12 | 8 | ↔ |
| LR7 | Delivery of statutory duties | 12 | 4 | ↔ |
| LR8 | Corporate governance | 4 | 2 | ↔ |
| LR9 | Workforce management | 12 | 9 | ↗ |
| LR10 | Organisational Change and Service Design | 16 | 12 | ↗ |
| LR11 | Financial resilience | 15 | 15 | ↗ |

| Risk Ref | Risk Title | Inherent Risk Score | Residual Risk Score | Direction of Travel |
|----------|---------------------------------------------------------------------------|---------------------|---------------------|-------------------------------------------------------------------------------------|
| LR12 | Property and assets (maintenance cost) | 16 | 6 |  |
| LR13 | Health and safety | 12 | 8 |  |
| LR14 | Business continuity and recovery | 16 | 8 |  |
| LR15 | Cyber security | 16 | 12 |  |
| LR16 | ICT Infrastructure | 12 | 8 |  |
| LR17 | COVID-19 – Community and Customers | 20 | 16 | New risk |
| LR18 | COVID-19 – Business Continuity | 20 | 20 | New risk |
| LR19 | COVID-19 – Additional duties to local authorities regarding PPE provision | 12 | 12 | New risk |

KEY

| | |
|-------------------------------------------------------------------------------------|------------------------------------------------|
|  | Risk score has increased since previous report |
|  | Risk score has decreased since previous report |
|  | Risk score is the same as previously reported |

22. There are 3 new leadership risks to report this month – LR17, LR18 and LR19. These all reflect new uncertainties posed by the COVID-19 pandemic. The impact of the pandemic can also be seen in higher scores for some of the other leadership risks.
23. The full Leadership Risk Register is attached in Annex B.

Provisional Revenue Outturn 2019/20

24. The purpose of the finance section of this report is to present and provide commentary on the provisional revenue outturn position for 2019/20 prior to the formal closure of the accounts.
25. Ernst and Young, Oxfordshire County Council's external auditor, will carry out their audit of the Council's 2019/20 Statement of Accounts in the summer, and it is possible that changes may be made to the accounts during this period which may alter the position presented within this report. The statutory deadline for the publication of the audited accounts has been extended to 30 November in response to the COVID-19 pandemic. At this stage, it is not anticipated that it will be necessary to delay to publication of the draft accounts and audit is expected to take place during June and July.
26. The results of the external audit will be reported to Audit and Governance Committee in July 2020, at which stage that Committee is expected to approve the

2019/20 Statement of Accounts for publication subject to the receipt of information from the District Councils relating to Business Rate collection fund which will not be received until 31 July. The Statement of Accounts will be published on the Council's website.

27. At 31 March 2020, there is an overspend of **£3.7m** by directorate services, including **£0.3m** related to costs arising from measures to address the COVID-19 pandemic. This is a reduction of **£0.9m** from the position at the end of February 2020. This overspend is partially offset by additional interest of **£2.2m**, additional government grant of **£0.5m**, and additional **£0.1m** relating to the gain from the business rate pooling arrangement. Included in the additional government grant is **£0.3m** of the **£14.5m** COVID-19 grant received from government at the end of March 2020. The remaining balance of **£14.2m** has been carried forward to fund expenditure in 2020/21. Annex D sets out the current estimates for the financial impact in 2020/21.
28. By using the unallocated corporate contingency of **£3.4m** the overall Council position is reduced to an underspend of **£2.5m**.
29. As part of the Medium Term Financial Plan agreed by Council on 12 February 2019 it was agreed that **£6.0m** would be transferred from balances to fund the Transformation Programme. During 2019/20 it was reported that deficit balances of **£0.1m** of schools converting to academy status would be funded from general balances. It was also agreed to fund **£0.3m** of revenue costs relating to capital works at Northfield School. It is proposed that the remaining directorate overspend **£0.3m** after using the unused corporate contingency should be transferred to balances along with the Strategic Measures underspend of **£2.8m**. The net impact on balances is an in-year movement of **£3.9m**. After taking this into account, general balances at 31 March 2020 were **£24.1m**. This is **£4.8m** higher than the risk assessed level of balances for 2019/20 and **£0.7m** higher than the risk assessed level of **£23.4m** for 2020/21 as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2020. This position reinforces the sound financial position the Council is in.

| Directorate | Final Budget 2019/20 £m | Outturn 2019/20 £m | Outturn Variance 2019/20 £m | Outturn Variance 2019/20 % | February Forecast Outturn |
|-----------------------------------|----------------------------|-----------------------|--------------------------------|-------------------------------|---------------------------|
| Children's Services | 118.1 | 122.9 | +4.8 | 4.1% | +5.1 |
| Adult Services | 184.0 | 184.6 | +0.6 | 0.3% | +1.1 |
| Communities | 112.9 | 112.2 | -0.7 | -0.6% | -1.3 |
| Resources | 28.4 | 27.4 | -1.0 | -3.5% | -0.3 |
| Total Directorate Position | 443.4 | 447.1 | +3.7 | 0.8% | +4.6 |
| Strategic Measures | -440.5 | -443.3 | -2.8 | -0.6% | -1.1 |
| Contingency | 3.4 | 0.0 | -3.4 | | -2.8 |
| Contribution from (-)/to(+) | | | | | |
| Reserves and Balances | -6.3 | -6.3 | 0.0 | | |
| Total Outturn Position | 0.00 | -2.5 | -2.5 | | +0.7 |

| Movement on General Balances | £m |
|----------------------------------------------------------|-------------|
| General Balances at 1 April 2019 | 28.0 |
| <i>Calls on Balances>Returns to Balances</i> | |
| Budgeted Contribution to Transformation Reserve | -6.0 |
| Northfield School Revenue Costs | -0.3 |
| Schools converting to academy status deficit balances | -0.1 |
| Directorate Overspend after use of Corporate Contingency | -0.3 |
| Strategic Measures underspend | 2.8 |
| General Balances at 31 March 2020 | 24.1 |
| Risked Assessed Level of General Balances 2019/20 | 19.3 |
| <i>Level of surplus balances</i> | 4.8 |

Main variations

30. **£4.5m** of the overspend in Children's Services relates to an increase in demand within the Corporate Parenting budget for higher cost placements for children with complex needs. The average costs of provision for children whose needs and risk presentations require small group living are high and a small change in numbers of young people can create a significant change in overall spend.
31. See Annex C for further details and commentary.
32. Performance indicators measuring value for money through effective use of resources are set out in Annex A. 85% of planned savings totalling **£36.8m** have been delivered in 2019/20. **£5.6m** of savings that have not been achieved in year are reflected in the Directorate forecast outturn position. These will either be delivered in 2020/21, or where they can no longer be achieved, they have been addressed as part of the budget for 2020/21 and Medium Term Financial Plan to 2023/24 agreed by Council on 11th February 2020.
33. At year end a 0.0% variation is reported for average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3) for capital projects completed by 31 March 2020.

CLAIRE TAYLOR

Corporate Director for Customers and Organisational Development

LORNA BAXTER

Director of Finance

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 MARCH 2020

| 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 | GREEN | | To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints | Lower quartile | 50% (Sep '19) | The Ombudsman's annual report (Sept 2019) showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints in the period April 2018 – March 2019. |
| | | | ↔ | % of Residents' Survey respondents who say local people can influence us | Increase on 18-19 average | 40% (Feb '20) | The figure for Dec-Feb is 40%. This is higher than the Summer '18 to Summer '19 average (35%) and higher than the figure most recently reported (36% for Aug-Nov 2019). |
| | | | | % of Residents' Survey respondents who say we act on residents' concerns | Increase on 18-19 average | 61% (Feb '20) | The figure for Dec-Feb is 61%. This is higher than the Summer '18 to Summer '19 average (55%) and higher than the figure most recently reported (56% for Aug-Nov 2019). |
| | Rates of customer satisfaction | GREEN | ↔ | % of Residents' Survey respondents satisfied with the way we run things | >55% | 57% (Feb '20) | The figure for Dec-Feb is 57%. This remains higher than both our target (55%) and the Summer '18 to Summer '19 average (34.5%). |
| Our services improve and deliver value for money | Value for money through effective use of resources | GREEN | | Achievement of planned savings | 95% | 85% | 85% of the planned savings of £36.8m have been delivered. |
| | | | | General balance outturn at the risk assessed level | >=100% | 125% | 125% - General balances at 31 March 2020 is £24.1m. This is £4.8m lower than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019. |
| | | | | Unplanned use of earmarked reserves | < £250k | £0.0m | None |
| | | | ↔ | Total Directorate outturn variation | =< 1% variation | 0.8% | At 31 March 2020, there is an overspend of £3.7m by directorate services, including £0.3m related to costs arising from measures to address the COVID-19 pandemic. |
| | | | | Total outturn variation | 0% | 0.5% | £3.4m unallocated Corporate Contingency will be used to offset the £3.7m directorate overspend. The remaining £0.3m will be met from general balances. There is also an underspend of -£2.8m on Strategic Measures. |
| | | | | Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3) | <=2% | 0.0% | There are no cost variations to report this month |
| Improvement following external inspection/audit | GREEN | ↔ | | Proportion of post-inspection/audit actions dealt with on time | 100% | 100% | Our actions agreed with HM Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) are on track and being regularly progressed. We are working through these improvement workstreams and updating HMICFRS with improved outcomes. Our next inspection will follow up on these actions and although schedule for June, the HMICFRS inspection programme is on hold due to the coronavirus pandemic. |
| | | | | The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average | National average (84% Apr 19) | 91% | 91% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the Council |
| The use of our assets is maximised | Progress with One Public Estate Programme | GREEN | ↔ | One Public Estate projects progress in line with project plans | In line with individual project timescales | On track | Impact of potential delays to project timelines due to the disruption caused by Coronavirus is currently being assessed. Partners remain committed to working in partnership. |

Page 28

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

| WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY | | | | | | |
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| 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 | 6,250 | 7,702 | We achieved our year-end target in this area of our work in Q3. Our new digital Safe & Well software has contributed to an increase in the number of referrals we've made to our partners. The Trading Standards team has also contributed significantly with delivering various programmes to vulnerable people (nearly 3,000 people have been given scams and fraud prevention advice during the year). |
| | | | Number of children better educated to live safer and healthier lives | 14,640 | 39,585 | In September our Trading Standards team introduced 'Young Friends Against Scams' offering it to schools and youth groups with a huge response. This work has helped ensure we are focussing our reach to those children who need it, and ensured we've hit our target. Our fire prevention campaigns have included regular schools' educational activities which has allowed us to achieve such a high reach. |
| | Emergency response times | ↔ | More people alive as a result of our prevention, protection and emergency response activities | 1,059 | 672 | We have rescued many people at non fire incidents where our assistance has been required to ensure people are safe, most of these being children or to support South Central Ambulance Service to gain entry at a property for a medical case. In this combined measure we have exceeded target in 4 of 5 areas of work: on this basis the measure supports a Green indicator assessment. The exception (and the reason for the gap between the current rate and target) is co-responding calls: in common with other Services nationally, we ceased responding to these calls in September 2017 in all but one of our fire stations, and as such the low performance in this area does not affect our overall Green assessment. |
| | | | % of emergency call attendances made within 11 minutes | 80% | 90.27% | The severe weather conditions in January and February didn't impact on our performance for these measures. We performed in line with our year-end expectation for our emergency response targets. |
| | | | % of emergency call attendances made within 14 minutes | 95% | 97.21% | |
| | Prevalence of healthy lifestyles | ↑ | % of eligible population 40-74 who have been invited for NHS Health Check since Apr '15 | 94% | 95.7% | Our third quarter target has been exceeded. Quarter 4 2019/20 data available 5 June 2020. |
| | | | % of eligible population 40-74 who have received a NHS Health Check since Apr '15 | 47.1% | 47.1% | Our third quarter target has been met. Quarter 4 2019/20 data available 5 June 2020. |
| | Numbers of people receiving support for drug and alcohol dependency | ↔ | Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears) | > 3468 | 3317 | As of 17/04/2020, projected year end rate = 3558 (above target). |
| | | | Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of opiate users in treatment. | >6.6% | 10.50% | We continue to exceed local targets and England averages |
| | | | Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of non-opiate users in treatment. | >36.6% | 44.10% | We continue to exceed local targets and England averages |
| | | | Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a % of the total number of ALCOHOL ONLY users in treatment. | >42.8% | 53.90% | We continue to exceed local targets and England averages |
| | Proportion of people walking & cycling | | ↔ | Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey. The targets are for annual increases over the baseline of 5% (cycling) and 2% (walking). | Cycling 634,000 Walking 3,000,000 | 591,000 2,941,000 |

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

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| | | | | | | | in the figures, which we are pursuing. Meanwhile, our Local Cycling & Walking Infrastructure Plan for Oxford has been developed and approved and Plans for other locations are in development. |
| People play an active part in their communities | Rates of volunteering | NOT RATED | - | Number of environmental volunteer hours generated through County Council activities | Reporting only | 52,850 hours (18-19) | Annual measure, next due to report in April 2020. Volunteer hours generated in 2018-19: Thames Valley Environmental Records Centre (1,264 hours), Lower Windrush Valley Project (520 hours), events and activities run by the groups in Oxfordshire's Community Action Groups (51,066 hours) |
| | | | | Number of volunteer hours contributed to library, museum & history services | | March 2,489 hours | <ul style="list-style-type: none"> Library volunteer hours: 2,057 hours contributed in March. Museum Service volunteer hours: 348 hours contributed in March. History Centre volunteer hours: 84 hours contributed in March. The trend for increased volunteer hours remains a positive one. |
| | Prevalence of services provided by communities | NOT RATED | - | Number of town or parish councils with devolved service responsibilities | Reporting only | 127 | As at 31 March there are 127 agreements with town or parish councils and four with district councils. Devolution of services is proactively being promoted. |
| | | | | % of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services | Reporting only | See right | March: 97% of £1.89m allocated = £1,839,148 of which: <ul style="list-style-type: none"> 55% to Community Groups = £1,012,203 23% to Town/Parish councils = £416,102 22% to direct services = £410,844 |

| WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT | | | | | | |
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| OUTCOME | INDICATOR | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY |
| Our quality of life in Oxfordshire is enhanced | Condition of highways | GREEN ↔ | A and B Classified road network where carriageway maintenance should be considered | 33% | 33.72% | There is no new update for March. The condition survey programme was completed in September of 2019 and reported in November, another survey is not due until the summer of 2020. November position: slightly over target but Oxfordshire's network condition is broadly becoming stable with additional investment. There has been a slight change (+1.24%, or 25Km) from 32.48% in 2018 to 33.72% in 2019. This could be due to a change in survey provider where a +/- variance of 2% was a known risk |
| | | | Defects posing immediate risk of injury are repaired within 24 hours | 100% | 99.50% | Cumulative rate and covers all defects April to February. (Data is reported one month in arrears.) |
| | | | Defects creating potential risk of injury repaired within 28 calendar days | 90% | 99.26% | |
| | | | Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date | No target set | Repaired: 21% Closed without action: 67% Remaining open: 11% | Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in February was 1,814. Of these: <ul style="list-style-type: none"> 387 (21%) are now repaired. 1221 (67%) 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. 154 (8%) are still awaiting a decision from officers. 52 (3%) are waiting for Skanska to repair. This data is reported in arrears to enable inclusion of full month activity. |
| | | | Km of total highway network resurfaced as % of total | 0.6% | 2.18% | As 31st March the programme for this work has delivered a total value of 2.18% of the whole network. This is approximately 98 Km / 61 miles, out of a total network length of 4479 Km / 2783 miles. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection and will need to be reviewed in light of the expected budget for the coming years. |
| | | | % of highway maintenance construction, demolition and excavation waste diverted from landfill | 90% | 98.15% | Rate is the average for April to February (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% | There were three agreements completed in March all of which were within 6 months of the of the District Committee decision |
| | | | Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process | >85% | 100% | Funding secured through planning obligations has remained Green this month with 100% of the funding sought received. |
| | Levels of public transport use | GREEN ↔ | Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> Satisfaction with overall journey Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics | 34.8m | 34.5m | Bus targets represent a 1% annual increase in journeys taken. The rail target represents a 5% annual increase in journeys taken (based on 10% increase between 2017 and 2018) The most recent bus and rail surveys took place in December. Outcomes were due to be known in Spring 2020. |
| | | | | 36.2 | 35.8 | |
| | | | 93% | Tbc | | |
| | | | 21.6m | Tbc | | |

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| | 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% overall annual increase exceeded | See right | 5% overall annual exceeded. Attendance at: <u>Library Services</u> 2019/20 quarter 4 (Jan-March) programmes decreased by 13% compared to same period in 2018. This quarterly decrease is directly related to cancellation of programmes in March 2020 as part of the mitigation of Covid19. Overall In 2019, there was a 9% increase in attendees over 2018. <u>History Service</u> 2019/20 quarter 4 (Jan-March) programmes decrease of 3% compared to same period in 2018. This quarterly decrease is directly related to cancellation of programmes in March 2020 as part of the mitigation of Covid19. Overall In 2019, there was a 1.8% increase in attendees over 2018. <u>Museum Service</u> 2019/20 quarter 4 (Jan-March) programmes increased by over 66% compared to same period in 2018. This increase is a result of recruitment to a post enabling a significant increase in delivery. Overall In 2019, there was a 34% increase in attendees over 2018. |
| | | | | 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 March 2020. |
| Page 32 | Percentage of planning decisions on time | GREEN | ↔ | 80% of District Council planning applications are responded to by us within the agreed deadline | 80% | 81% | 133 Major Planning applications were received in March. No. of responses sent back were 72. Additionally, 39 responses were sent back for Discharge of Conditions applications to Major Planning Applications. There is a clear display of improvement in percentage this month. |
| | | | | 50% of Mineral and Waste applications are determined within 13 weeks | 50% | 97% | Four Minerals and Waste planning applications were determined in March, all four were within target. Year to date: 36 out of 37 on target. |
| | Levels of carbon emissions | GREEN | ↔ | Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities | 3% | 17% | The Greenhouse Gas report for 18/19 shows emissions fell by 17% compared to 17/18. This equates to emissions from our corporate estate having reduced by 56.18% since 2010/11, an average annual reduction of 7.02%. Reductions comprise active measures we have taken to reduce emissions, and decarbonisation of the national grid. |
| | Levels of energy use | AMBER | ↑ | % of streetlights fitted with LED lanterns by March 2020 | 22% | 23.7% | As at 31 March, 14,155 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 23.7% of the total street light assets. Note that whilst the target of 22% has been met, this is not enough to deliver the energy saving financial commitments required: for this, a greater rate of conversion is necessary. A project plan is in progress to return to the targeted energy savings. |
| | Air quality | AMBER | ↔ | % rate of delivery in the Oxford city centre Zero Emission Zone programme | 100% | 70% | Percentages refer to progress towards the adoption of new standards. Taxi emissions standards were adopted by Oxford City in Jan 2019. Bus Euro 6 LEZ was agreed by city and county in June 2019. An application to the Traffic Commissioner for implementation has been submitted. The timetables for the bus and taxi emission standards will be reviewed in light of COVID-19 and may be amended if necessary. Informal public engagement on a new approach to the 'Red Zone' element of the programme started on 7 th January 2020 and ended on 31 January. 900 responses were received. The final, formal consultation on the Red Zone started on 4 th March but was suspended due to the COVID-19 pandemic. The consultation is due to restart in late 2020, with the scheme implementation postponed from December 2020 until summer 2021 |

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| | | | | | | | The 'Green Zone' element of the ZEZ will be developed further during 2020 and 2021. At this stage it is not known whether the COVID-19 pandemic will affect the planned implementation window (2021/22). |
| Proportion of household waste re-used, recycled or composted | A M B E R | ↔ | % 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) 29.39% b) 29.56% c) 0.24% Total 59.19% | This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. Data for March is not currently available. This figure reflects the combined efforts of County, City and District Councils. The forecasted end of year position is slightly below target as recycling rates are plateauing. | |
| | | | % of household waste sent to landfill. Reported performance is the forecasted end of year position. | under 5% | 3.23% | On track at the end of February, March data is not yet available. A target of under 3% by 2020 is included in the county's Joint Municipal Waste Management Strategy. The Council continues to investigate ways to deliver against this. Looking forward, due to the coronavirus emergency District and City Councils stopped bulky waste collections and the HWRCs which are the main source of waste to landfill are closed. However, it is anticipated that we will see this waste come in once the sites and services resume. | |
| | | | % of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position. | 59% | 59.59% | Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of HWRC sites. | |
| | | | % of people satisfied with Oxfordshire Household Waste Recycling Centres | 95% | 96.3% | This survey is completed once per year. The satisfaction survey planned for March 2020 has been postponed to March 2021. | |

| WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT | | | | | | | |
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| OUTCOME | INDICATOR | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY | |
| Children are given a good start in life | Prevalence of healthy children | AMBER | ↑ | Number of expectant mothers who receive a universal face to face contact at 28 weeks | 78% | 80.2% | This measure has exceeded the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date – including missing midwifery notifications, staff vacancies, patient choice and babies born early – will continue to be closely monitored. |
| | | | | Percentage of births that have received a face to face New Birth Visit | 95% | 98.8% | This indicator continues to perform well. |
| | | | | Percentage of children who received a 12-month review | 93% | 93% | Performance is achieving the target |
| | | | | Percentage of children who received a 2-2½ year review | 93% | 90.4% | Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.8%. Patient choice and staff vacancies impact on this indicator. |
| | | | | Babies breastfed at 6-8 weeks of age | 60% | 62.8% | 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% | 99% | Performance remains strong against this local priority target |
| | Sufficiency of early years places | GREEN | ↑ | To provide sufficiency of early education placements for children aged 3 and 4 better than England average. | 95% | 96% | Figure for the Autumn term: 8,090 places taken up, out of forecast number of 8,396 three and four-year olds. |
| | Number of looked after children | AMBER | ↑ | Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020 | 750 | 786 | Although we are higher than the target, numbers are remaining stable against the backdrop of a 4% rise nationally last year. Rated Amber because of the volatility in the small number of high cost placements and its impact on budget and workload. |
| | Numbers of children's social care assessments | GREEN | ↔ | Increase the number of early help assessments to 1,500 during 2019-20 | 1,500 | 1,862 | The growth of early help assessments in social care has helped provide more timely support and has reduced demand on social care |
| | | | | Not to exceed the level of social care assessments in 2018-19 | 6,250 | 7,225 | Although the number of social care assessments has risen in the year, the rate remains below that of both similar authorities and the national average. |
| | Number of children the subject of protection plans | GREEN | ↑ | Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020 | Under 620 | 541 | The fall in the number of children the subject of a child protection plan, seen locally last year was replicated nationally but to a lesser extent (15% fall in Oxfordshire; 4% nationally). Number continue to fall and at the end of February stood at 560 – a 9% reduction in the year. |
| 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% | Caseloads are currently higher than target. As part of the introduction of our new Family Safeguarding Plus model, the Council is investing significant extra resource to increase the number of qualified social workers within the service, with the effect of reducing overall caseloads to ensure effective interventions. | |
| | | | Invest in the workforce so that by March 2020 80% of cases are held by permanent staff | 80% | 74% | | |
| Children are able to reach their potential | NOT RATED | - | % of children offered a place at their first preference primary school | No target set | 93.3% | Although not rated, our performance on these annual measures is high compared to elsewhere | |
| | | | % of children offered a place at their first preference secondary school | | 85.5% | | |
| | Percentage of children at good schools / settings | GREEN | ↔ | % of children attending primary schools rated good/outstanding by Ofsted | 88% | 87.8% | Figures are at the end of January 2020. The number and proportion of children attending good/ outstanding secondary schools decreased from 87.9% (December 2019). This is due to two secondary schools being judged as inadequate during this time. Both these schools are academies. |
| % of children attending secondary schools rated good/outstanding by Ofsted | | | | 88% | 83.6% | | |

Page 34

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| Children missing education | RED | ↔ | Persistent absence rates in primary schools (%) | 6.7% * | 8.3% | * 6.7%, 10.4% and 69 are <u>not</u> targets: they are our expectations based on current analysis. The education service is actively providing support and challenge to schools. The Engagement Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot. We are re-commissioning alternative provision to reflect the needs of children/young people, parents and schools locally. | |
| | | | Persistent absence rates in secondary schools (%) | 10.4% * | 15.3% | | |
| | | | Reduction in permanent exclusions to 69 or fewer | 69 * | 63 | | |
| | Levels of educational attainment | AMBER | ↔ | KS2: % of pupils reaching expected standard in reading, writing, maths | 65% | 65% | Key Stage Two (combined %) is in line with the national rate. We aim for this to be a greater % in 2020 and beyond. Progress at Key Stage 2 <ul style="list-style-type: none"> Reading - on target (Green) Writing - increased but just below national (Amber) Maths - significantly below national (Red). Maths <u>attainment</u> in 2019 was in line with the national rate (79%) but we aspire for a greater % of children reaching above national. Maths <u>progress</u> (i.e. from pupils' individual starting points) has declined for the 2nd year running (from 0.-5 2018 to -0.6 in 2019) – hence Red. Primary schoolteachers have to teach all subjects in the curriculum. In a small school, of which we have a number, staff may teach Year 1, 2 and 3 one year and move to Year 4, 5 and 6 the next, for their professional development. This means they need to have both the maths knowledge and know what the 'standard' is in a number of year groups. We are addressing this with training for all teachers (in North, City and South to date) to ensure they know the standard and develop subject knowledge. We are working intensively with the 12 'lowest' scoring schools in 2019 and have provided intensive maths support for staff and maths leaders. KS4 and KS5 data is now validated. KS4 – Attainment 8 remains above the national average. Progress 8 score is notably higher than the national average. KS5 – average point score for A-levels increased from 2018 but remains very slightly below the national average (30.93). Average point score per pupil for both Applied General Studies and Tech Levels also are below the national averages |
| | | | | KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0' | > 0 | R: 0 W: -0.1 M: -0.6 | |
| | | | | KS4: average attainment 8 score per pupil | 48.2 | 47.2 | |
| | | | | KS4: average progress score | 0.07 | 0.07 | |
| | | | | KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average | 43% | 46% | |
| | | | | 16-18: average point score per pupil (A level) | | 32.71 | |
| | | | | 16-18: average point score per pupil (Tech level) | | 26.39 | |
| | | No target set | 27.39 | | | | |
| 16-18: average point score per pupil (Applied General students) | | | | | | | |
| Timeliness of completing Education, Health and Care Plans | AMBER | ↑ | Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020 | 75% | 45% | Timeliness of EHCPs is measured on calendar years nationally. So far this year 44% of EHCPs have been completed in 20 weeks, the figure for March itself dropping to 41%. Requests for plans are currently 11% higher than the same time last year. | |

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| WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED | | | | | | | |
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| 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 | 21,443 | Increase in the rate for second month. Current Home Care project is reviewing the way we commission and purchase care, which will help stabilise the market. The fall in home care hours is partly offset by the high level of direct payments which allow service users alternative ways to meet their care needs |
| | Number of hours of reablement delivered | NOT RATED | | Maintain the number of hours of reablement delivered to 5,750 per month | 5,750 hours per month | 5,155 | Reporting was suspended in March. After 11 months of the year reablement levels are 10% below contract levels. In February itself the level fell to 16% below target. The average amount of care provided per person is higher than we expected when the contract was specified, meaning fewer people are supported which is having an adverse effect on delayed transfers of care |
| | Number of people with control over their care | GREEN | ↔ | Number of people with personal budgets remains above the national average | 17-18 nat. av. 89.7% | 92% | Over 90% of people are told how much their care costs and are agreeing the way that want it delivered. |
| | | | | % of people with safeguarding concerns who define the outcomes they want | > 90% | 94% | 94.8% for the month of March- 94.3% for year to date |
| | | | | % of people using Adult Social Care services who receive a direct payment remains above the national average | 17-18 nat. av. 28.5% | 36% | Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care. |
| | Number of people delayed leaving hospital awaiting social care | NOT RATED | | Reduce the number of people delayed in hospital awaiting social care | 6 | 8 | Latest nationally published figures for February (8) are higher than the target (6 or fewer). Across the year 8 people per day have been delayed waiting for social care. National reporting on Delayed Transfer of Care (DTC) will be suspended between 1 April and 30 June 2020, so a final year figure will not be available. Local figures show an average of 5 social care delays for March |
| | | | | Reduce the number of people delayed in hospital awaiting both health and social care | 26 | 48 | These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest nationally figure for February were 48. Across the year 52 people per day have been delayed. Local figures for March show 28 people were delayed on average. An action plan is in place with the provider of reablement to deliver further improvements. This is overseen by both the council and the clinical commissioning group. |
| Proportion of older people supported in the community | AMBER | ↔ | Increase from 57% the percentage of older people in long term care who are supported to live in their own home | >57% | 55.4% | There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above | |
| Homes and places support independent living | GREEN | ↔ | Increase Extra Care Housing capacity to 2,138 units by 2031 | 2,138 by 2031 | 932 | A market position statement on Extra Care Housing was published in September 2019. Our target was changed to reflect the statement. | |
| | | | Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%) | >76% | 90% | - | |

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

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

| OUTCOME | INDICATOR | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY | |
|--------------------------------------------------|---------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strong investment and infrastructure are secured | Level of investment attracted | GREEN ↔ | Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case) | 95% | 89.4% | Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a "good" condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. A 5 year programme at an increased budget level of this order was agreed as part of the 2020/21 Service and resource planning. | |
| | | | We participate in 20 innovation funding bids to support the Smart Oxford programme | 20 | 16 | We have submitted 16 bids to date. So far this year we have had announcements of success in five bids: two in Electric Vehicle charging innovation, one related to Air Quality and dynamic road management, one on predictive analytics to reduce road congestion and one on the potential for quantum computing to enable real-time assessment of highway condition | |
| | | | Businesses given support by Trading Standards interventions/fire risk inspections | 3,409 | 4,697 | We achieved our year-end target in Q3. The Trading Standards team worked with Cherwell District Council and produced a joint publication providing businesses with more comprehensive regulatory content. They've also maintained a strong performance in both the verifying of weighing equipment and in the number of visits to businesses (including illegal tobacco, knife test purchasing and food sampling visits). | |
| | | | % 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 five-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. | |
| | Level of infrastructure investment required | NOT RATED | - | Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040) | Reporting only | See right | We are working towards commissioning an update of the Oxfordshire Infrastructure Strategy. This will happen early in 2020, subject to agreement with Oxfordshire Growth Board partners. This will enable us to set new outcomes and proposals for updated Infrastructure priorities (to 2050) by Autumn 2020, and to define the appropriate method of assessing and reporting on performance in this area. |
| | Number of new homes | AMBER ↑ | We enable the construction of 100,000 new homes by 2031 | 1,215 homes in 2019/20 accelerated | 1,349 forecast | The reported figure is from January: we are expecting the latest figure from District Councils. This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire. | |
| | | | We support the delivery of 464 new affordable housing starts by March 2020 | 464 | 356 forecast | The reported figure is from January: we are expecting the latest figure from District Councils. The forecast is below target, as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can deliver as part of their existing projects. Work is ongoing to understand how this can be improved in coming months. | |
| | Levels of disruption to journeys | AMBER ↑ | | Failed utility inspections no higher than 15% | <15% | 3.93% | From 508 sample A/B/C inspections conducted in March (including all follow up inspections) 20 failed. This equates to 3.93% failure rate. The rate has decreased since previous month (21%). The Network Coordination Team have been working hard with Works Promoters to improve the condition of reinstatements and this is beginning to bear fruit. Amber status remains appropriate for this indicator until we see a sustained improvement over Q1 (Apr-Jun 2020). |

Page 37

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

| | | | | | | | |
|----------------------------------------------|------------------------------------------------|-----------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------------|--------------------------------------------------------------------------------------------------------------------------|
| | 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 | 78,240 | With these targets now achieved we are setting stretch targets to include a full-fibre target |
| | | | | The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband | 97.5% | 97.5% | |
| | | | | The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM 'acceptable' broadband (10Mb/s) | <0.3% <1.2% | 0.3% 0.9% | |
| Local businesses grow and provide employment | Employment rates | NOT RATED | - | % of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%) | Reporting only | See right | Jan19 to Dec19: 83.4% Oxfordshire residents aged 16-64 in employment; GB rate = 75.8% |
| | Business numbers | | - | Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data) | | | See right |
| | Numbers of apprenticeships | | - | Number of apprenticeships employed by the County Council and maintained schools | Reporting only | 53 | From 1/04/2019 to 31/03/20 we have enrolled 108 new apprentices. As at 31/03/20 the total number of apprentices was 178. |
| | Levels of workforce | | - | Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools | Reporting only | See right | End of March 2020: 4123.42 FTE. This is slightly higher than in December 2019 (4086.97 FTE) |
| | | Total spend on agency staff | See right | End of quarter 4 (Jan-March 2020): £4,166,075, a slight decrease on Q3 £4,224,695. | | | |

ANNEX B – RISK

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

| REF | Risk Title | Risk Cause Description of the trigger that could make the risk happen | Risk Effect Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent risk level (no controls) | | Existing Controls Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | Mitigating actions Further actions required | Action Completion date | Comments | Last Updated |
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| | | | | | | Impact | Probability | | Impact | Probability | | | | |
| LR1 | Demand management: managing the impact of increased demand on council services | That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19 , leading to more requests for children's 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. The impact on children's and adults services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures | Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination | Jane Portman & Stephen Chandler | | 5 | 4 | 20 | 5 | 4 | 20 | Ongoing | Existing controls and mitigating actions updated. | 07/05/2020 |
| LR2 | Safeguarding of vulnerable adults and children: ensuring there are effective arrangements in place for safeguarding | Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the partial closures of schools and reductions in home visits. | 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. | Jane Portman & Stephen Chandler | | 5 | 4 | 20 | 5 | 3 | 15 | Ongoing | Existing controls and mitigating actions updated. | 07/05/2020 |
| LR3 | Growth Deal: ensuring there are effective governance and delivery arrangements in place for the deal. | Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved. Government, local and partner necessarily prioritising attention on CV-19 response could make progress less certain. House builders slowing their construction rates by closing down sites will impact on GD targets. | 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 | Paul Feehally | Owen Jenkins | 5 | 3 | 15 | 5 | 3 | 15 | Ongoing | Mitigating actions updated. | 07/05/2020 |
| LR4 | Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension | Pandemic lockdown, relaxation and reinstatement of lockdown could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be: change in government guidance; local decisions making regarding pandemic response; reduction in lockdown discipline due to 'lockdown fatigue' or reversal of relaxation. | Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately. | Simon Furlong | Rob MacDougall | 4 | 3 | 12 | 4 | 2 | 8 | Ongoing | Discussed with the Risk manager and amended to reflect the community resilience aspect of Covid19. Risk cause, risk effect, existing controls and mitigating actions updated. | 11/05/2020 |




| REF | Risk Title | Risk Cause Description of the trigger that could make the risk happen | Risk Effect Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent risk level (no controls) | | | Existing Controls Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | | Mitigating actions Further actions required | Action Completion date | Comments | Last Updated |
|------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------|-------------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | | | | | | Impact | Probability | Rating | | Impact | Probability | Rating | | | | |
| LR5 | Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit. | Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships. | Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to support and utilise the capacity and capability of the sector to help generate community resilience and community willingness to address local needs and reduce demand for services (e.g. prevention) | Claire Taylor | Robin Rogers | 4 | 2 | 8 | <ul style="list-style-type: none"> Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts Formal/informal meetings with main bodies and sector representatives Participation and engagement in local partnerships, forums and project / policy development work The Civilian / Military Partnership is implementing changes to how it operates, and investing in supporting the Council to achieve Gold status under the Armed Forces Community Covenant Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. City and district councils and NHS operate together at Gold, Silver and Bronze command levels through the CV-19 response structures New liaison arrangements in-place with VCS for Covid-19 response to cover community response, VCS resilience and recovery planning | 3 | 2 | 6 | <ul style="list-style-type: none"> Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working New working relationships with VCS and infrastructure support contract are being developed, with contract to be in place by April 2021 - procurement to start in summer 2020 Community development strategy and approach to be produced and implemented jointly with VCS and partners Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk | Various | Updated to reflect Covid-19 arrangements Existing controls and mitigating actions updated. | 11/05/2020 |
| LR6 | Supply chain management ensuring effective delivery through the supply chain | The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures | Delays to meeting service requirements or service provision. | Loma Baxter | Wayne Welsby | 4 | 3 | 12 | 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. A Contractor/Provider Cell has been established to ensure oversight of supplier chain risks as a result of Covid-19. Central govt are providing direct support for PPE and Mortuary provision. | 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. As a result of Covid-19 the likelihood of this risk has increased, however, the Provider Cell is taking a category approach to supplier risk and putting in a number of funding solutions in place to support At Risk Suppliers in accordance with the national guidance note PPN02/20. | Ongoing | Likelihood score (residual) has been increased due to Covid-19 but risk is being managed through the Provider Cell and at present we are not seeing any increase in supply chain failure as a result of the pandemic. | 07/05/2020 |
| LR7 | Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes. | That the Council acts unlawfully by failing to deliver statutory responsibilities | -Litigation/Judicial review -Financial penalties - Local Government Ombudsman/Regulators/Central Government -Damages liability to residents and commercial counterparties -Central Government intervention | Nick Graham | Glenn Watson | 4 | 3 | 12 | Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) Support role of Finance, Legal and Procurement Audit function Legal Compliance and Service Plan Service Level Agreements between directorates and Legal | 4 | 1 | 4 | Ensure support functions are fully resourced Action plan is in place to ensure we address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. | Ongoing | Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mitigating actions updated. | 11/05/2020 |
| LR8 | Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency. | That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements. | Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed. | Nick Graham | Glenn Watson | 2 | 2 | 4 | <ul style="list-style-type: none"> Council governance framework is regularly reviewed and updated by senior managers and members. Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. | 2 | 1 | 2 | Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. Annual Governance Statement process under review (reviewing previous actions and identifying new actions) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group - on schedule. | Ongoing | Risk effect, Existing controls and mitigating actions updated. | 11/05/2020 |
| LR9 | Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services. | Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs. | Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery | Claire Taylor | Karen Edwards | 3 | 4 | 12 | <ul style="list-style-type: none"> On-going monitoring of issues and HR data Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements . Temporary dedicated resourcing support. | 3 | 3 | 9 | Development and adoption of sector relevant workforce plans Development of new People and Organisational Development strategy The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. | Apr-21 | Existing controls and mitigating actions updated. | 11/05/2020 |
| LR10 | Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change. | 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 CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world. | The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. 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 | Tim Spiers | 4 | 4 | 16 | <ul style="list-style-type: none"> All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise 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. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. | 4 | 3 | 12 | <ul style="list-style-type: none"> Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. | Various | There will be delays to planned work. However the full impact of Covid-19 on the organisational change and service redesign programmes and projects is still being assessed. | 07/05/2020 |




| REF | Risk Title | Risk Cause Description of the trigger that could make the risk happen | Risk Effect Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent risk level (no controls) | | | Existing Controls Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | | Mitigating actions Further actions required | Action Completion date | Comments | Last Updated |
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| | | | | | | Impact | Probability | Rating | | Impact | Probability | Rating | | | | |
| LR11 | Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy | The Medium Term Financial Plan (MTFP) and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services. | Significant overspend at year end leading to: <ul style="list-style-type: none"> extensive use of general balances, taking them below their risk assessed level extensive use of earmarked reserves resulting in no funding available for earmarked purpose further savings or income generation required in year or across the life of the MTFP Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP. | Loma Baxter | Ian Dyson | 5 | 3 | 15 | <ul style="list-style-type: none"> Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non achievement of savings are being tracked and inform data returns to MHCLG Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020 s25 report of Chief Finance Officer | 5 | 3 | 15 | <p>Modelling work with Pixel and CCN to understand the impact of reduced council tax and business rates for 2021/22.</p> <p>Taking part as LGA case study to help with lobbying position for further funding. Further refining of financial impact once recovery position becomes clearer.</p> <p>The financial impact of COVID-19 is being tracked and is being reported to CEDR. The longer term financial impacts will be clearer during the recovery phase both locally and nationally, but currently remains uncertain. The service and resource planning will be require detailed scenario planning linked to Recovery to maintain financial resilience.</p> | Dec-20 | The impact of Covid 19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long term impacts | 07/05/2020 |
| LR12 | Property and assets (maintenance cost) | Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance. | Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard. | Steve Jordan | George Eletheriou | 4 | 4 | 16 | <p>Property, Investment and Facilities Management (PIFM) function redesign to get the right professionals running the service</p> <p>Develop Property Strategy which would determine where to prioritise efforts/spend on assets</p> <p>Install right systems to enable us to keep on top of managing information about our assets</p> | 3 | 2 | 6 | <p>Control activities are prioritising compliance (i.e. 'nice to haves' can wait)</p> <p>Taking more long term views on use/potential use of certain assets.</p> <p>New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition.</p> <p>Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity.</p> <p>The FM team redesign is well underway - need to complete this.</p> | Ongoing | All mitigation actions referred to are now in place; activities ongoing The right expertise now in-house dealing with this, with a plan in place to achieve compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance Additional budget allocated to the team to carry out further works | 07/05/2020 |
| LR13 | Health and safety: ensuring effective arrangements are in place to meet our duties | Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and well being risk. | <ul style="list-style-type: none"> Unsafe services leading to injury or loss Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions) | Steve Jordan | Paul Lundy | 4 | 3 | 12 | <ul style="list-style-type: none"> H&S policies and procedures have been reviewed and adopted. Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to CV-19; Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, equipment etc., frequent messages from CEO and Internal Comms. <p>Specific arrangements in place to provide equipment for those with specialist requirements or needs.</p> | 4 | 2 | 8 | <ul style="list-style-type: none"> Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible. Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls. PIFM need additional funding to rectify building non-compliance and development of asset management systems. Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. A dedicated task group established to monitor the supply and demand of PPE and ensure sufficient quantities are sourced and distributed. This will include escalating pressures as they arise for further action - Links to LR19. | Ongoing During 20/21 Ongoing - As per changes to government PH Guidance Ongoing | Existing controls, mitigating actions and action completed dated updated. | 11/05/2020 |
| LR14 | Business continuity and recovery plans Resilience to a further disruption occurs that puts additional pressure on business continuity arrangements. | A further disruption occurs that puts additional pressure on business continuity arrangements. | Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services | Simon Furlong | Rob MacDougall | 4 | 4 | 16 | <p>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.</p> <p>Covid-19 Command Structure and support cells in place and operating effectively.</p> <p>Review of London Bridge undertaken by corporate leads</p> <p>Weekly Business Continuity reporting across both Councils to identify service areas under pressure.</p> | 4 | 2 | 8 | <p>Continue to review business continuity arrangements that are in place and provide cross organisational support to areas under pressure.</p> <p>Complete work against the business continuity action plan following the Feb 2020 audit.</p> | Ongoing | Focused review to ensure that services can be resilient during the current phases of Covid-19 response. Risk title, risk effect, existing controls, mitigating actions and action completed updated. | 11/05/2020 |
| LR15 | Cyber security assurance that effective controls are in place to prevent security issues. | Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home | A serious and widespread attack (like Wannacry in Health) 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 | Tim Spiers | 4 | 4 | 16 | <p>A robust plan is in place and under continuous improvement.</p> <p>OCC is Public Services Network and 'Cyber Security Essentials Plus' (Jan 2020) accredited.</p> <p>OCC is also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.</p> <p>Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.</p> | 4 | 3 | 12 | <p>The IT Service continues to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards.</p> <p>As part of the IT service redesign a joint OCC/CDC Cyber Security post will be created and recruited to, to undertake:</p> <ul style="list-style-type: none"> Sole responsibility for managing security threats and prevention methods Working with Information Management to ensure implications of GDPR on data security are understood and built in Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats Documenting processes and policy to define roles, responsibilities and procedures Maximising tech to reduce cyber risks Ensuring all new and existing suppliers meet cyber security requirements | Jul-20 | There has been some delay to appointment of the Cyber Security Officer. The IT Service continues to work with colleagues and partners to manage the cyber security threat. | 07/05/2020 |
| LR16 | ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose | 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. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response | Claire Taylor | Will Harper | 4 | 3 | 12 | <p>All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational.</p> <p>The new backup service is operational. The cloud Disaster Recovery solution is configured and running.</p> <p>IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home.</p> <p>IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.</p> | 4 | 2 | 8 | <p>Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19</p> <p>Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness</p> | Apr-20 | The replacement datacentre, DR and backup solutions are in place and fully operational. The risk of legacy datacentre centre equipment has been removed. Measures are in place and tested for staff resilience to be able to maintain core IT services. Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. | 11/05/2020 |

| REF | Risk Title | Risk Cause Description of the trigger that could make the risk happen | Risk Effect Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent risk level (no controls) | | | Existing Controls Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | | Mitigating actions Further actions required | Action Completion date | Comments | Last Updated |
|------|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------------------------|-------------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-------------|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------------------------------------------------------|--------------|
| | | | | | | Impact | Probability | Rating | | Impact | Probability | Rating | | | | |
| LR17 | Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic | Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy. | <ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof. | Claire Taylor | Mark Haynes | 5 | 4 | 20 | <ul style="list-style-type: none"> Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services Remote (home based) working in place, to facilitate self isolation and limit impact on service delivery. Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regularly conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). Mutual aid with regional Thames Valley partners enable a tactical response to community resilience. Engagement with suppliers to manage impacts across the supply chain Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance | 4 | 4 | 16 | <p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response. The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> | May-20 | Current position reflected. Existing controls and mitigating actions updated. | 07/05/2020 |
| LR18 | Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations. | Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis. | <ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery Assess critical services and consider alternative methods of delivery Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. | Claire Taylor | Karen Edwards | 5 | 4 | 20 | <ul style="list-style-type: none"> Business Continuity Plans have been reviewed, tested and are maintained and updated Remote working in place Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. Regular updates from Director of Public Health, shared internally and externally. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols). Regular communication messages following Public Health advice Sanitisers in washrooms/corporate buildings Weekly sickness monitoring implemented Agile working being tested further across services, ensuring equipment and access is in place. Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces. Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. | 5 | 4 | 20 | <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> | On-going | Risk effect, existing controls and action completion. | 11/05/2020 |
| LR19 | Covid-19 – Additional Duties added to Local Authorities regarding PPE provision | The current COVID pandemic has placed an unprecedented demand on PPE both nationally and internationally. This is translated into a local risk within Oxfordshire. The current demand placed, based on government guidance for PPE use, far exceeds the current level of supply. The national supply chain has not been able to meet the demand and have been unpredictable. Furthermore, new demand will be placed on the system for PPE as we ease from lockdown and the public use PPE to protect themselves. Increasing demand and insufficient supply would result in failure of critical services due to lack of PPE or known virus exposure to front line staff due to lack of PPE. (Central Government have placed responsibility for PPE supply coordination on Local Authorities from the LRF and Central Government and we are aware that are significant ongoing issues with the supply of | As a result of changes to approach for PPE distribution by central government, the LRF will be more prominent in PPE distribution. The LRF in turn have put the onus on the LA to manage and coordinate requests for PPE from districts, city, care providers etc. This has resulted in the risk profile being changed onto the LA, and should there be a failure in the system, or future litigation resulting from this, then the risk in reputation and cost will fall onto the LA. • The lack of PPE supply can lead to staff not being able to perform critical functions safely. • There is a risk that staff may contract COVID which may lead to transmission of the infection to others. • Staff may choose to not attend work due to perceived risk of transmission due to lack of PPE. • May cause additional financial pressure if PPE were to be source locally. | Ansaf Azhar | Ansaf Azhar | 4 | 3 | 12 | <p>Setting up Single Point of Contact (SPOC) and resources to manage demand as well as distribution network.</p> | 4 | 3 | 12 | <p>PPE distribution via the Thames Valley Local Resilience Forum has been in place for several weeks. A local distribution hub has been established and is facilitating the distributing of PPE received from the national supply chain in accordance with the outcomes of a data collection process collating the requirements for PPE across partners. The council has introduced systems for collection of allocated PPE from the local hub for onward distribution which have proved effective. In addition to this a local PPE prioritisation framework have been developed to ensure those who most need PPE will receive it if/when we have limited stock.</p> | Ongoing | Mitigating actions updated. | 11/05/2020 |

Provisional Revenue Outturn 2019/20

Key:

| RAG status |
|-----------------------------------------------------------------------------------------|
|  Red |
|  Amber |
|  Green |

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

Children's Services

£4.8m (4.1%) overspend against a budget of £118.1m.

Education & Learning

RAG rating



Direction of travel



Variation

£1.2m (-4.4%)
underspend

Action Plan

Not required

£0.3m overspend in relation to the SEND service. This relates to additional staff within the SEND Casework Team to meet demand during the year. The ongoing impact has been addressed as part of the budget agreed by Council on 11th February 2020. In addition, there was a reduction in income within the Educational Psychologist budget, due to the need to prioritise the statutory work.

£1.0m underspend in relation to Home to School Transport. This is made up of an underspend of £0.2m on SEN Home to School Transport and an underspend of £0.8m on Mainstream Home to School Transport.

To ensure the budget reflects a reasonable baseline, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 was approved in June 2019. The improvement in the forecast during the year reflects the effect of route efficiency in transporting students to and within Oxford City being realised, and more students travelling independently.

The underspend on Mainstream Home to School Transport represents a reduction particularly for primary school transport in the new academic year due to more efficient routing, including a reduction of lone transport, and an increase in income from the spare seat scheme for Secondary transport.

£0.3m underspend in relation to Learning and School Improvement relates to an underspend on the Virtual School due to a vacancies across the year and school improvement costs at Northfield school being lower than initially anticipated.

£0.2m underspend relates to underspends within Management and Central Costs and Vulnerable Learners.

There is a pressure due to deficit balances in schools which have or are due to convert to academy status. The value is **£0.1m** and will be met from General Balances.

**Children’s Social
 Care**

RAG rating



Direction of travel



Variation

£1.2m (3.6%)
 overspend

Action Plan

Not required

An overspend of **£0.6m** is reported within the Children’s Social Care teams. £0.2m of this relates to spend on young people and £0.4m in relation to staffing pressures across Children’s Social Care due to increased demand. The number of Child in Need and LAC cases have increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining high. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing agency spend over the longer term. These teams will be part of the Family Safeguarding Model from September 2020.

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

An overspend of **£0.2m** is reported within Management and Administration. Within management this relates to the use of agency staff, inspection support, the children’s advocacy contract and project management costs. For administration it relates the cost of agency staff, and additional hours to meet key statutory deadlines and support embedding of a new system within the service.

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.

**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.

£1.7m overspend due to savings which could not be achieved in year relating to third party spend. This has

RAG rating



Direction of travel



Variation

£4.6m (8.5%)
overspend

Action Plan

Plan agreed and
being monitored

previously been reported and CEDR recommended an independent review of the deliverability of the savings. This has been completed and the findings are reflected in the agreed 2020/21 budget.

£2.8m overspend due to an increase in demand for higher cost placements impacting the Corporate Parenting budget this year, offset by the Children's Disabilities placement budget underspend. These budgets are highly volatile and spend can change quickly as numbers of Looked After Children change. With the average costs being high a small change in numbers of young people can create a significant change in overall spend. Variations can also be driven by a change in placement type.

There is a gap in provision for children whose needs and risk presentations require small group living, such as 1 to 2 bedded residential placements. These children have very complex needs e.g. emergent mental health need, exiting acute health settings, knife crime, high levels of violence, fire setting and child exploitation risks. A management action plan has been reported to and agreed by CEDR. This includes a plan to control costs, with a focus on commissioning, brokerage, management information and reporting.

**Children's Services
Central Costs**

RAG rating



Direction of travel







Variation

£0.3m (6.0%)
overspend

Action Plan

Not required

£0.3m overspend is reported in this service. £0.2m of this relates to travel and vacancy savings allocated in year which have been held centrally. These will be allocated to services in 2020/21. As described previously CEDR agreed an analysis of third party spend with the aim of identifying potential savings, the balance of £0.1m relates to consultancy costs incurred as part of this review.

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| <p>High Needs DSG Block</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £11.2m (21.7%) overspend</p> <p>Action Plan SEND Sufficiency of Places Strategy approved by Cabinet in December 2018</p> | <p>£11.2m overspend against the in-year High Needs Dedicated Schools Grant block. 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.</p> <p>The reduction from the forecast is the result of a number of school placements ending prior to the end of the year and growth between December and March being lower than anticipated. In addition, contributions from reserves have been made which reduced the overspend.</p> <p>The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Since April 2019 the number of EHCPs maintained by the local authority has increased by 541, from 3600 to 4141 at the end of March 2020. In the same period the local authority has received 1068 requests for an EHCP. Throughout the financial year, the Council has issued an average of 59 additional plans per month and this has had a significant impact on team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £55,000 per place per year plus transport costs.</p> |
| <p>Early Years DSG Block</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.9m (-2.3%) underspend</p> <p>Action Plan Not required</p> | <p>£0.9m underspend on the Early Years DSG block. £0.4 m is an underspend on the Contingency budget. A net underspend of £0.1m relates to ringfenced DSG and will be carried forward for use in 2020-21. The funding received for 2-year-olds was insufficient to cover the payments made due to a fall in the number of two year olds which is projected to reduce the final level of grant income. The January 2020 census data indicates more projected income than the payments that were required for actual participation for 3 and 4 year olds, resulting in the net remaining projected underspend.</p> |
| <p>Schools DSG Block</p> | <p>The £0.2m overspend on the in year Schools DSG Block was a result of the DfE requiring a change to the School</p> |

RAG rating



Formula in relation to the block transfer to High Needs DSG in 2019/20. The result of this was that an additional £0.2m was required to fund the schools funding formula, which has been met from prior year balances.

Direction of travel



Variation

£0.2m (0.2%)
overspend

Action Plan

Not required

School Balances

Schools' balances were **£17.3m** at 1 April 2019 and reduced to **£14.6m** at 31 March 2020. As set out in Annex C-3b, 127 schools had surplus balances at 31 March 2020, while 17 had deficits.

RAG rating



Direction of travel



The increase in the number and value of deficits is due to 10 schools moving to a deficit position and 3 moving to a surplus position, giving an overall increase in deficit balances of **£0.2m**.

Variation

£2.7m decrease in
balances

The decrease in the number of schools with surplus balances during 2019/20 is mainly reflected by 10 schools converting to academies with a surplus balance and the net of 3 moving from deficits to surpluses and 10 moving to deficits. Surplus balances decreased by **£2.5m**, due to academy conversions and use of balances in year.

Action Plan

N/A

146 schools had converted to academy status up to 31 March 2020. Under the transfer of Balances Regulations, the local authority has, once the closed school accounts have been finalised and agreed, transferred school balances to the successor academy. A total of **£0.3m** remains to be agreed and passed to academies.

Adult Services

Adult Services overspent by **£0.6m (0.3%)** against a net budget of £184m.

Better Care Fund Pool

RAG rating



Direction of travel



Variation -£0.4m
(-0.4%) underspend

Action Plan
Not required

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

After using the £8.1m available through the improved Better Care Fund and £2.3m Winter Pressures grant funding, the council elements of the pool have underspent by **£0.4m**.

The number of completed reablement packages provided through the contract with Oxford University Hospitals NHS Foundation Trust was lower than budgeted. The council's share of the underspend was **£0.9m**.

Home support underspent by **£0.5m (1.4%)**; capacity has broadly been maintained during the year, but the local market continued to be impacted by workforce availability.

Since the beginning of the year equipment to enable service users to live independently at home has been delivered by a new service provider. As reported throughout the year the service has overspent by **£0.3m**. This was made up of an additional £0.1m paid to the previous provider at the end of the original contract and £0.2m relating to actual activity in 2019/20.

A **£0.1m underspend** has occurred following the introduction of a new short stay hub bed contract mid-way through the year.

A **£2.6m (5.8%) overspend** on care home placements reflecting an increase in placement costs and additional activity, this is largely offset by an underspend of **£0.6m** in relation to winter funding and **£1.7m underspend** within the improved Better Care Fund (iBCF).

The council is required to make provision in the accounts for the risk associated with the collection of adult social care service user income that is still due to be paid after six months. An increase in the volume and value of charges for care in 2019/20 along with increased delays in Court of Protection decisions mean that a £0.4m one – off budgeted reduction in this provision has not been achieved. In addition, a further increase of £0.2m has been added to the provision.

There was **£0.1m underspend** within Extra Care Housing linked to a reduction in financing costs and historic commitments.

Reflecting the positive outcomes achieved through on-going joint working across health and social care, Oxfordshire Clinical Commissioning Group have increased their Better Care Fund contribution to support adult social care expenditure by £0.5m in 2019/20. The council budget released has been transferred to reserves and will be used to support additional mental health services within the pooled budgets in 2020/21.

£0.5m one – off funding held in reserves since the end of 2017/18 previously assumed to be used to support pressures in the pool in 2019/20 has been used to support the wider adult social care outturn position.

Adults with Care and Support Needs Pool

RAG rating



Direction of travel



Variation £4.2m
(4.9%) overspend

Action Plan

Pressure is 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 would manage the variation on this pool in 2019/20 subject to Oxfordshire Clinical Commissioning Group 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 would be divided equally between the partners based on original budget contribution before any saving.

There is a **£0.9m overspend** relating to an increase in the cost of care packages, an increase in activity in relation to external day services, plus a reduction in the number of surpluses and refunds received in respect of managed direct payments compared to the forecast position. During the year there has also been an increase in the unit cost of providing both supported living (4%) and home support for people with learning disabilities (30%). The actual number of service users receiving support has remained fairly stable throughout the year.

A **£0.2m overspend** within blocks and contracts reflects the cost of prior year voids.

£0.9m overspend relates to the social care element of 57 placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). This covers all placements throughout the financial year. At the end of the financial year there were 45 active placements.

As reported throughout the year **£0.5m overspend** relates to one – off sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.

A **£0.2m overspend** in Mental Health has occurred in relation to the increased number of service users with mental health issues who do not fall into the scope of the Outcome Based Contract.

The cost of care for all service users with autism is overspent by **£0.2m** arising as a result of unexpected growth in this area.

Savings totalling £2.4m were built into the council's contribution to the pool in 2019/20. As reflected in the Medium-Term Financial Plan for 2020/21 agreed by council in February 2020, **£0.5m** has slipped to 2020/21 and **£0.8m** is not achievable.

Non-Pool Services

RAG rating



Base budget funding of **£1.7m** was available to fund the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs have again been met from the iBCF grant, releasing the equivalent base budget to support demand led pressures.

Direction of travel



Variation -£3.5m
(-27.7%) underspend

A budget of **£0.7m** originally related to Care Act implementation and the withdrawal of the Independent Living Fund is also available to support other pressures alongside **£0.1m** of uncommitted budget.

Action Plan

Not required

As noted above, **£0.5m** one – off funding held in reserves since the end of 2017/18 has been used to support pressures with Adult Social Care in 2019/20.

There is a **£0.5m underspend** within the Provider & Support Services, £0.3m is linked to staff vacancies within the Financial Assessment, Income and Money Management teams. The rest is an underspend on budgets for daytime support services.

The combined underspend of **£3.5m** on non – pool budgets has been used to mitigate the pressure on the Adults with Care & Support Needs Pooled Budget.

Commissioning

An overspend of **£0.3m** reflects one – off costs and vacancy targets built into budgets within this service area not being achieved.

RAG rating



Direction of travel



Variation £0.3m
(4.7%) overspend

Action Plan

Not required

Public Health

£0m (0%) breakeven position after a transfer of £1.0m to the Public Health reserve.

RAG rating



Direction of travel



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

The outturn position includes a **£0.2m underspend** arising as a result of staff vacancies within the service, **£0.1m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems. Plus, a further **£1.0m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend as other authorities move to the same refined costing tool. There are small overspends totalling **£0.1m** elsewhere in the service.

Action Plan



Not required



The net underspend of £1.0m will be in reserves and used to meet eligible Public Health expenditure in future years and increases the total funding in the reserve from £1.0m at the start of the year to £2.0m.

Joint Use Sports facilities and Road Safety have a significant effect on the exercise of Public Health functions and a £0.25m contribution from the Public Health reserve was made towards the cost of these activities in 2019/20.

Communities

Communities underspent by **£0.7m** (0.6%) against a net budget of £112.9m.

| | |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Planning & Place</u> | Planning & Place is reporting a net <u>overspend</u> of £0.2m . |
| RAG rating  | This is due to a combination of teams under and over-recovery of income compared to capitalisation recharge targets within Planning & Place Management, Growth & Place and Major Infrastructure Construction budgets. |
| Direction of travel  | |
| Variation £0.2m overspend (1.9%) | |

| | |
|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>Community Operations</u> | Community Operations is reporting an <u>overspend</u> of £0.6m |
| RAG rating  | There has been a total <u>overspend</u> on Parking Management of £2.3m . Due to reduced income from parking and an increase in the operational running costs, £0.9m of planned contributions from the parking account to support transport and highways related expenditure has not taken place. In addition, there were additional costs of £1.4m from the recent parking enforcement procurement due to an external challenge, including estimated legal costs for both parties which have not yet been settled. |
| Direction of travel  | |
| Variation £0.6m (1.0%) overspend | |

£1.1m net overspend on the Infrastructure Operations budget. The service has delivered the necessary cyclical and reactive highway maintenance however the continued increase in safety defects, windy weather and number of cold periods has resulted in activity that was greater than budgeted.


£0.2m net overspend in Cultural Services. Reduced income in Libraries (£0.1m) and the increased cost of mortuary provision in the Coroners service (£0.1m) have been partially mitigated this year through efficiencies across the wider service. The Music Service reported an in-year trading deficit of £0.1m which reflected the loss of income in March as a direct effect of COVID-19.


£2.8m underspend is reported in Waste management reflecting savings in contract management costs and extending vacancies into the new year etc. (-£1.2m). The tonnages in all waste streams, as predicted throughout the year, was lower than budgeted (-£1.6m). The following table outlines this tonnage reductions.

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

£0.3m net underspend on the Highways contract management fee reflects the proportionate costs of capital and revenue projects in 2019/20. The in-year saving to the revenue budget being the benefit of capitalising a greater proportion than planned as part of the budget setting process.

Property & Investment Property, Investment and Facilities Management is reporting a net underspend of **£1.3m**.

RAG rating  **£0.7m overspend** reflects the ongoing costs for Health & Safety works to bring the property portfolio into a compliant level of operation.


Direction of travel  **£1.3m underspend** reflects the reshaping of the service and the recruitment to vacant posts to improve service delivery. Whilst further service redesign may result in some longer-term savings it is anticipated that the current level of underspend will not be recurrent next year.


Variation
£1.3m
(7.3%)
underspend **£0.4m underspend** is the in-year benefit to the revenue budget from capitalising a greater proportion of staff time than planned in line with prioritising capital projects in the latter part of the year.

£0.4m underspend relates to third party contracts which are based on predicted market indicators with costs fluctuating in line with the global economy. The benefit in 2019/20 also includes the successful renegotiation on some contract terms.

The Catering Service reported an in-year trading deficit of **£0.1m** which reflected the loss of income in March as a direct effect of COVID-19.

Community Safety Community Services is reporting a net underspend of **£0.2m**.

RAG rating  **£0.1m overspend** in Emergency Planning reflects additional burdens to meet planning for national operations and a required increase in personnel. The ongoing effect of this will be addressed through reprofiling within the Community Safety budget.

Direction of travel  **£0.3m underspend** in Fire & Rescue service. Demand for services decreased in quarter 4 resulting in savings on the On-Call Firefighter budget. The impact of COVID19 has reduced costs in March in terms of overtime (operational availability increased) and suspended vehicle purchases (due to lock down measurers across Europe).

Variation
£0.2m
(0.7%)
underspend It is noted that the Gypsy & Traveller service reported a small in-year overspend of £0.05m which reflects the reduction in rent collections. This issue is being monitored.

Resources

Resources have underspent by **£1.0m** (-3.7%) against a budget of £28.4m.

Resources

Corporate Services

Corporate Services report a net underspend of **£0.1m**.

RAG rating



Additional community engagement spending was not required in 2019/20 as service engagement on service and resource planning conducted with in-house and existing resources.

Direction of travel



Law & Governance and Human Resources

Law & Governance and Human Resources report a net underspend of **£0.1m**.

Variation

£1.0m
(-3.7%)
underspend

£0.02m net overspend on the Legal Services budget includes counsel costs and court fees for complex childcare cases exceeding budget by £0.2m, partially offset against internal recharge income received reflecting the increased demand across all Directorates.

£0.13m underspend in Democratic Services reflects income received from Academies for appeals undertaken since April 2018. This was previously excluded from reports as a recently overturned legal challenge risked this being income being refunded.

£0.03m overspend in Human Resources reflects the previously reported pressures of unfunded posts (including a HR Business Partner) having been partially mitigated by the savings on the shared Deputy Director posts and Organisational Development efficiencies.

Finance & Procurement

Finance & Procurement reports a net overspend of **£0.4m**.

£0.2m overspend relates to the unfunded costs of the interim Procurement team. The ongoing pressure will be addressed as part of Provision Cycle service redesign which is to be implemented early in 2020/21.

£0.1m overspend reflects the temporary mortuary costs incurred in March 2019 in response to the COVID19 pandemic.

£0.1m overspend reflects the additional staffing costs within the Payments team to cover long term absences.

ICT, Policy & Performance and Customer Service Centre

This area reports an underspend of **£1.3m**.

£0.8m underspend reflects the vacancies being held in the ICT service and the capitalisation of eligible expenditure.

The service will review its resourcing requirements to deliver the new IT strategy. The strategy sets out the 3–5year technology requirements for the organisation including savings targets. Departmental staffing budgets currently underspent will be considered alongside the strategy.

£0.6m one-off underspend within Transformation and Policy relates to posts held vacant as the review of the Strategy, Communications and Insight service was undertaken. During this time programme support was provided as part of the work undertaken by PwC and the Interim Programme Director. These costs have been charged to the dedicated Transformation reserve. The review of the Strategy, Communications and Insight service has been completed and will be implemented in full during 2020/21.

£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.

General Balances

RAG rating



Direction of travel



The general balances at 31 March 2020 are **£24.1m**. This is **£4.8m** higher than the risk assessed level of balances for 2019/20 and **£0.7m** higher than the risk assessed level of **£23.4m** for 2020/21 as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2020. This position includes meeting the Directorate overspend, after the use of corporate contingency, of £0.3m, from balances and includes the transfer to balances of the £2.8m Strategic Measures underspend. It also includes a drawdown of £0.1m for a deficit school balance upon converting to academy status.

| | £m | £m |
|----------------------------------------------------------|------|-------------|
| General Balances at 1 April 2019 | | 28.0 |
| <i>Calls on Balances</i> | | |
| Budgeted Contribution to Transformation Reserve | -6.0 | |
| Northfield School Revenue Costs | -0.3 | |
| Schools converting to academy status deficit balances | -0.1 | |
| Directorate Overspend after use of Corporate Contingency | -0.3 | |
| | | -6.7 |
| <i>Returns to Balances</i> | | |
| Strategic Measures underspend | | 2.8 |
| | | 24.1 |
| General Balances at 31 March 2020 | | 24.1 |
| Risk Assessed Level of General Balances 2019/20 | | 19.3 |
| Level of surplus balances | | 4.8 |

Reserves

RAG rating



Direction of travel



As set out in Annex C-3a on 1 April 2019 reserves were **£92.3m**. Reserves at 31 March 2020 are **£102.9m** an increase of **£10.6m**. A deficit balance of **£11.2m** on the DSG High Needs Block Reserve is included in the Grants and Contributions Reserve. This deficit has been placed in a reserve following guidance from Department for Education and CIPFA.

£19.8m of un-ringfenced grants including the COVID-19 grant have also been placed in the grants and contributions reserve for use in 2020/21 details of which are set out in the Strategic Measures section below.

Unplanned Use >£250k

**Medium
Term
Financial
Plan
Savings**

The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 85.0% of savings have been delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2019.

RAG rating



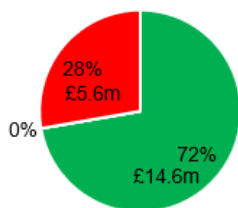
**Direction of
travel**



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

£15.9m, 100%, of Corporate Savings Plans have been delivered by year end.

Directorate Saving Plans



■ Green & Delivered ■ Amber ■ Red

£14.6m, 72%, of Directorate savings plans have been delivered by year end.

£5.6m, 28% have not been delivered in year.

The following Directorate saving plans have not been delivered:

| | | |
|---------------------------------------------------------------------------|-------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Service redesign | £0.6m | Service redesign is underway for finance, strategic capabilities and the provision cycle. Implementation dates for these will mean that full year savings will not be achieved in 2019/20. |
| Children's Services – Review of Third Party Spend | £1.7m | As reported above, non-delivery of this saving has created an in-year budget pressure for which the service is seeking alternative savings to help manage. |
| Children's Services – Reconnecting Families | £0.3m | As reported above, non-delivery of this saving has created an in-year budget pressure. It is anticipated that this shortfall will be recovered through overachievement of the savings in 2020/21 however this won't be fully clear until the cohort of children involved have placements identified. |
| Adult Services – Learning Disabilities | £1.1m | Savings totalling £2.4m were built into the council's contribution to the Adults with Care and Support Needs pool in 2019/20. The majority of savings have been achieved. However, those which have not been achieved in year are included within the overspend reported for the pool. |
| Adult Services – Improvements to Acquired Brain Injury and Autism Pathway | £0.2m | |

Annex C
Business Management Report March 2020 (incorporating the Provisional Revenue
Outturn 2019/20

| | | |
|-------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adult Services – Commercial arrangements with care home providers | £1.0m | As reported above, the resulting in year budget pressure is partially offset by an increase in service user contributions within the Better Care Pool. |
| Registration Service – Increased Income | £0.1m | Shortfall on income target of £80k, however income in March affected by COVID-19 |
| Joint Use Agreements | £0.1m | Additional one off funding from reserves was not sufficient to cover shortfall in 2019/20 |
| Communities - Parking Account Income | £0.5m | Additional income targets have not been achieved. |
| Total Red Saving Plans | £5.6m | |

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

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

Strategic Measures

An underspend of **£2.8m** is reported on Strategic Measures.

RAG rating



An additional **£0.5m** of un-ringfenced government grants were received during 2019/20. Compared to the budget, an additional **£0.1m** of business rates income was received from the Council's share of the pooling gain increasing the total gain in business rates to £0.6m. There is also **£0.6m** relating to the recovery of pension liabilities incurred by the Council arising from the transfer of staff from Abingdon and Witney College in 2015.

Direction of travel



There is **£1.6m** additional interest earned on cash balances, of which **£1.1m** is due to higher than average forecast cash balances and a mid-year change to the treasury management strategy to take advantage of elevated interest rates on inter Local Authority lending caused by an increase in PWLB borrowing rates. The remaining **£0.5m** was due to externally managed funds outperforming budget. The Treasury Management Outturn report for 2019/20, which covers all the related activities in detail, will be considered by Cabinet on 21 July 2020.

£19.8m of government grants allocated for use in 2020/21 including **£14.2m** COVID-19 Grant (£0.3m of the £14.5m grant was applied in 2019/20) and **£5.2m** 2020/21 Section 31 Business Rate Relief Grant have been transferred to reserves for use in the correct financial year.

In addition, the **£3.4m** corporate contingency budget was left unallocated to offset the directorate overspend position, as reported throughout the year.

Debt and Loan Write Offs & Impairments Days revenue outstanding and invoice collection rate are both improved this month. The average collection rate for the year remains below target; a high percentage of unpaid invoices relate to the Music Service where there have been difficulties with a new invoicing process, however, the value of these invoices is low. The collection rate for invoices with a value over £10,000 was 96.4%.

Corporate Debtors



RAG rating



Debt requiring impairment (DRI) has increased by £0.10m this month, this is due to a new bad debtor case (as reported in the Children's Social Care FMR), the debtor is in administration and we will need to liaise with the administrators to get clarification clarity on the level of loss. The developer contribution debt, previously reported, remains outstanding and accounts for 25% of the DRI. Neither of these cases will be resolved this financial year, consequently the DRI target will not be met.

Direction of travel

| | Target | March 2020 |
|----------------------------------------|---------|------------|
| Invoice collection rate | 97.5% | 93.7% |
| Avg. days outstanding | 35 | 27 |
| Debt requiring impairment | <£0.30m | £0.53m |
| Unsecure debt over 1 year | <£0.50m | £0.40m |
| Write offs as % of income Year to Date | <0.10% | 0.002% |

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) has increased by £0.10m this month and remains higher than the current impairment balance, this month it is £0.46m. The final DRI position is dependent on case resolutions in the final two months; historically the final figure is 3-5% less than January's level.

- Adult Contribution to Care Charges

A new permanent debt recovery officer post is now recruited to as well as a temporary post; following induction, work will be allocated based on bad debt prioritises. Delays due to outside influences such as housing market, Court of Protection and Probate office continue to be a factor delaying resolution of cases.

RAG rating



Direction of travel



| | Target | March 2020 |
|----------------------------------------|---------|------------|
| Invoice collection rate | 92% | 91.12% |
| Avg. days outstanding | 100 | 107 |
| Debt requiring impairment | <£2.00m | £2.83m |
| Unsecure debt over 1 year | <£1.60m | £3.67m |
| Write offs as % of income Year to Date | <1.0% | 0.25% |

Business Management Report Provisional Outturn 2019/20

| Directorate | BUDGET 2019/20 | | | Outturn Year end Spend/Income | Year end Variation to Budget | Year end Variance Traffic Light Indicator |
|--------------------------------------|--------------------|---------------|-----------------|-------------------------------------|------------------------------------|-------------------------------------------------------|
| | Original Budget | Movement | Final Budget | | | |
| | £000 | £000 | £000 | | | |
| Children | | | | | | |
| Gross Expenditure | 368,782 | 2,542 | 371,324 | 404,195 | 32,872 | R |
| Gross Income | -255,037 | 1,775 | -253,262 | -281,319 | -28,057 | R |
| | 113,745 | 4,317 | 118,062 | 122,876 | 4,815 | R |
| Resources | | | | | | |
| Gross Expenditure | 40,330 | -472 | 39,858 | 40,095 | 237 | G |
| Gross Income | -11,487 | 54 | -11,433 | -12,709 | -1,276 | R |
| | 28,843 | -418 | 28,425 | 27,386 | -1,039 | R |
| Communities | | | | | | |
| Gross Expenditure | 175,434 | 5,526 | 180,960 | 186,012 | 5,052 | R |
| Gross Income | -61,968 | -6,095 | -68,063 | -73,829 | -5,766 | R |
| | 113,466 | -570 | 112,896 | 112,183 | -714 | G |
| Adults | | | | | | |
| Gross Expenditure | 204,376 | 920 | 205,296 | 205,894 | 598 | G |
| Gross Income | -20,349 | -973 | -21,322 | -21,322 | 0 | G |
| | 184,027 | -53 | 183,974 | 184,572 | 598 | G |
| Public Health | | | | | | |
| Gross Expenditure | 29,950 | 0 | 29,950 | 29,950 | 0 | G |
| Gross Income | -29,950 | 0 | -29,950 | -29,950 | 0 | G |
| | 0 | 0 | 0 | 0 | 0 | G |
| Directorate Expenditure Total | 818,872 | 8,515 | 827,387 | 866,146 | 38,759 | R |
| Directorate Income Total | -378,791 | -5,239 | -384,030 | -419,129 | -35,099 | R |
| Directorate Total Net | 440,081 | 3,276 | 443,357 | 447,017 | 3,660 | G |

**Business Management Report
Provisional Outturn 2019/20**

| Directorate | BUDGET 2019/20 | | | Outturn Year end Spend/Income | Year end Variation to Budget | Year end Variance Traffic Light Indicator |
|---------------------------------------|--------------------|---------------|-----------------|-------------------------------------|------------------------------------|-------------------------------------------------------|
| | Original Budget | Movement | Final Budget | | | |
| | £000 | £000 | £000 | | | |
| Contributions to (+)/from (-)reserves | 11,160 | | 11,160 | 30,315 | 19,155 | |
| Contribution to (+)/from(-) balances | -6,000 | -290 | -6,290 | 135 | 6,425 | |
| Public Health Saving Recharge | -250 | 250 | 0 | 0 | 0 | |
| Transformaton Savings | -1,500 | 854 | -646 | 0 | 646 | |
| Contingency | 7,629 | -3,657 | 3,972 | 3 | -3,969 | |
| Insurance | 2,897 | | 2,897 | 2,903 | 6 | |
| Capital Financing | 23,691 | | 23,691 | 23,770 | 79 | |
| Interest on Balances | -8,419 | | -8,419 | -10,648 | -2,229 | |
| Strategic Measures Budget | 29,208 | -2,843 | 26,365 | 46,478 | 20,113 | |
| Unringfenced Government Grants | -18,743 | -433 | -19,176 | -38,947 | -19,772 | |
| 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 | -34,400 | -121 | |
| Council Tax Requirement | 369,065 | 0 | 369,065 | 372,946 | 3,880 | |

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
Provisional Outturn 2019/20**

| Children Directorate | BUDGET 2019/20 | | | | | Year end Variation underspend - overspend + £000 | Year end Variance Traffic Light Indicator |
|--------------------------------------------------------|-----------------|--------------|---------------|-------------------------------------|---------------|---------------------------------------------------------------|-------------------------------------------------|
| | Original Budget | Movement | Final Budget | Outturn Year end Spend/Income | | | |
| | £000 | £000 | £000 | £000 | £000 | | |
| CEF1 Education & Learning | | | | | | | |
| Gross Expenditure | 79,259 | 1,814 | 81,073 | 80,569 | -505 | G | |
| Gross Income | -54,797 | 935 | -53,862 | -54,565 | -703 | R | |
| | 24,462 | 2,749 | 27,211 | 26,004 | -1,208 | R | |
| CEF2 Children's Social Care | | | | | | | |
| Gross Expenditure | 34,717 | 468 | 35,185 | 37,340 | 2,155 | R | |
| Gross Income | -3,352 | 118 | -3,234 | -4,229 | -995 | R | |
| | 31,365 | 586 | 31,951 | 33,111 | 1,160 | R | |
| CEF3 Children's Social Care Countywide Services | | | | | | | |
| Gross Expenditure | 55,690 | 2,655 | 58,345 | 64,624 | 6,279 | R | |
| Gross Income | -3,882 | -356 | -4,238 | -5,933 | -1,695 | R | |
| | 51,808 | 2,299 | 54,107 | 58,691 | 4,584 | R | |
| CEF4-1 Delegated Schools | | | | | | | |
| Gross Expenditure | 154,133 | -1,952 | 152,181 | 176,440 | 24,259 | R | |
| Gross Income | -154,133 | 1,952 | -152,181 | -176,440 | -24,259 | R | |
| | 0 | 0 | 0 | 0 | 0 | G | |
| CEF4 Other Schools | | | | | | | |
| Gross Expenditure | 38,570 | 874 | 39,444 | 39,829 | 385 | G | |
| Gross Income | -38,354 | -875 | -39,229 | -39,610 | -381 | G | |
| | 216 | -1 | 216 | 219 | 3 | R | |

**Business Management Report
Provisional Outturn 2019/20**

| Children Directorate | BUDGET 2019/20 | | Final Budget | Outturn Year end Spend/Income | Year end Variation | Year end Variance Traffic Light Indicator |
|-----------------------------------------------|--------------------|---------------|-----------------|-------------------------------------|-------------------------------------|----------------------------------------------------|
| | Original Budget | Movement | | | | |
| | £000 | £000 | £000 | £000 | underspend - overspend + £000 | |
| CEF5 Children's Services Central Costs | | | | | | |
| Gross Expenditure | 6,413 | -1,317 | 5,096 | 5,394 | 298 | R |
| Gross Income | -519 | 0 | -519 | -542 | -23 | R |
| | 5,894 | -1,317 | 4,577 | 4,852 | 275 | R |
| Directorate Expenditure Total | 368,782 | 2,542 | 371,324 | 404,195 | 32,872 | R |
| Directorate Income Total | -255,037 | 1,775 | -253,262 | -281,319 | -28,057 | R |
| Directorate Total Net | 113,745 | 4,317 | 118,062 | 122,876 | 4,815 | R |

Page 64

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

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

Business Management Report Provisional Outturn 2019/20

| Communities Directorate | | BUDGET 2019/20 | | | | | Year end Variance | Year end Variance Traffic Light Indicator |
|-------------------------|--------------------------------------|-----------------|----------------|----------------|-------------------------------|--------------------------|-------------------|-------------------------------------------|
| | | Original Budget | Movement | Final Budget | Outturn Year end Spend/Income | underspend - overspend + | | |
| | | £000 | £000 | £000 | £000 | £000 | | |
| EE1 | Planning & Place | | | | | | | |
| | Gross Expenditure | 11,862 | 2,702 | 14,564 | 22,346 | 7,783 | R | |
| | Gross Income | -6,577 | -2,760 | -9,337 | -16,942 | -7,605 | R | |
| | | 5,285 | -58 | 5,227 | 5,405 | 178 | R | |
| EE2 | Community Operations | | | | | | | |
| | Gross Expenditure | 124,284 | -14,068 | 110,216 | 111,617 | 1,400 | R | |
| | Gross Income | -48,224 | 3,621 | -44,603 | -45,355 | -752 | R | |
| | | 76,060 | -10,447 | 65,613 | 66,261 | 648 | G | |
| EE3 | Property & Investment | | | | | | | |
| | Gross Expenditure | 12,822 | 16,588 | 29,410 | 25,361 | -4,049 | R | |
| | Gross Income | -4,324 | -6,645 | -10,969 | -8,288 | 2,681 | R | |
| | | 8,498 | 9,943 | 18,441 | 17,073 | -1,368 | R | |
| EE4 | Community Safety | | | | | | | |
| | Gross Expenditure | 26,466 | 304 | 26,770 | 26,688 | -82 | G | |
| | Gross Income | -2,843 | -311 | -3,154 | -3,244 | -90 | R | |
| | | 23,623 | -7 | 23,616 | 23,444 | -172 | G | |
| | Directorate Expenditure Total | 175,434 | 5,526 | 180,960 | 186,012 | 5,052 | R | |
| | Directorate Income Total | -61,968 | -6,095 | -68,063 | -73,829 | -5,766 | R | |
| | Directorate Total Net | 113,466 | -570 | 112,896 | 112,183 | -714 | G | |

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

Business Management Report
Provisional Outturn 2019/20

| Resources Directorate | BUDGET 2019/20 | | | Outturn Year end Spend/Income £000 | Year end Variation underspend - overspend + £000 | Year end Variance Traffic Light Indicator |
|------------------------------------------------------|--------------------|---------------|-----------------|---------------------------------------------|--------------------------------------------------------------|----------------------------------------------------|
| | Original Budget | Movement | Final Budget | | | |
| | £000 | £000 | £000 | | | |
| CEO1 Corporate Services | | | | | | |
| Gross Expenditure | 2,298 | 38 | 2,336 | 2,254 | -82 | R |
| Gross Income | 0 | 0 | 0 | 26 | 26 | G |
| | 2,298 | 38 | 2,336 | 2,280 | -56 | R |
| CEO2 Law & Governance and Human Resources | | | | | | |
| Gross Expenditure | 11,223 | -1,174 | 10,049 | 10,305 | 256 | R |
| Gross Income | -5,070 | -56 | -5,126 | -5,463 | -337 | R |
| | 6,153 | -1,230 | 4,923 | 4,842 | -81 | R |
| CEO3 Corporate Finance & Internal Audit | | | | | | |
| Gross Expenditure | 7,388 | 2,232 | 9,620 | 10,759 | 1,139 | R |
| Gross Income | -2,599 | 95 | -2,504 | -3,277 | -773 | R |
| | 4,789 | 2,327 | 7,116 | 7,482 | 366 | R |
| CEO4 Assistant Chief Executives | | | | | | |
| Gross Expenditure | 19,421 | -1,568 | 17,853 | 16,777 | -1,076 | R |
| Gross Income | -3,818 | 15 | -3,803 | -3,995 | -192 | R |
| | 15,603 | -1,553 | 14,050 | 12,782 | -1,268 | R |
| Directorate Expenditure Total | 40,330 | -472 | 39,858 | 40,095 | 237 | G |
| Directorate Income Total | -11,487 | 54 | -11,433 | -12,709 | -1,276 | R |
| Directorate Total Net | 28,843 | -418 | 28,425 | 27,386 | -1,039 | A |

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

**Business Management Report
Provisional Outturn 2019/20**

| Adults Directorate | BUDGET 2019/20 | | Final Budget | Outturn Year end Spend/Income | Year end Variation | Year end Variance Traffic Light Indicator |
|--------------------------------------|--------------------|-------------|-----------------|-------------------------------------|-------------------------------------|----------------------------------------------------|
| | Original Budget | Movement | | | | |
| | £000 | £000 | £000 | £000 | underspend - overspend + £000 | |
| SCS1 Adult Social Care | | | | | | |
| Gross Expenditure | 196,700 | 1,042 | 197,742 | 198,059 | 317 | G |
| Gross Income | -18,999 | -780 | -19,779 | -19,779 | 0 | G |
| | 177,701 | 262 | 177,963 | 178,280 | 317 | G |
| SCS2 Joint Commissioning | | | | | | |
| Gross Expenditure | 7,676 | -122 | 7,554 | 7,835 | 281 | R |
| Gross Income | -1,350 | -193 | -1,543 | -1,543 | 0 | G |
| | 6,326 | -315 | 6,011 | 6,292 | 281 | R |
| Directorate Expenditure Total | 204,376 | 920 | 205,296 | 205,894 | 598 | G |
| Directorate Income Total | -20,349 | -973 | -21,322 | -21,322 | 0 | G |
| Directorate Total Net | 184,027 | -53 | 183,974 | 184,572 | 598 | G |

Page 67

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Provisional Outturn 2019/20

| Public Health Directorate | BUDGET 2019/20 | | | Outturn Year end Spend/Income | Year end Variation | Year end Variance Traffic Light Indicator |
|-------------------------------------------------------------------|-----------------|-----------|----------------|-------------------------------|--------------------|-------------------------------------------|
| | Original Budget | Movement | Final Budget | | | |
| | £000 | £000 | £000 | | | |
| PH1 LA Commissioning Responsibilities - Nationally Defined | | | | | | |
| Gross Expenditure | 16,352 | 1 | 16,353 | 15,376 | -976 | R |
| Gross Income | 0 | 0 | 0 | 0 | 0 | G |
| | 16,352 | 1 | 16,353 | 15,376 | -976 | R |
| PH2 LA Commissioning Responsibilities - Locally Defined | | | | | | |
| Gross Expenditure | 12,965 | 0 | 12,965 | 12,988 | 23 | G |
| Gross Income | -228 | 0 | -228 | -228 | 0 | G |
| | 12,737 | -1 | 12,737 | 12,760 | 23 | G |
| PH3 Public Health Recharges | | | | | | |
| Gross Expenditure | 633 | 0 | 633 | 633 | 0 | G |
| Gross Income | 0 | 0 | 0 | 0 | 0 | G |
| | 633 | 0 | 633 | 633 | 0 | G |
| PH4 Grant Income | | | | | | |
| Gross Expenditure | 0 | 0 | 0 | 0 | 0 | G |
| Gross Income | -29,722 | 0 | -29,722 | -29,722 | 0 | G |
| | -29,722 | 0 | -29,722 | -29,722 | 0 | G |
| Transfer to Public Health Reserve | 0 | 0 | 0 | 953 | 953 | G |
| Directorate Expenditure Total | 29,950 | 0 | 29,950 | 29,950 | 0 | G |
| Directorate Income Total | -29,950 | 0 | -29,950 | -29,950 | 0 | G |
| Directorate Total Net | 0 | 0 | 0 | 0 | 0 | |

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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



**Business Management Report
Provisional Outturn 2019/20**

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

| Directorate (CD = Cross Directorate) | Month of Cabinet meeting | Month of Directorate MMR | Narration | Budget Book Line | Service Area | Permanent / Temporary | Expenditure + increase / - decrease £000 | Income - increase / + decrease £000 |
|--------------------------------------------|--------------------------------|--------------------------------|---------------------------------------------|------------------|-------------------------------------|--------------------------|---------------------------------------------------|----------------------------------------------|
| CD | May | Mar | Finance Transformation savings | CEF2-1 | Management & Central Costs | T | -28 | 0 |
| | | | | VSMMGT | Strategic Measures | T | 28 | 0 |
| CS | May | Mar | Strategic Capability Transformation savings | CEO4-1 | Policy | T | -158 | 0 |
| | | | | VSMMGT | Strategic Measures | T | 158 | 0 |
| EE | May | Mar | Staff Budget Transfer | EE1-4 | Strategic Infrastructure & Planning | T | 4 | 0 |
| | | | | EE2-4 | Commissioning | T | -3.5 | 0 |
| Grand Total | | | | | | | 0 | 0 |

Business Management Report - Provisional Outturn 2019/20
Cabinet - 26 May 2020
Earmarked Reserves

| | 2019/20 | | |
|------------------------------------|----------------------|---------------|-------------------------|
| | Balance at 01-Apr | Movement | Balance at 31-Mar-20 |
| | 2019 £0 | £0 | £0 |
| Schools' Reserves | 17,309 | -2,744 | 14,565 |
| Vehicle and Equipment Reserve | 2,901 | -30 | 2,871 |
| Grants and Contributions Reserve * | 14,571 | 6,843 | 21,414 |
| Government Initiatives | 1,457 | -651 | 806 |
| Trading Accounts | 325 | 217 | 542 |
| Council Elections | 328 | 203 | 531 |
| Partnership Reserves | 2,659 | 344 | 3,003 |
| On Street Car Parking | 1,997 | 13 | 2,010 |
| Transformation Reserve | 3,193 | -59 | 3,134 |
| Demographic Risk Reserve | 0 | 3,000 | 3,000 |
| Youth Provision Reserve | 0 | 1,000 | 1,000 |
| Budget Prioritisation Reserve | 4,890 | -1,445 | 3,445 |
| Insurance Reserve | 10,647 | 772 | 11,419 |
| Business Rates Reserve | 555 | 494 | 1,049 |
| Capital Reserves | 31,188 | 2,366 | 33,554 |
| Budget Equalisation Reserve | 280 | -280 | 0 |
| Redundancy Reserve | 0 | 548 | 548 |
| Total Reserves | 92,300 | 10,591 | 102,891 |

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

Business Management Report: Children's Services
Provisional Outturn 2019/2020
SCHOOL BALANCES

1. Number of Schools with Deficit/Surplus Budgets

| | Number of Schools 31 March 2019 | | Number of Schools 31 March 2020 | |
|--------------|------------------------------------|-----------------|------------------------------------|-----------------|
| | Deficit Balance | Surplus Balance | Deficit Balance | Surplus Balance |
| Primary | 10 | 134 | 16 | 120 |
| Secondary | 1 | 0 | 1 | 0 |
| Special | 1 | 8 | 0 | 7 |
| Total | 12 | 142 | 17 | 127 |

2. Balances as at 31 March 2019 and 31 March 2020

| | Balances at 31 March 2019 | | | Balances at 31 March 2020 | | |
|--------------------------------------------------------|---------------------------|-----------------|----------------|---------------------------|-----------------|----------------|
| | Deficit Balance | Surplus Balance | Total Balance | Deficit Balance | Surplus Balance | Total Balance |
| | £m | £m | £m | £m | £m | £m |
| Primary | 0.358 | -11.502 | -11.144 | 0.565 | -8.947 | -8.382 |
| Secondary | 1.438 | 0.000 | 1.438 | 1.527 | 0.000 | 1.527 |
| Special | 0.112 | -1.193 | -1.081 | 0.000 | -1.217 | -1.217 |
| Total | 1.908 | -12.695 | -10.787 | 2.092 | -10.164 | -8.072 |
| Schools Contingency, Closed Schools and Other Balances | | | -6.376 | | | -6.404 |
| School Loans and Other School Related Reserves | | | -0.146 | | | -0.089 |
| Schools Balance as shown in Annex 5 | | | -17.309 | | | -14.565 |

| | Balances 31 March 2020 | |
|-----------|----------------------------|----------------------------|
| | Largest Individual Surplus | Largest Individual Deficit |
| | £m | £m |
| Primary | -0.341 | 0.245 |
| Secondary | 0 | 1.527 |
| Special | -0.420 | 0.000 |

Business Management Report: Communities
Provisional Outturn 2019/2020

ON/OFF-STREET CAR PARKING 2019/20 - ACTUAL INCOME / EXPENDITURE AND IMPACT ON PARKING RESERVE

| ON - STREET PARKING | | | | | | | | | | OFF - STREET PARKING | | | |
|---------------------------------------|-------------------|------------------------|---------------------------|----------------|----------------|-------------------------|-------------------|-----------------------------|---------------------------|---------------------------|-------------------------|------------------------|--------------------------|
| | OXFORD CITY | OXFORD CITY | OXFORD CITY | ABINGDON | HENLEY | WALLINGFORD & FARINGDON | SUBTOTAL | BUS LANE CAMERA ENFORCEMENT | TOTAL ON - STREET PARKING | WATER EATON PARK AND RIDE | THORNHILL PARK AND RIDE | BICESTER PARK AND RIDE | TOTAL OFF-STREET PARKING |
| | Pay & Display | Parking Contraventions | Designated Parking Places | | | | a | b | a+b | c | d | e | c+d+e |
| | £ | £ | £ | £ | £ | | £ | £ | £ | £ | £ | £ | £ |
| EXPENDITURE | | | | | | | | | | | | | |
| PURCHASE EQUIPMENT | 4,506 | | | | | | 4,506 | 5,843 | 10,349 | | 690 | | 690 |
| MANAGEMENT CONTRACT | 259,484 | 438,365 | 265,359 | 30,204 | 70,499 | 0 | 1,063,910 | 121,250 | 1,185,160 | 160,882 | 208,175 | 0 | 369,057 |
| STAFF COSTS | 53,408 | 50,138 | 50,170 | 6,541 | 6,541 | 0 | 166,798 | 127,552 | 294,350 | 15,542 | 15,542 | 0 | 31,083 |
| PARKING SHOP | 11,485 | 22,970 | 179,168 | 0 | 0 | 0 | 213,623 | 11,485 | 225,108 | 2,297 | 2,297 | | 4,594 |
| OTHER | 360,315 | 698,886 | 306,728 | 4,433 | 14,196 | 1,833 | 1,386,391 | 95,592 | 1,481,982 | 232,418 | 331,788 | 61,250 | 625,455 |
| TOTAL EXPENDITURE | 689,198 | 1,210,359 | 801,425 | 41,178 | 91,236 | 1,833 | 2,835,228 | 361,720 | 3,196,949 | 411,139 | 558,491 | 61,250 | 1,030,879 |
| INCOME | | | | | | | | | | | | | |
| TOTAL | -2,462,310 | -729,115 | -1,152,842 | -36,567 | -82,951 | -6,393 | -4,470,179 | -681,829 | -5,152,008 | -284,681 | -673,224 | 0 | -957,905 |
| TOTAL INCOME | -2,462,310 | -729,115 | -1,152,842 | -36,567 | -82,951 | -6,393 | -4,470,179 | -681,829 | -5,152,008 | -284,681 | -673,224 | 0 | -957,905 |
| NET SURPLUS (-) or DEFICIT (+) | -1,773,112 | 481,244 | -351,418 | 4,611 | 8,285 | -4,560 | -1,634,951 | -320,109 | -1,955,059 | 126,458 | -114,733 | 61,250 | 72,974 |
| | | 129,826 | | | | | | | | | | | |

Balance on Parking Reserve as at 1 April 2019 **1,997,497**

Designated parking places refer to any bay designated to a class of vehicle or specific purpose and include pay & display bays (some enforcement of rather than income from parking charges), resident's bays, business bays, disabled bays, loading bays, doctors bays, ambulance bays, etc. whether they are inside of outside of a controlled parking zone.

Parking contraventions are any other contraventions whether they be inside or outside of controlled parking zones.

On-Street Parking 1,634,951 (a)
Less Net Parking Budget -750,100 not included in the table above

Surplus from Camera Enforcement 320,109 (b)

Surplus from Thornhill P&R 114,733 (d)

TOTAL CONTRIBUTION TO PARKING RESERVE 1,319,693

Deficit from Water Eaton -126,458 (c)

Deficit from Bicester -61,250 (e)

TOTAL CONTRIBUTION FROM PARKING RESERVE -187,707

Contribution to 2019/20 revenue budget -1,119,000

Balance on Parking Reserve as at 31 March 2020 **2,010,482**

Estimated Financial Impact of COVID-19 April 2020 to June 2020

Introduction

1. This annex sets out the estimated financial impact arising from Covid-19 in the first quarter of 2020/21, on the assumption that a lockdown continues to June 2020. The financial impact for 2020/21 is reflected in additional costs, loss of income and expected slippage in the delivery of savings. It is expected that there will be a significant financial impact beyond the initial lockdown period and into 2021/22. These elements are not covered in this annex but will be reported at a later date as the position becomes clearer.

Additional Funding

2. On 19 March 2020, the Secretary of State for Local Government announced funding of £1.6bn for local government. The allocation for the Council was £14.5m and the grant was distributed predominantly on the Adult Social Care relative needs formula as the expectation was that a significant amount was to be used for additional costs in Adult Social Care. As set out in the main report and at Annex C, £0.3m was applied in 2019/20 to meet costs incurred in March 2020. The remaining £14.2m has been carried forward to be used in 2020/21.
3. A second tranche of £1.6bn was announced on 18 April 2020. The allocation for the Council is £12.7m. This tranche of funding has been distributed using a per capita basis, which results in a lower allocation than the first tranche of funding and is expected to be paid in mid May 2020.
4. Total funding provided to date is £27.2m and is un-ringfenced.

Estimated Financial Impact

5. Local Authorities were required to submit data on anticipated costs and lost income relating to Covid-19 to MHCLG in mid April 2020. The information required was an estimate of the impact for the 2020/21 financial year with a focus on expected costs in April 2020. Information submitted for Oxfordshire set out an expected impact of £64.6m for 2020/21. Based on the grant allocations announced to date, this leaves a funding shortfall of £37.3m for the financial year.
6. As the financial impact beyond an expected lockdown period to June is still an approximation due to the uncertainty of what shape recovery has, this annex focuses on the more certain costs and loss of income in the April to June period alone. However, it is recognised that the financial impact beyond June will be significant.
7. The table below sets out in the format required by MHCLG, the estimated financial impact for the period April to June with details set out in the following paragraphs. Total costs and loss of income for this period alone are £30.0m.

| Service Area | £m |
|---------------------------------------------------------------------------|---------------|
| Estimated Additional Costs | |
| Adult Social Care | 9.776 |
| Children's Social Care | 5.500 |
| Education | 2.630 |
| Environmental and regulatory services (including excess death management) | 2.111 |
| Fire and rescue | 0.790 |
| Personal Protective Equipment | 2.000 |
| Other Services | 0.760 |
| Total Estimated Additional Expenditure | 23.567 |
| Estimated Loss of Income | |
| Sales, fees and charges | 6.067 |
| Other Loss of Income | 0.376 |
| Total Estimated Loss of Income | 6.443 |
| Total Estimated Financial Impact April - June 2020 | 30.010 |

Adult Services - £9.8m

8. The estimated cost includes a temporary 10% uplift to Adult Social Care providers in April and May 2020, intended to help providers with additional costs including managing higher levels of staff sickness. The approach is being reviewed on a monthly basis based on an assessment of the current situation nationally and locally. Alongside this the Council is also running a Service Sustainability Fund to support both contracted and non – contracted adult social care providers who can evidence on an open – book basis that they are experiencing exceptional pressures where their business may be significantly impacted and/or at risk of potential failure.
9. Over this period, and in line with national guidance, home support providers are being paid on planned visit times rather than actual visit times.
10. In addition, based on estimated sickness levels early in April 2020 workforce pressures within some service areas will require additional capacity in the service which will be secured through overtime and paid leave.

Children's Social Care - £5.5m

11. Estimated costs include an increase in the cost of provision as well as an increase in the number of children becoming looked after and the number of high cost emergency placements. In addition, it is anticipated that there may be an increase in demand due to the temporary breakdown of informal care arrangements arising from sickness of unpaid carers.

Education - £2.6m

12. It is estimated that there will be an impact on schools' income budgets as a result of not receiving income from lettings, wrap around care, nursery charges, clubs and school meals. In addition, there are additional costs relating to Early Years settings which have remained open for the caring of vulnerable children, and the children of workers. Unless additional funding is provided by the Department for Education (DFE), it is likely to result in an increase in deficit budgets for schools, placing further pressure on the Dedicated Schools Grant.

13. Since the submission of the date to MHCLG, the DFE has confirmed that schools are able to furlough staff who work in areas of income related activities. Therefore, the potential costs in this area could be lower.

Environmental and regulatory services - £2.1m

14. Costs in this category include those relating to the temporary place of rest and costs expected for waste disposal due to changes in the collection of waste.

Fire and Rescue Services - £0.8m

15. An estimate of up to £0.8m is included for an increase in staffing and staff related costs to ensure sufficient safe firefighter coverage is retained. This allows for absence levels due to sickness of up to 15% plus support to the Ambulance Service.

Personal and Protective Equipment (PPE)- £2.0m

16. Due to supply issues nationally and the demand in both the Council's services and its providers, the Council has purchased over one million items of Personal Protective Equipment (PPE), at a cost of £1m, with a further purchase of £1m planned. Costs will be recovered where the Council acts as a supplier of PPE to other organisations. Where demand exceeds stock, the Council is also able to call on an emergency stock of PPE obtained and managed by Thames Valley Police on behalf of the Thames Valley Local Resilience Forum (TVLRF). Costs to obtain and store the stock have so far been met by Thames Valley Police. The TVLRF Finance and Legal group, which includes representation from Council Officers, will be considering how these costs should be apportioned across the partnering organisations.

Other Services - £0.7m

17. This includes an estimated reduction in interest income from Treasury Management Investments as a result of the fall in the value of the Council's external funds and changing conditions in the financial markets. Other costs include the purchase of additional ICT hardware to enable home working and anticipated costs of overtime and short-term additional hours within the Customer Contact Centre.

Sales, Fees and Charges - £6.1m

18. It is anticipated that there will be significant impact on income from reduced fees and charges. This includes a loss of parking income plus a range of other income streams including the registration service, library service, the spare seat scheme for home to school transport and Household Waste Recycling Centres.

Other Loss of income - £0.4m

19. This represents a reduction in rental income on the council's properties identified in the first three months of the financial year.

Procurement Policy Note - Supplier relief

20. In March 2020, the Cabinet Office published a Procurement Policy Note (PN02/20) which set out information and guidance for public bodies on payment of their suppliers to ensure service continuity during and after the current Covid-19 outbreak.
21. The note sets out that that contracting authorities should continue to make payments to providers where a service is not being received either in full or in part to ensure that providers remain sustainable and able to deliver critical services in the future. However, payments made to suppliers during this emergency period should be

adjusted to ensure profit margin is not payable on any undelivered aspects of the contract.

22. To date, this arrangement is in place for a number of contracts including Household Waste Recycling Centres, Home to School Transport providers, Concessionary Fares providers, and Early Years providers.

Longer Term Financial Impact of Covid-19

23. At this stage it is not possible to accurately estimate the financial impact of Covid-19 beyond June 2020, however there will be an impact in the remainder of the financial year and also in 2021/22. In addition to the costs and loss of income referred to above, it is likely that the significant disruption to business as usual will have an impact on the ability to fully deliver savings planned for 2020/21.
24. The ongoing impact into 2021/22 is expected due to reduced income from council tax and business rates as well as a potential on-going increase in demand in adults and children's social care and the ongoing impact of any savings planned for 2020/21 which are not delivered. Scenarios are being modelled which will be used to shape the early assumptions used for Service and Resource planning.
25. The Government has also confirmed that the Review of Relative Needs and Resource and 75% business rates retention will no longer be implemented in 2021/22. The statement also said that "the Government will continue to work with councils on the best approach to the next financial year, including how to treat accumulated business rates growth and the approach to the 2021/22 local government finance settlement".

LORNA BAXTER
Director of Finance

Contact Officer: Hannah Doney, Head of Corporate Finance Tel: 07584174654

1 May 2020

CABINET – 26 MAY 2020

PROVISIONAL CAPITAL OUTTURN 2019/20

Report by Director of Finance

Recommendation

1. **The Cabinet is RECOMMENDED to note the provisional capital outturn for 2019/20 as set out in the report.**

Executive Summary

2. The capital programme for 2019/20 was last updated in February 2020. Expected spend for the year totalled **£163.6m**. Actual capital programme expenditure for the year 2019/20 was **£105.7m**. The variation between the latest programme and the final outturn is **-£57.9m (-35%)**. Of this variation, **£29.8m** relates to the Housing & Growth Deal programme and **£7.0m** relates to schemes delivered on behalf of OxLEP.
3. The Capital Programme expenditure of **£105.7m** was funded by **£78.7m** of capital grants and other external contributions, **£26.3m** of developer contributions, **£0.6m** of revenue contributions and **£0.1m** of prudential borrowing.
4. The original capital programme for 2019/20 was agreed by Council in February 2019. This set out an expected programme of spend of **£218.5m**. However, in some cases, this reflected expected programmes rather than individually agreed schemes, so the position set out was over estimated.

Introduction

5. This report presents the provisional capital outturn for the Council and identifies variations of actual outturn against budgets in 2019/20. Figures shown in the report reflect those to be included in the Council's Statement of Accounts for 2019/20¹.
6. The capital programme is updated three times each year to reflect the latest forecast profile of expenditure. The original budget for the year is that agreed by Council in the February preceding the start of the financial year as part of the Medium Term Financial Plan (February 2019). The latest updated programme was agreed by Council in February 2020.

¹ Due to external accounting requirements the presentation of the figures may vary.

7. The summary outturn position is compared to both the original and latest capital programme and is shown in Annex 1a. For completeness year end accounting adjustments are included (e.g. capitalisation of revenue expenditure on equipment and vehicles).
8. Further comments explaining the key movements within each directorate are set out below. A detailed analysis of the variations by scheme is shown in Annex 1c.

Pupil Places

9. The total capital expenditure for the year 2019/20 was £32.1m (excluding schools local capital expenditure). This is £4.8m lower than planned against the original capital programme and £3.7m lower than the latest capital programme.
10. The New Schools Growth Portfolio spent £18.2m, with 5 new schools, The Free Swan school, delivered by Education & Skills Funding Agency (ESFA), a Secondary school at Whitelands – South West Bicester, and three Primary schools, one each at Barton Park – Oxford, Cherry Fields (Southam Road) – Banbury and Wantage (Crab Hill). All were originally planned to open in September 2020 for the new term, however, due to the current COVID-19 pandemic, this is now delayed, and temporary arrangements will be in place to support the basic need requirements.
11. The Basic Needs Programme spent £10.7m in 2019/20 on increasing pupil provision through 11 expansion projects. Four projects were completed in year, with the remaining projects that were started, continuing in 2020/21. Those expansion projects completed were:
 - Matthew Arnold – 1 form entry expansion
 - East Hanney, St. James – expansion to 1 form entry
 - Bloxham, Warriner – 2 form entry expansion
 - North Leigh – replacement of temporary classroom
12. Schools Annual Programmes spent £3.3m, mainly through the Schools Structural Maintenance Programme, with 14 key projects completed.

Major Infrastructure

13. The total capital expenditure for the year 2019/20 was £24.2m. This compares to planned spend of £71.3m in the original capital programme and planned spend of £60.1m in the latest programme. The vast majority of the slippage relates to the Housing & Growth Deal Programme, both the Infrastructure Programme and the Affordable Housing Programme elements.
14. The Council received £30m of funding for the Infrastructure element of the Housing & Growth Deal in 2019/20 of which £26m was capital grant. The remaining £4m was received as revenue grant reflecting the need to incur

revenue expenditure in the early stages of the programme, the balance carried forward in Earmarked Reserves to support the programme in future years.

15. Direct expenditure on Housing & Growth Deal Programme schemes totalled £8m with the remaining £18m capital grant used to fund existing schemes in the Council's capital programme approved by Homes England in 2018/19. This funding will be recycled back into the Growth Deal Infrastructure Programme during the later years. The total Housing & Growth Deal infrastructure programme remains at £152.1m, this includes over programming of £2.1m, as reported in the Capital Programme Update and Monitoring Report to Cabinet in March 2020.
16. The Affordable Housing element of the Housing & Growth Deal is received by the County Council as the Accountable Body and passported to the District and City Councils for the delivery of Affordable Housing as agreed with Homes England. The programme delivery is therefore out of the direct control of the County Council but through our partnership arrangements this element is overseen through the Growth Deal Programme Board. The original programme included planned spend of £21.5m as set out in the Housing & Growth Deal Delivery Document agreed in February 2018. Funding of £7.6m was received in 2019/20 for expected start on site schemes at the end of March 2020, but of this only £2.3m relating to 44 affordable homes had satisfied the contractual start conditions of the funding as at 31 March 2020. The remaining £5.3m has been treated as a Receipt in Advance and will be carried forward to 2020/21 and passported to the Districts when the conditions are met. These schemes will deliver a further 212 units.
17. In recognition that the programmes we are delivering through OCC are larger and more complex than they have been over the last decade, OCC is in the process of implementing a strengthened approach to programme management and delivery. This is taking time to embed but through 2020/21 we will see more control on the infrastructure programmes, and better predictability against forecast deliverables and spend profiles. The later years of the Housing and Growth deal and other infrastructure programmes will therefore see a significant increase in spend levels, to include the recycled funding elements.
18. The Major Infrastructure team delivered programmes funded through OxLEP; City Deal and Local Growth Fund Programmes totalling £7.7m in year, including £4.0m on access to Headington and £1.2m Science Vale UK.

Highways Asset Management Plan

19. Total capital expenditure for the 2019/20 year was £33.4m. This is £10.7m lower than planned against the original capital programme and £0.7m less than the latest capital programme. The vast majority of slippage relates to the Street Lighting LED replacement programme. The programme implementation was slower at the start than originally planned but is expected to deliver within the original time-frame by delivering more replacements per period to achieve a shorter-term gain in efficiencies and energy savings.

20. The Structural Maintenance Programme spent £29.9m, the vast majority on Highways and Associated Infrastructure (£11.1m), Surface Treatments (£8.3m) and Carriageways (£3.6m). The balance of £6.9m was spent on Section 42 contributions to Oxford City Council, Street Lighting, Bridges, Drainage and Footways. Delivery of some bridge schemes has been slipped into 2020/21 to allow delivery of emerging higher priority schemes.
21. Structural Maintenance Major Schemes and other Programmes spent £3.6m, the vast majority on Cowley Road (£1.3m), Street Lighting LED replacements (£1.3m) and London Road A40 (£1.0m).

Property & Estates, Investment Strategy

22. The total capital expenditure for the year 2019/20 was £3.4m. This is £15.4m lower than planned against the original capital programme and a £6.9m lower than the latest programme. The vast majority of the slippage relates to the Defect Liability Programme and the Asset Condition Programme, where investigative works are complete, but planned repair works have not yet been undertaken. Completion of these works has slipped into 2020/21 and may be delayed due to the COVID-19 pandemic.

ICT

23. The total capital expenditure for the year 2019/20 was £3.5m. The vast majority of spend related to the Digital Infrastructure Programme (£2.1m).
24. The original programme was £16.2m and included £5m relating to ICT Transformation, and £7.1m relating to Better Broadband Programmes. No individual schemes were developed during the year relating to ICT Transformation so there was no spend in this programme. In relation to the Better Broadband Programmes, contract signing slipped during the year so the majority of spend will now happen in 2020/21.

Passported Funding

25. The total capital expenditure for passported funding in 2019/20 was £8.4m. This is £6.3m higher than the original capital programme and an increase of £0.8m against the latest forecast position. The vast majority of the increase against the original programme relates to the Disabled Facilities Grant (£5.9m), where the funding was announced after Council approved the programme in February 2019. Disabled Facilities Grant is passed directly on to the city and district councils in accordance with the grant determination. Both children and adults are eligible to apply for the grant but they must have a substantial and permanent disability. Types of adaptations include stairlifts, level access showers, ground floor extensions designed around the disability, kitchens designed for a wheelchair user.

26. Schools Devolved Formula Capital funding was £1.3m higher than the original programme and totalled £2.1m. The additional expenditure was funded through a combination of carry forward balances, revenue contributions and donations.

Vehicles and Equipment

27. The total capital expenditure for the year 2019/20 was £0.8m. This is £0.7m lower than planned against the original capital programme. The majority of the slippage against the original programme relates to Fire Protective Equipment and the additional capitalisation on Fire and Rescue replacement vehicles.

Capital Programme Financing

28. The table in Annex 1b summarises the outturn financing of the 2019/20 capital programme and compares it to the financing planned in the original and latest capital programme.
29. The level of the un-ringfenced grant balance in the Capital Grants Reserve has increased by **£0.9m** during the year to **£42.8m**, of which **£27.2m** relates to the 2020/21 basic need allocation which was received during 2018/19. As these grants are un-ringfenced and are not time limited, other funding sources are utilised before un-ringfenced grants. The variation to the latest capital programme of **-£12.8m** reflects changes to the timing of the application of grant funding to the capital programme but does not have an impact on the overall financing or affordability of the ten-year programme. The balance of grants is forecast to be spent over the programme period.
30. The level of Capital Grants unapplied ringfenced balance has increased by **£15.6m** to **£26m**, which includes the Local Growth Fund of **£11.9m** and Growing Places Fund of **£1m**, which are held on behalf of the Oxfordshire Local Enterprise Partnership (OxLEP). A further **£5.3m** is held on behalf of District Council's in respect of the Housing Deal (Affordable Housing) programme. There are no issues foreseen with utilising the remaining grants by their deadlines.
31. The capital receipts and capital reserve balances are **£24m** and **£18m** respectively. The capital receipts and reserve balances are forecast to be spent over the ten-year capital programme period.

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Director of Finance

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May 202

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Summary outturn position compared to the original capital programme and latest updated capital programme

| Capital Expenditure | Original Capital Programme (Council Feb 2019) | Latest Capital Programme (Council Feb 2020) | Actual Expenditure 2019/20 | Variation to Original Capital Programme | | Variation to Latest Capital Programme | |
|----------------------------------------------|--------------------------------------------------|------------------------------------------------|-------------------------------|-----------------------------------------|-------------|---------------------------------------|-------------|
| | £000 | £000 | | £000 | % | £000 | % |
| Strategy Programmes | | | | | | | |
| Pupil Places | 36,844 | 35,779 | 32,083 | -4,761 | -13% | -3,696 | -10% |
| Major Infrastructure | 71,269 | 60,082 | 24,218 | -47,051 | -66% | -35,864 | -60% |
| Highways Asset Management Plan | 44,116 | 34,104 | 33,395 | -10,721 | -24% | -709 | -2% |
| Property & Investment Strategy | 18,749 | 10,280 | 3,369 | -15,380 | -82% | -6,911 | -67% |
| ICT | 16,199 | 10,806 | 3,479 | -12,720 | -79% | -7,327 | -68% |
| Passport Funding | 2,007 | 7,565 | 8,352 | 6,345 | 316% | 787 | 10% |
| Vehicles & Equipment | 1,450 | 629 | 774 | -676 | -47% | 145 | 23% |
| Total Strategy Programmes Expenditure | 190,634 | 159,245 | 105,670 | -84,964 | -45% | -53,575 | -34% |
| Earmarked Reserves | 27,820 | 4,317 | 0 | -27,820 | 100% | -4,317 | -100% |
| Total Capital Programme Expenditure | 218,454 | 163,562 | 105,670 | -112,784 | -52% | -57,892 | -35% |

Summary Capital Financing Position

| Capital Financing | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Financing 2019/20 £000 | Variation to Original Capital Programme £000 | Variation to Latest Capital Programme £000 |
|----------------------------------------------------|----------------------------------------------------------|--------------------------------------------------------|-------------------------------------|-------------------------------------------------------|-----------------------------------------------------|
| SCE(R) Formulaic Capital Allocations - Grant | 121,712 | 83,225 | 52,762 | -68,950 | -30,463 |
| Devolved Formula Capital - Grant | 800 | 800 | 1,336 | 536 | 536 |
| Other Grants | 16,677 | 22,334 | 24,180 | 7,503 | 1,846 |
| Developer Contributions | 32,574 | 34,235 | 26,316 | -6,258 | -7,919 |
| Other External Contributions | 0 | 313 | 380 | 380 | 67 |
| Schools Contributions | 0 | 28 | 0 | 0 | -28 |
| Revenue Funding | 300 | 150 | 0 | -300 | -150 |
| Prudential Borrowing | 27,615 | 22,477 | 82 | -27,533 | -22,395 |
| Capital Receipts/Reserves | 18,776 | 0 | 0 | -18,776 | 0 |
| Total Capital Programme Financing | 218,454 | 163,562 | 105,056 | -113,398 | -58,506 |
| Revenue funding of capitalised revenue expenditure | 0 | 0 | 614 | | |
| Capital Revenue Switches | 0 | 0 | 0 | | |
| Total Capital Financing | 218,454 | 163,562 | 105,670 | | |

Page 84

| Capital Balances | Balance brought forward at 1 April 2019 £000 | Original planned balance carried forward £000 | Latest planned balance carried forward £000 | Actual balance carried forward at 31 Mar 2020 £000 | Variation to Original Capital Programme £000 | Variation to Latest Capital Programme £000 |
|----------------------------|----------------------------------------------------|--------------------------------------------------|------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|
| Capital Reserve | 18,676 | 19,703 | 18,373 | 18,024 | -1,679 | -349 |
| Capital Receipts Unapplied | 23,171 | 23,401 | 24,683 | 23,977 | 576 | -706 |
| Capital Grants Reserve | 41,916 | 19,987 | 55,654 | 42,842 | 22,855 | -12,812 |
| Total | 83,763 | 63,091 | 98,710 | 84,843 | 21,752 | -13,867 |

| Capital Grants (excluding school local balances) | Balance brought forward at 1 April 2019 £000 | Balance carried forward at 31 Mar 2020 £000 |
|------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------|
| Receipts in Advance (ringfenced/eligible spend not yet incurred) | 10,359 | 26,044 |
| Total | 10,359 | 26,044 |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|-------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------|
| | Provision of School Places (Basic Need) | | | | | | |
| 1) | Existing Demographic Pupil Provision (Basic Needs Programme) | 10,851 | 1,326 | 750 | -10,101 | -576 | Provision transferred to schemes below. Reprofile to reflect revised delivery timetable . |
| 2) | 11/12 - 17/18 Basic Need Programme Completions | 343 | 268 | 266 | -77 | -2 | Settlement of final accounts. |
| 3) | Matthew Arnold - 1FE Expansion (ED877) | 356 | 1,350 | 1,396 | 1,040 | 46 | Complete Aug 19. |
| 4) | East Hanney, St James - Expansion to 1FE (ED859) | 200 | 193 | 197 | -3 | 4 | Delivered via funding agreement. Complete May 2019. |
| 5) | Bloxham, Warriner - 2FE Expansion (ED901) | 1,800 | 2,850 | 2,939 | 1,139 | 89 | Complete Dec 19. |
| 6) | Marcham - Expansion to 1FE (ED882) | 650 | 500 | 535 | -115 | 35 | On-site. |
| 7) | John Blandy - Expansion to 1.5FE (ED887) | 1,300 | 950 | 925 | -375 | -25 | On-site. |
| 8) | North Leigh - Repl of Temporary Classroom (ED926) | 0 | 363 | 363 | 363 | 0 | Delivered via funding agreement. Complete August 2019. |
| 9) | John Watson - Additional Capacity & Improvements (Primary Site) (ED849) | 0 | 1,400 | 1,529 | 1,529 | 129 | Delivered via funding agreement, in 4 Phases. Phase 4 on site, overall forecast completion April 2020. |
| 10) | Cholsey - Expansion to 2FE (ED911) | 0 | 200 | 118 | 118 | -82 | On-site. |
| 11) | Chesterton - Expansion to 1FE (ED898) | 0 | 500 | 247 | 247 | -253 | On-site. |
| 12) | West Witney - Expansion to 2FE (ED889) | 0 | 600 | 930 | 930 | 330 | On-site. |
| 13) | Benson - Expansion to 1.5FE (ED914) | 0 | 500 | 506 | 506 | 6 | On-site. |
| | Basic Need Sub-total | 15,500 | 11,000 | 10,701 | | | |
| | Growth Portfolio - New Schools | | | | | | |
| 14) | The Swan Free School (Financial Contribution) (ED917) | 800 | 2,074 | 2,002 | 1,202 | -72 | Delivered by ESFA. New Accommodation for Sept 20. |
| 15) | Bicester, South West (Whitelands) - Secondary (ED880) | 6,000 | 9,000 | 7,963 | 1,963 | -1,037 | Forecast opening Sept 20. |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|-----------------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------|
| 16) | Oxford, Barton Park - 1.5FE Primary School (ED868) | 3,700 | 3,700 | 4,003 | 303 | 303 | Forecast opening Sept 20. |
| 17) | Banbury, Southam Road - 1FE Primary School (ED907) | 3,000 | 4,000 | 3,268 | 268 | -732 | Forecast opening Sept 20. |
| 18) | North East Wantage, Crab Hill: GEMS, Wantage - 2FE Primary School (ED918). | 300 | 100 | 66 | -234 | -34 | Developer build - forecast opening Sept 20. |
| 19) | West Witney, Curbridge - 1.5FE Primary School (ED927) | 250 | 50 | 27 | -223 | -23 | Developer build - forecast opening Sept 21. |
| 20) | Bicester, Graven Hill - 2FE Primary School | 300 | 50 | 76 | -224 | 26 | Developer build - forecast opening Sept 21. |
| 21) | Northfield Special School - Replacement & Expansion | 500 | 500 | 579 | 79 | 79 | |
| 22) | Wallingford - 2FE Primary School | 0 | 0 | 5 | 5 | 5 | |
| 23) | Faringdon - 2FE Primary School | 0 | 0 | 17 | 17 | 17 | |
| 24) | Project Development Budget | 100 | 0 | 18 | -82 | 18 | |
| 25) | New School Programme Completions | 2,128 | 182 | 143 | -1,985 | -39 | Project contingencies returned. |
| | Growth Portfolio Sub-total | 17,078 | 19,656 | 18,167 | | | |
| | Children's Home Programme | | | | | | |
| | Annual Programmes | | | | | | |
| 26) | Schools Access Initiative | 350 | 350 | 260 | -90 | -90 | Programme contingency returned. |
| 27) | Temporary Classrooms - Replacement & Removal | 350 | 350 | 100 | -250 | -250 | Provision transferred to support School Structural Maintenance Programme. |
| 28) | Schools Accommodation Intervention & Support Programme | 100 | 0 | 0 | -100 | 0 | Provision transferred to support School Structural Maintenance Programme. |
| 29) | School Structural Maintenance (inc Health & Safety) | 2,200 | 4,000 | 2,905 | 705 | -1,095 | 14 projects delivered, remaining 7 to be delivered as part of 2020/21 programme. |
| 30) | Northfield Special School - Reinstatement works & Temporary Accommodation at Iffley Academy (ED931) | 20 | 30 | 29 | 9 | -1 | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|--------------------------------------------|
| | <u>Other Schemes & Programmes</u> | | | | | | |
| 31) | Early Years Entitlement for Disadvantage 2 year olds | 750 | 200 | -30 | -780 | -230 | New provision re-profiles to future years. |
| | | | | | 0 | | |
| | <u>Retentions</u> | | | | | | |
| 32) | Retentions | 496 | 193 | -49 | -545 | -242 | Settlement of final accounts. |
| | Sub-Total Pupil Places | 36,844 | 35,779 | 32,083 | -4,761 | -3,696 | |
| | <u>School Capital</u> | | | | -13% | -10% | |
| | Sub-Total Schools | 0 | 0 | 0 | 0 | 0 | |
| | Pupil Places Capital Programme Total | 36,844 | 35,779 | 32,083 | -4,761 | -3,696 | |
| | | | | | -13% | -10% | |

Page 87

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|--------------------------------------------------------|------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <u>HOUSING & GROWTH DEAL INFRASTRUCTURE</u> | | | | | | | |
| 1) | Infrastructure Programme | 20,000 | 12,974 | 6,918 | -13,082 | -6,056 | <p>Programme always to deliver in the back end of the deal, some delays due to commissioning of contracts and elongated feasibility. Programme still due to delivered by the 2025.</p> <p>6 months delay incurred due to not being able to undertake public consultation during purdah periods for elections.</p> <p>Delays due to commissioning of contracts and also technical issues with the EA over route alignment.</p> <p>Initial costing for design work has been high so re-evaluation of options and suppliers.</p> |
| 2) | Oxford, Botley Rd (NPIF-funded) | 3,621 | 3,621 | 812 | -2,809 | -2,809 | |
| 3) | Watlington Relief Rd | 0 | 1,262 | 5 | 5 | -1,257 | |
| 4) | Benson Relief Road | 0 | 120 | 44 | 44 | -76 | |
| 5) | Milton Heights Bridge | 0 | 492 | 6 | 6 | -486 | |
| 6) | NW Bicester U'Bridge realigned A4095 | 0 | 180 | 258 | 258 | 78 | |
| GROWTH DEAL PROGRAMME TOTAL | | 23,621 | 18,649 | 8,043 | -15,578 | -10,606 | |
| <u>CITY DEAL PROGRAMME</u> | | | | | | | |
| <u>Science Transit</u> | | | | | | | |
| 7) | Kennington & Hinksey Roundabouts | 85 | 85 | 2 | -83 | -83 | <p>Highways England objection to preferred scheme, design works stalled to review alternative options.</p> |
| 8) | Hinskey Hill Northbound Slip Road | 541 | 50 | -10 | -551 | -60 | |
| <u>Access to Enterprise Zone</u> | | | | | | | |
| 9) | Harwell Link Rd Section 1 B4493 to A417 | 753 | 222 | -111 | -864 | -333 | <p>Complete - settlement of final account.</p> <p>Scheme now complete - settlement of final account required.</p> <p>Delays in commissioning feasibility of scheme.</p> |
| 10) | Harwell Link Rd Section 2 Hagbourne Hill | 644 | 644 | 2 | -642 | -642 | |
| 11) | Featherbed Lane and Steventon Lights | 2,000 | 100 | -45 | -2,045 | -145 | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|------------------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------|
| 12) | Harwell, Oxford Entrance | 737 | 1,393 | 1,496 | 759 | 103 | Scheme now complete - settlement of final account required. |
| | <u>Northern Gateway</u> | | | | | | |
| 13) | Cuttleslowe Roundabout | 178 | 178 | -58 | -236 | -236 | Complete - settlement of final account. |
| 14) | Wolvercote Roundabout | | 0 | -1 | -1 | -1 | |
| 15) | Loop Farm Link Road | 2,000 | 500 | 27 | -1,973 | -473 | Modelling for Loop Farm has show that the scheme is not meeting the objectives. |
| 16) | Other City Deal Programme spend | -93 | 0 | 4 | 97 | 4 | |
| | CITY DEAL PROGRAMME TOTAL | 6,845 | 3,172 | 1,306 | -5,539 | -1,866 | |
| | <u>LOCAL PINCH POINT PROGRAMME</u> | | | | | | |
| 17) | Milton Interchange | 350 | 350 | 13 | -337 | -337 | |
| 18) | A34 Chilton Junction Improvements | 485 | 485 | 11 | -474 | -474 | |
| | LOCAL PINCH POINT PROGRAMME TOTAL | 835 | 835 | 24 | -811 | -811 | |
| | <u>LOCAL GROWTH DEAL PROGRAMME</u> | | | | | | |
| 19) | Eastern Arc Phase 1 Access to Headington | 1,850 | 1,850 | 3,986 | 2,136 | 2,136 | On target to complete in June 2020. |
| 20) | Science Vale Cycle Network Improvements | 307 | 307 | 373 | 66 | 66 | |
| 21) | Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development) | 0 | 0 | 463 | 463 | 463 | Scheme expenditure has been reprofiled. |
| 22) | Didcot Northern Perimeter Road 3 (project development) | 210 | 210 | 6 | -204 | -204 | |
| 23) | A34 Lodge Hill Slips | 3,522 | 1,533 | 529 | -2,993 | -1,004 | Reprofiling of schemes is currently being undertaken, issues with accessing the A34 delayed the scheme. |

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| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-------------------------------------------------|---------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 24) | Oxford Queen's Street Pedestrianisation (project development) | 734 | 434 | 248 | -486 | -186 | All planned works completed within 19/20. |
| 25) | Ox Pub Transport Imps Bus Stops | 0 | 25 | 16 | 16 | -9 | |
| 26) | RTI enhancements | 0 | 230 | 137 | 137 | -93 | |
| 27) | Digitisation of bus gates & lanes | 0 | 175 | 0 | 0 | -175 | |
| LOCAL GROWTH DEAL PROGRAMME TOTAL | | 6,623 | 4,764 | 5,758 | -865 | 994 | |
| SCIENCE VALE UK | | | | | | | |
| 28) | Milton Park Employment Access Link: Backhill Tunnel | 17 | 17 | 21 | 4 | 4 | |
| 29) | Wantage, Crab Hill (Contribution) | 2,000 | 2,000 | 0 | -2,000 | -2,000 | |
| 30) | HIF Didcot Garden Town | 0 | 95 | 1,228 | 1,228 | 1,133 | |
| SCIENCE VALE UK LOCALITY PROGRAMME TOTAL | | 2,017 | 2,112 | 1,249 | -768 | -863 | |
| OXFORD | | | | | | | £1m shown under growth programme for delivery of Main Oxpens Bridge as part of formal funding agreement (March 2020). |
| 31) | Frideswide Square | 0 | 0 | 38 | 38 | 38 | |
| 32) | Oxford, Rising Bollards | 20 | 20 | 256 | 236 | 236 | |
| 33) | Iffley Fields Controlled Parking Zone | 220 | 144 | 150 | -70 | 6 | |
| 34) | Wood Farm CPZ | 0 | 50 | 19 | 19 | -31 | |
| 35) | Old Greyfriars School signal change | 0 | 10 | 2 | 2 | -8 | |
| 36) | Woodstock Rd, ROQ | 0 | 0 | 17 | 17 | 17 | |
| 37) | Riverside routes to Oxford city centre | 1,988 | 1,970 | 109 | -1,879 | -1,861 | |
| OXFORD LOCALITY PROGRAMME TOTAL | | 2,228 | 2,194 | 591 | -1,637 | -1,603 | |

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| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|-----------------------|
| | <u>BICESTER</u> | | | | | | |
| 38) | Bicester Park and Ride | 0 | 0 | 3 | 3 | 3 | |
| 39) | Bicester Perimeter Road (Project Development) | 750 | 750 | 0 | -750 | -750 | |
| | BICESTER LOCALITY PROGRAMME TOTAL | 750 | 750 | 3 | -747 | -747 | |
| | <u>BANBURY</u> | | | | | | |
| 40) | A361 Road Safety Improvements | 3,487 | 3,621 | 3,647 | 160 | 26 | |
| 41) | Farmfield Road / Oxford Road - Junction Improvement | 0 | 99 | 0 | 0 | -99 | |
| | BANBURY LOCALITY PROGRAMME TOTAL | 3,487 | 3,720 | 3,647 | 160 | -73 | |
| | <u>WITNEY AND CARTERTON</u> | | | | | | |
| 42) | Witney, A40 Downs Road junction (contribution) | 0 | 0 | 0 | 0 | 0 | |
| 43) | A40 N. G'way Ox N bus lane | 0 | 50 | 293 | 293 | 243 | |
| 44) | HIF 2 A40 Corridor | 0 | 237 | 193 | 193 | -44 | |
| | WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL | 0 | 287 | 486 | 486 | 199 | |
| | <u>COUNTYWIDE AND OTHER</u> | | | | | | |
| 45) | East-West Rail (contribution) | 737 | 737 | 8 | -729 | -729 | Contribution delayed. |
| 46) | Small schemes (developer and other funded) | 0 | 552 | 269 | 269 | -283 | |
| 47) | Completed schemes | 140 | 35 | 9 | -131 | -26 | |
| | COUNTYWIDE AND OTHER TOTAL | 877 | 1,324 | 286 | -591 | -1,038 | |
| | MAJOR INFRASTRUCTURE PROGRAMME TOTAL | 47,283 | 37,807 | 21,393 | -25,890 | -16,414 | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|--------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| | <u>Oxfordshire Local Enterprise Partnership</u> | | | | | | |
| 48) | LGF Disc Project | 1,043 | 0 | | -1,043 | 0 | External delivery |
| 49) | Smart Oxford Culham City | 943 | 770 | -400 | -1,343 | -1,170 | External delivery |
| 50) | LGF3 Agritech Centre | 500 | 0 | 3 | -497 | 3 | External delivery |
| 51) | LGF3 Prodrive | 0 | 5 | 5 | 5 | 0 | External delivery |
| 52) | Osney Mead Innovation | 0 | 0 | 48 | 48 | 48 | External delivery |
| 53) | Earth | 0 | 0 | 904 | 904 | 904 | External delivery |
| | <u>Housing & Growth Deal</u> | | | | | | |
| 54) | Affordable Housing | 21,500 | 21,500 | 2,265 | -19,235 | -19,235 | Accountable body for Housing & Growth Deal, funding passed to District Councils. |
| | Partnerships Programme Total | 23,986 | 22,275 | 2,825 | -21,161 | -19,450 | |
| | INFRASTRUCTURE TOTAL | 71,269 | 60,082 | 24,218 | -47,051 | -35,864 | |
| | | | | | -66% | -60% | |
| | <u>STRUCTURAL MAINTENANCE PROGRAMME</u> | | | | | | |
| 1) | Carriageways | 1,289 | 3,215 | 3,640 | 2,351 | 425 | Some specific bridges projects held over into new year, but generally budgets re-applied to meet other needs in year. |
| 2) | Surface Treatments | 7,851 | 8,443 | 8,298 | 447 | -145 | |
| 3) | Footways | 714 | 750 | 849 | 135 | 99 | |
| 4) | Drainage | 900 | 900 | 905 | 5 | 5 | |
| 5) | Bridges | 2,419 | 2,406 | 1,186 | -1,233 | -1,220 | |
| 6) | Public Rights of Way Foot Bridges | 93 | 100 | 111 | 18 | 11 | |
| 7) | Street Lighting / Electrical | 1,068 | 965 | 1,730 | 662 | 765 | |
| 8) | Section 42 contributions | 839 | 1,700 | 1,734 | 895 | 34 | |
| 9) | Traffic Signals | 172 | 322 | 269 | 97 | -53 | |
| 10) | Highways & Associated Infrastructure | 16,200 | 10,133 | 11,145 | -5,055 | 1,012 | |
| | STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL | 31,545 | 28,934 | 29,867 | -1,678 | 933 | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|------------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|----------------------------------------------------------------------------------------------|
| 11) | CHALLENGE FUND PROGRAMME Challenge Fund Programme | 0 | 0 | -50 | -50 | -50 | Settlement of final accounts and clearance of old accruals. |
| | CHALLENGE FUND PROGRAMME TOTAL | 0 | 0 | -50 | -50 | -50 | |
| 12) | MAJOR SCHEMES AND OTHER PROGRAMMES Street Lighting LED replacement | 9,411 | 2,000 | 1,295 | -8,116 | -705 | Slower start to programme than planned, but overall programme not expected to need extending |
| 13) | Tetsworth Embankment | | 200 | 216 | 216 | 16 | |
| 14) | Kennington Railway Bridge | 716 | 400 | 350 | -366 | -50 | Fewer repairs as emphasis on eventual replacement |
| 15) | Oxford, Cowley Road | 1,944 | 1,284 | 1,299 | -645 | 15 | |
| 16) | Network Rail Electrification Bridge Betterment Programme | 500 | 250 | 43 | -457 | -207 | Clearance of old accruals |
| 17) | A40 London Road | 0 | 1,036 | 953 | 953 | -83 | |
| 18) | Completed Major Schemes | | | -578 | -578 | -578 | |
| | STRUCTURAL MAINTENANCE MAJOR SCHEMES & OTHER TOTAL | 12,571 | 5,170 | 3,578 | -8,993 | -1,592 | |
| | STRUCTURAL MAINTENANCE PROGRAMME TOTAL | 44,116 | 34,104 | 33,395 | -10,721 | -709 | |
| | | | | | -24% | -2% | |
| | Transport Capital Programme Total | 115,385 | 94,186 | 57,613 | -57,772 | -36,573 | |
| | | | | | -50% | -39% | |

Page 10

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|----------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|
| | <u>SERVICE ESTATE PROGRAMME</u> | | | | | | |
| 1) | Carterton Fire Station | 0 | 0 | 3 | 3 | 3 | |
| 2) | Fire Review Development Budget | 1,500 | 400 | 0 | -1,500 | -400 | Delivery subject to progress of the housing development; delay led to an opportunity for the service to review detailed requirements. |
| 3) | Relocation of Rewley Training Facility | 50 | 50 | 0 | -50 | -50 | |
| 4) | Bicester Library (CS13) | 250 | 250 | 0 | -250 | -250 | Delivered via funding agreement. Complete. Requires conditions to be met before funding released. |
| 5) | Westgate Library | 701 | 701 | 477 | -224 | -224 | |
| 6) | Barton Library Access (CS20) | 0 | 0 | 47 | 47 | 47 | Complete. |
| 7) | Cowley Library | 69 | 0 | 0 | -69 | 0 | |
| 8) | Adult Social Care Programme | 250 | 50 | 0 | -250 | -50 | |
| 9) | Crisis Provision (ED941) | 500 | 50 | 42 | -458 | -8 | Alternative provision provided. |
| 10) | Re-provision of Maltfield (ED932) | 500 | 500 | 17 | -483 | -483 | Delivery subject to identification of an appropriate site, project now progressing. Programme contingency returned. |
| 11) | CEF Transformation Programme - Children & Family Centres | 212 | 212 | 16 | -196 | -196 | |
| 12) | Museum Service - Reconfiguration | 500 | 0 | 0 | -500 | 0 | |
| | Service Estate Programme Total | 4,532 | 2,213 | 602 | -3,930 | -1,611 | |
| | <u>CORPORATE ESTATE</u> | | | | | | |
| 13) | Asset Strategy Implementation Programme | 500 | 500 | 50 | -450 | -450 | |
| 14) | Didcot Library & Community Hub (CS19) | 800 | 200 | 0 | -800 | -200 | Delivery affected by third party input and the outcome of a review of service strategies. |
| | CORPORATE ESTATE IMPLEMENTATION TOTAL | 1,300 | 700 | 50 | -1,250 | -650 | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|-------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|------------------------------------------------------------------------|
| | <u>CLIMATE ACTION PROGRAMME</u> | | | | | | |
| 15) | SALIX Energy Programme | 130 | 130 | 0 | -130 | -130 | No planned works in 19/20. |
| 16) | Electric Vehicles Charging Infrastructure | 60 | 60 | 46 | -14 | -14 | |
| | CLIMATE ACTION PROGRAMME TOTAL | 190 | 190 | 46 | -144 | -144 | |
| | <u>STRUCTURAL MAINTENANCE PROGRAMMES</u> | | | | | | |
| 17) | Minor Works Programme | 340 | 340 | 419 | 79 | 79 | Provision re-profiled to 20/21. Prolonged scope & procurement process. |
| 18) | F&RS - Replacement Fire Doors | 100 | 100 | 103 | 3 | 3 | |
| 19) | Health & Safety (Non-Schools) | 75 | 75 | 8 | -67 | -67 | |
| 20) | Defect Liability Programme | 7,000 | 3,000 | 768 | -6,232 | -2,232 | |
| 21) | Asset Condition Programme | 3,000 | 0 | 0 | -3,000 | 0 | |
| | STRUCTURAL MAINTENANCE PROGRAMMES TOTAL | 10,515 | 3,515 | 1,298 | -9,217 | -2,217 | |
| | <u>INVESTMENT STRATEGY</u> | | | | | | |
| 22) | Purchase of Land | 0 | 0 | 69 | 69 | 69 | |
| | INVESTMENT STRATEGY PROGRAMME TOTAL | 0 | 0 | 69 | 69 | 69 | |
| | <u>WASTE MANAGEMENT PROGRAMME</u> | | | | | | |
| 23) | Waste Recycling Centre Infrastructure | 400 | 400 | 81 | -319 | -319 | |
| | WASTE MANAGEMENT PROGRAMME TOTAL | 400 | 400 | 81 | -319 | -319 | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|--------------------------------------------------------|----------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|---------------------------------------------------------------|
| CORPORATE PROPERTY & PARTNERSHIP PROGRAMMES | | | | | | | |
| 24) | Oxford Food Relief Scheme | 0 | 0 | 28 | 28 | 28 | Drayton Complete Mar 2019, Deddington to commence in 2020/21. |
| 25) | Cogges Manor Farm | 762 | 762 | 1,009 | 247 | 247 | |
| 26) | New Salt Stores & Accommodation | 1,050 | 2,500 | 186 | -864 | -2,314 | |
| | | | | | 0 | 0 | |
| | WASTE MANAGEMENT PROGRAMME TOTAL | 1,812 | 3,262 | 1,223 | -589 | -2,039 | |
| | Communities - Other Capital Programme Total | 18,749 | 10,280 | 3,369 | -15,380 | -6,911 | |
| | | | | | -82% | -67% | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|------------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | ICT STRATEGY PROGRAMME | | | | | | |
| 1) | Children Services - ICT (Phase 1&2) | 1,600 | 1,350 | 730 | -870 | -620 | Third party delivered, combination of milestones costing less than forecasted, change controls reducing obligations and milestones being revised. Programme revised to 20/21. Data centre project & end user equipment. |
| 2) | Better Broadband For Oxfordshire (BBFO) | 2,560 | 2,560 | 663 | -1,897 | -1,897 | |
| 3) | Broadband for Businesses in Rural Oxfordshire (BiRO) | 4,525 | 4,525 | 0 | -4,525 | -4,525 | |
| 4) | Digital Infrastructure | 2,514 | 2,371 | 2,086 | -428 | -285 | |
| 5) | ICT Transformation | 5,000 | 0 | 0 | -5,000 | 0 | |
| | ICT Strategy Programme Total | 16,199 | 10,806 | 3,479 | -12,720 | -7,327 | |
| 6) | Museum Service - Reconfiguration | | | | 0 | 0 | |
| | ICT Strategy Capital Programme Total | 16,199 | 10,806 | 3,479 | -12,720 | -7,327 | |
| | | | | | -79% | -68% | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|----------------------------------------------------------------------|-------------------------------------------------------|-----------------------------------------------------|------------------------------------|-------------------------------------------------|-----------------------------------------------|------------------------------------------------------------------------------------------------|
| | <u>Passported Funding</u> | | | | | | |
| 1) | Disabled Facilities Grant | 0 | 5,868 | 5,868 | 5,868 | 0 | Funding allocation after Council 2019. Delivered via funding agreement with District Councils. |
| 2) | PHE Alcohol Grant (SC127) | 0 | 215 | 215 | 215 | 0 | |
| 3) | Devolved Formula Capital (Schools) | 800 | 800 | 2,092 | 1,292 | 1,292 | Utilisation of C/Fwd balances plus £0.9m revenue & donation funding. |
| | Passported Funding Programme Total | 800 | 6,883 | 8,175 | 7,375 | 1,292 | |
| | <u>SPECIALIST HOUSING & FINANCIAL ASSISTANCE</u> | | | | | | |
| 4) | ECH - New Schemes and Adaptations to Existing Properties | 1,000 | 500 | 168 | -832 | -332 | Provision re-profiles to future years. |
| 5) | Deferred Interest Loans (CSDP) | 125 | 100 | 0 | -125 | -100 | |
| 6) | Loans to Foster/Adoptive Parents | 75 | 75 | 29 | -46 | -46 | |
| | Specialist Housing & Financial Assistance Programme Total | 1,200 | 675 | 197 | -1,003 | -478 | |
| | <u>Retentions & Minor Works</u> | | | | | | |
| 7) | Retentions & Minor Works | 7 | 7 | -20 | -27 | -27 | |
| | Passport Funding Capital Programme Total | 2,007 | 7,565 | 8,352 | 6,345 | 787 | |
| | | | | | 316% | 10% | |

| Ref | Scheme | Original Capital Programme (Council Feb 2019) £000 | Latest Capital Programme (Council Feb 2020) £000 | Actual Expenditure 2019/20 £000 | Variation to original Capital Programme £000 | Variation to latest Capital Programme £000 | Comments |
|-----|---------------------------------------------------|----------------------------------------------------|--------------------------------------------------|---------------------------------|----------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------|
| | <u>Vehicles & Equipment</u> | | | | | | |
| 1) | Fire Equipment (SC112) | 0 | 0 | 0 | 0 | 0 | Capitalisation of F&RS vehicles. Provision re-profiles to future years. |
| 2) | F&R - Replacement Vehicles | 800 | 629 | 774 | -26 | 145 | |
| 3) | Fire Protective Equipment | 650 | 0 | 0 | -650 | 0 | |
| | Vehicle & Equipment Programme Total | 1,450 | 629 | 774 | -676 | 145 | |
| | | | | | | | |
| | Vehicles & Equipment Capital Programme | 1,450 | 629 | 774 | -676 | 145 | |
| | | | | | -47% | 23% | |

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Division(s): All

CABINET – 26 MAY 2020

‘BETTER DEAL FOR BUS USERS’ FUNDING OPPORTUNITIES AND OTHER BUS INDUSTRY UPDATES

Report by Director for Planning & Place

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to:**

agree for Officers to

- i. submit an Expression of Interest to the Government’s ‘All-Electric Bus City’ funding initiative; and
- ii. submit up to four Expressions of Interest to the Government’s Rural Mobility Funding initiative.

Executive Summary

The purpose of this report is to detail two new funds for the provision of bus services under the heading of ‘Better Deal for Bus Users’, to provide an update on the financial support available to bus operators as a result of the impact of Covid-19 along with updating members on other funding opportunities to support public transport.

Better Deal for Bus Users

1. In February 2020, the Government provided details of a number of new funds for the provision of bus services as part of their ‘Better Deal for Bus Users’ announcement. This set out a package of ambitious and innovative actions to meet the needs and demands of the travelling public, with £220 million of new funding to help start a revolution in bus services.
2. At the time of writing, officers are developing Expressions of Interest (EoI) for two funding streams which were outlined as part of a Better Deal for Bus Users and are required to be submitted by 4 June 2020:
 - Up to £50 million to deliver Britain's first all-electric bus town or city, converting its entire bus fleet to electric zero emission; and
 - £20 million to support on-demand services in rural and suburban areas as part of a Rural Mobility Fund.
3. Projects funded through these initiatives will be considered pilot projects by DfT and will be important in identifying barriers and potential solutions to these types of initiatives and inform the development of future schemes across the country.

4. Options for the Eols have been developed in partnership with bus operators, the city council, local members and Parish and District Councillors and Parish Transport Representatives.
5. The DfT have indicated that authorities can make multiple submissions to the Rural Mobility Fund, however, each submission should differ in locality; and preference is likely to be given to different types of solutions. With this in mind, and balancing resources it is proposed that up to four Eols should be developed for submission to the DfT.
6. Whilst the current scheme estimates for the All-Electric Eol exceed the budget identified by the DfT it is proposed that an Eol should continue to be developed with the bus companies and submitted. This would be on the basis that developing technology and alternative manufacturing options coming onto the market may significantly reduce the costs and that OCC continue to work with bus companies to realise further efficiencies and savings; This would also take account of potential costs to the County Council in terms of road maintenance. Officers are engaging with the DfT to ensure this approach is acceptable.
7. In addition, bus operators are also experiencing a significant reduction in patronage and consequent impact on revenue. It is expected that the situation will remain extremely challenging in this respect for the foreseeable future. Consequently, whilst the bus operators remain supportive and continue to work with officers to develop the Eols, it is not possible at this stage for the bus operators to provide the level of financial commitment which is currently set out as a requirement in the DfT's guidance for the completion of Eols. Officers are engaging with DfT to clarify this point. However, it is extremely likely to be the case that Eols submitted by other authorities will also be non-compliant in this sense.
8. If funding is received for these projects, they would support a number of key corporate priorities related to health and wellbeing, climate action, air quality and healthy place shaping.

Financial Support as result of Covid-19

9. Since 17 March 2020, the bus network in Oxfordshire has shrunk significantly. Two of the three major commercial providers are now operating less than 40% of their usual scheduled mileage, whilst still maintaining essential services for key workers.
10. Through the Covid-19 Bus Service Support Grant (CBSSG), the DfT has allocated £422,230 to the Council to provide financial support to bus services during the Covid-19 period. This is in addition to the support that bus operators are already receiving through an element of CBSSG which is paid directly to them. It was originally intended that funds would be held until potentially

required for the improvement of services in the latter stages of this three-month funding period, however the DfT appear to have ruled that out.

11. The current position is that both our main bus operators have requested that the funds are returned to the DfT unspent, so they can be recycled into the commercial element of the scheme.

Supported Bus Services Fund

12. The use of Oxfordshire's allocation of the Supported Bus Services Fund (part of the overall 'Better Deal for Bus Users' fund), was agreed by the Cabinet Member for Environment on 12 March 2020 and a Statement of Intent (Sol) was submitted to DfT on 13 March 2020. Whilst the Government subsequently stated this fund could be utilised for the purposes of maintaining services during the Covid-19 phase, the Council have notified the DfT that it did not wish to make any changes to its submitted Sol.
13. The DfT has now assessed the submitted Sol and confirmed that the requested funds will be released for the use proposed within the Sol. The Council are required to publish the proposals for the use of this funding on the website within one month of funding receipt.
14. The total amount funds for the 2020/21 financial year is £588,403.

Bus Service Tender Programme

15. The County Council has collected significant sums of Section 106 developer contributions for the provision of new and improved bus services. Periodically, as demand requires, the Council enters into procurement exercises for such services and one is currently underway with tenders having been issued in late April 2020.
16. Outcomes from the tender process are likely to be known in July 2020.

Introduction

17. In February 2020, the Government announced a number of new funds for the provision of bus services under the heading 'Better Deal for Bus Users'. This sets out a package of ambitious and innovative actions to meet the needs and demands of the travelling public, with £220 million of new funding to help start a revolution in bus services. Officers are developing four EoIs for submission to two of the available funding streams detailed below:
 - Investing up to £50 million to deliver Britain's first all-electric bus town or city, converting its entire bus fleet to electric zero emission; and
 - £20 million available nationally to support on-demand services in rural and suburban areas as part of a Rural Mobility Fund.

18. DfT consider these to be pilot schemes to help identify barriers and potential solutions to the sustainability of demand responsive transport and to inform the development of future schemes across the country.
19. An outline of the requirements was reported to CEDR on 9 March 2020 and it was agreed that officers should to develop Eols for both funding opportunities. Development has since continued on the All Electric Bus Town/City Eol along with the following four submissions to the Rural Mobility Fund:
 - A4074 Corridor Link, possibly incorporating South Oxfordshire Chiltern villages working with our existing partners at Thames Travel;
 - DRT serving villages south of Didcot, to replace an existing service for which funding is likely to expire in 2022; and
 - Expansion and automation of a voluntary service currently running in Freeland and Hanborough, possibly incorporating a DRT serving the Lower Windrush Valley Area working with existing partners in the villages.
 - a DRT serving villages in the rural periphery of Oxford with our existing partners at Oxford Bus Company
20. A summary of how these options were determined is detailed in this report.
21. Officers have been working with local bus operators to develop the Eols. County, district and parish councillors and Parish Transport Representatives have been asked for their views and suggestions for possible uses of the Rural Mobility Fund for demand responsive services.
22. Whilst DRT does not offer a direct solution for the Covid-19 recovery phase, if successful these services will provide communities that do not currently, or will not, have a regular bus service with transport options for travelling to local centres which in turn will help to support local businesses.

All-Electric Bus Town or City

23. The stated aims of the All-Electric Bus Town / City project are to:
 - act as a pilot to understand what can be achieved when all parties are committed to the objective for introducing an electric-zero emission city;
 - understand the impact on air quality and greenhouse emissions;
 - understand the challenges of running a wholly electric fleet;
 - understand the cost implications for bus operators; and
 - to support bus manufacturers in the development of zero emission technology.
24. Government recognise that buses have a significant role to play in tackling air quality and reducing greenhouse gas emissions. Not only does a fully loaded double decker bus takes up to 75 cars off the road which helps to reduce congestion and the impact of transport on the environment, but by switching to the next generation ultra-low or zero emission buses the improvement in air quality is significant.

25. Buses already play a key role in Oxford's transport system – getting people to work, to education and to see friends and family. Both the City Council and the County Council are committed to tackling air quality and reducing greenhouse gas emissions with the introduction of the Low Emission Zone (LEZ) and development of the 'Red Zone' of a city centre Zero Emission Zone, with expansion to the wider 'Green Zone'. In addition, there is an agreed requirement for most buses operating in the city to be Euro 6 by the end of 2020.
26. The All-Electric Bus City pilot scheme is in alignment with the Low Emission Zone (LEZ) and would support proposals for the Oxford Zero Emission Zone and be complementary to proposals such as Connecting Oxford.

Rural Mobility Fund (Demand Responsive Transport)

27. The provision of transport links to rural areas can be a significant challenge as demand is spread out over greater distances, also in suburban areas where links to existing transport hubs are not always so well developed. Demand Responsive Transport (DRT) has the potential to transform local transport by replacing less frequent traditional timetabled services which might not meet the local community's need. DRT services may be able to get closer to where people live at times that are more convenient for them.
28. As set out in the guidance published in relation to the Rural Mobility Fund, it will support provision of DRT services in rural and suburban areas. This may include:
- area based services that include industrial estates;
 - better links to local services such as healthcare, education, employment and enable social inclusion.
 - provision of services that complement existing timetable services which operate predominately at peak times; and
 - links to park and ride services.
29. The submission must demonstrate serving of a rural or suburban area with a residential population of less than 10,000; must demonstrate diversity of passengers; must not be a replacement service or act in competition with existing services; and must support wheelchair access.
30. The primary objective of this fund is to trial DRT solutions which work better for local residents of rural and suburban areas than traditional transport services (i.e. timetabled bus services).
31. The DRT solutions should either fill a gap in provision, where there is no current local transport offer, or complement existing timetabled bus services, for example by acting as a feed-in service. The intention of the fund is not to compete with or replace existing local transport services unless those services are failing.

Exempt Information *(if required)*

32. None

Development of Expressions of Interest

Eligibility

All-Electric Bus Town or City

33. Eligibility criteria for the funding include:

- A recognised air quality problem
- A self-contained urban bus network
- Size of the bus fleet and necessary infrastructure must be suitable for conversion within the £50 million budget
- Capable of being completed to an ambitious and deliverable timescale
- Capable of supporting robust monitoring and evaluation
- Proposals for complementary measures to boost modal shift
- Commitment from CEO of bus companies for a period of 5 years.

34. Buses eligible for funding under this scheme are:

- Electric zero emission single and double decker buses used on local bus services; and
- Zero emission capable buses with Ultra Low Emission Bus certification. These can be funded on routes where electric buses may not be feasible, such as longer inter-urban routes between Oxford and, for example, Abingdon.

35. Infrastructure eligible for funding includes:

- cost of charging unit;
- electrical or other power components;
- civil engineering works;
- labour costs (for installation);
- hardware costs;
- capital costs of developing associated software systems; and
- surveys at the point of procuring the infrastructure provided they can be capitalised

36. While the focus of the EoI would be the Oxford City administrative boundary, there would be an aspiration to investigate options to extend beyond the limits of the city to Kidlington and surrounding areas as well as other Oxfordshire towns where these buses would operate such as Bicester, Witney and Abingdon. Importantly the benefits of a successful bid would be experienced county wide, as any buses within the County which access Oxford would be captured by the funding requirements.

Rural Mobility Fund (Demand Responsive Transport)

37. Bids will need to demonstrate that projects funded through the Rural Mobility Fund are predominantly serving communities in areas classified as a rural under the Government Rural Urban Classification, i.e. they have a population of fewer than 10,000 residents. Eligibility is also extended to include non-built up parts of urban census output areas and discrete built up areas of 10,000 residents or fewer.
38. Eligible areas will need to demonstrate poor connectivity to areas of employment or the nearest urban area, and how the current transport offer is unable to meet the needs of local residents. Feeder services to commercial bus routes or park and ride are also eligible for funding. Some weight may be given to schemes that can be implemented within a short timeframe.
39. Key indicators have been identified to score options for DRT that have been identified as listed below. Some are simple pass and fail items while others aid prioritisation.
- New service or the expansion/improvement of an existing service;
 - Serves rural community or discrete suburban area with population of <10,000;
 - Demonstrate poor connectivity to areas of employment or the nearest urban area (including business parks);
 - Provides/Improves accessibility to education, employment, healthcare or other services including industrial areas;
 - Diverse range of passenger groups;
 - Supports greater social inclusion;
 - Distinct from dial-a -ride and community transport services;
 - Does not compete with existing successful services;
 - Minimal upfront capital required for the scheme;
 - Feeder service into existing commercial route or park and ride; and
 - Likelihood of being implemented within a short timeframe.
40. If successful at EoI stage, careful consideration will also be given to the ongoing commercial sustainability of these services.

Option Development

All-Electric Bus Town or City

41. To align with Oxford's Air Quality Management Area, it has been resolved that the Oxford City boundary is most appropriate. An extension of the boundary could be considered in the future as the urban limits of the city extend.
42. There are currently six bus companies classed as operating local services within the City. These are Oxford Bus Company/Thames Travel, Stagecoach, Arriva, Red Rose, Charlton and Swanbrook.
43. The Oxford Bus Company and Thames Travel, which are both subsidiaries of the Go-Ahead Group, currently operate 166 vehicles across the area under

consideration, of which 60 are projected to be entirely electric and which operate within the limits of the City on shorter trips and 106 'range extender' vehicles which are hybrid buses capable of operating longer distances services to, for example, Abingdon, Bicester and Didcot.

44. Stagecoach currently operate 137 vehicles within the area under consideration of which 94 are anticipated to be hybrids and the remainder operating under full electric.
45. Arriva operates a fleet of 15 buses within the area under consideration, Red Rose a fleet of one (plus a spare) and Charlton also one bus. All these buses would need to be range extenders due to distances involved.
46. The long-distance hybrid buses (or range extenders) would be able to operate electric-only within the city limits and switch to normal diesel operations outside the city boundary. Brighton and Hove have recently introduced similar buses which recharge when in diesel operation, this could present opportunities to switch to electric power in other towns around the county, therefore providing air quality benefits beyond Oxford.
47. Currently technology does not exist to allow for the conversion of coaches. There are no electric or hybrid vehicles currently on the market with sufficient numbers of seats to replace existing coach services. As a result, services such as National Express, Airline services and Swanbrook services are expected to be exempt from the all-electric requirements.
48. Timescales for implementation are being developed in partnership with the bus operators. A staged approach over a 5-year period is anticipated, in line with the requirements set out in the DfT guidance, with the short range entirely electric buses introduced in the first stage and hybrid vehicles coming later within the five year period in order to fully benefit from advances in technology in the hybrid vehicles.

Rural Mobility Fund (Demand Responsive Transport)

49. In addition to discussions with bus operators, officers also invited suggestions for services which could be introduced through this fund from county councillors, district councillors, parish councils and Parish Transport Representatives.
50. [Annex 1](#) identifies all options that have been put forward and assessed them against the criteria detailed above. The following ten options were identified as meeting the criteria for this funding, an outline of which are set out in Annex 2:
 - A420 Corridor Link;
 - A4074 Corridor Link;
 - DRT serving South Oxfordshire Chiltern villages;
 - DRT serving villages in the rural periphery of Oxford;
 - DRT serving the Miltons & Haseleys;

- Expansion and automation of voluntary service currently running in Freeland and Hanborough;
- DRT serving the Lower Windrush Valley Area;
- DRT serving villages surrounding Bicester;
- DRT serving villages south of Didcot; and
- A4260 (S4) Feeder Service.

51. The DfT have indicated that authorities can make multiple submissions to the Rural Mobility Fund. The DfT have indicated a preference that multiple submissions should differ in locality and preference is likely to be given to different types of solutions. The options identified fall into four categories these are:

- corridor-based DRT filtering into existing facilities on the main routes into Oxford and other major towns;
- area-based linking surrounding villages into towns outside of Oxford; and
- rural DRTs linking into smaller villages and volunteer based.
- A combined area and corridor proposal consisting of multiple zones

52. A further appraisal of the options meeting the criteria has been completed (Annex 2) with a summary of the recommended options to be included in the EoI presented below:

- An A4074 Corridor Link, possibly incorporating South Oxfordshire Chiltern villages working with our existing partners at Thames Travel;
- A DRT serving villages south of Didcot
- Expansion and automation of a voluntary service currently running in Freeland and Hanborough, possibly incorporating a DRT serving the Lower Windrush Valley Area working with existing partners in the villages; and
- An expansion of the existing Oxford Pick Me Up DRT serving villages in the rural periphery of Oxford with our existing partners at Oxford Bus Company

Timescales

53. The bidding process takes the form of a two-stage competition. Phase one is the preparation and submission of an Expression of Interest and Phase 2, should we be successful at Phase 1, is the development and submission of a Business Case.

54. As a result of the Covid-19 pandemic the deadline for both Expressions of Interest have been extended from 30 April to 4 June 2020. Whilst confirmation of the full revised timetable has not been received, it is anticipated that announcements of shortlisted places will be in early July 2020 and submission of full business cases by the end of 2020.

55. It should be noted that as a result of the current situation regarding Covid-19, the county council and bus operators are seeing an impact on staff resources due to self-isolation, diversion to other services and work areas, and the need for bus companies to furlough staff.
56. In addition, bus operators are also experiencing a significant reduction in patronage and consequent impact on revenue. It is expected that the situation will remain extremely challenging in this respect for the foreseeable future.
57. Consequently, whilst the bus operators remain supportive and continue to work with officers to develop the Eols, it is not possible at this stage for the bus operator CEOs to provide the level of financial commitment which is currently set out as a requirement in the DfT's guidance for the completion of Eols. However, it is extremely likely to be the case that Eols submitted by other authorities will also be non-compliant in this sense.
58. DfT have been made aware of the situation, and Officers will provide a verbal report on any further updates.

Risk Management

59. A risk register, and management strategy is in place. The project is being proactively managed through the development of the Eols and, if that is successful, the Business Case development stage and on to implementation.
60. Risks associated with operation and maintenance will be developed as part of the full business case should the Eol be successful.

Communications

61. Discussions are ongoing with the major bus operators within Oxfordshire. All have indicated in principle support for the submission of Eols as outlined in this report and are providing information to support the completion of the Eols. However, as has been noted, the current situation with Covid-19 may impact on their ability to invest.
62. All county councillors, district councillors, parish councils and Parish Transport Representatives were informed of the two funding initiatives and were invited to submit suggestions for consideration for the Rural Mobility Fund.
63. Discussions are ongoing with Oxford City Council colleagues to align member and public communications with current Zero Emissions Zone and Connecting Oxford workstreams.

Legal Implications

64. The scheme development will be led by Oxfordshire County Council as they are the Transport Authority. Legal advice, including independent advice on

state aid, has been sought. The advice supports the EoIs proceeding and identifies how the second phase bids could be structured should they be successful. It should be noted that it may be necessary to notify some of the aid to the European Commission or the Competition M& Markets Authority (as appropriate) and this will therefore be subject to approval.'

Financial and Staff Implications

65. It should be noted that given the current situation regarding COVID-19 bus operators are experiencing operational and financial pressures due to the significant reduction in passengers and the need to ensure the health and safety of customers and staff is not compromised. It is expected that the situation will remain extremely challenging for the foreseeable future. At the time of writing the financial implications for these two funding opportunities and the willingness of the operators to invest within the timescales currently required is uncertain.

All-Electric Bus Town or City

66. As noted above given the current situation regarding Covid-19 bus operators are experiencing operational and financial pressures due to the significant reduction in passengers and the need to ensure the health and safety of customers and staff is not compromised. It is expected that the situation will remain extremely challenging for the foreseeable future. At the time of writing, the implications for these two funding opportunities and the willingness of the operators to invest within the timescales currently required by the guidance documents is uncertain.

67. Government has made available £50 million in total to support this project, for one or more all-electric bus towns/cities.

68. The amount of support for a place will be based on the following funding formula:

- DfT will contribute up to 75% of the cost difference between a zero-emission bus and a standard conventional diesel bus equivalent of the same total passenger capacity; and
- DfT will contribute up to 75% of the capital expenditure incurred for infrastructure improvements as a result of its purchase and installation.

69. Local authorities are expected to fund the preparation of EoIs in phase 1. The costs associated with the submission of the EoI (which include Officer time and external legal advice) will be met through existing budgets. The DfT have indicated that funding can be made available for business case development in phase 2.

70. EoIs are to be written and submitted by local authorities, rather than bus operators, given wider infrastructure requirements and potential state aid implications associated with funding bus operators as detailed above.

Bus operator costs

71. Officers have been working in close partnership with bus operators to understand the level of funding required in order to convert Oxford's fleet to all-electric.
72. Outline figures provided by the main providers and pro-rata estimates extrapolated for the smaller providers indicate a current total cost difference to convert all buses and provide the necessary bus infrastructure is approximately £75.2m. Of this, DfT will fund 75% up to a figure of £50m.
73. As 75% of £75.2m is £56.3m, this leaves a shortfall of £6.3m plus a financial burden of approximately £19m for the bus operators.
74. Investigations are ongoing to determine potential cost savings in partnership with the bus companies with a view to reducing costs, to ensure that there is not an increased burden on either the bus operators or the council. Further updates will be provided at the Cabinet meeting at the end of May. It is worth noting that the Council can withdraw its bid at any stage through the development of the EoI or the Business Case should it be clear that the costs are exceeding affordability.
75. Other manufacturers are emerging in the marketplace offering cheaper solutions for 'all electric buses' which could reduce the costs considerably, however further investigation is required to determine their viability. This could negate the £6.3m shortfall and the burden on bus operators.
76. Operators have estimated that a 10% improvement in bus journey times will result in a 10% increase in revenue due to increases in patronage. Bus companies are therefore seeking a commitment from the County Council to alleviate congestion points across the city to enable journey times to be improved and therefore revenue to increase which would, in turn, offset the shortfall in funding.
77. Oxford Bus Company, Stagecoach and the county council have commissioned consultants Stantec to carry out a high-level assessment of the impact of Connecting Oxford on bus journey times and also to identify pinch points across the city which negatively impact on bus journey times. The initial reporting of this work suggests that the 10% improvement in bus journey times can be made through Connecting Oxford and other projects.
78. It is anticipated that existing schemes programmed for delivery will facilitate a significant proportion of the journey time savings required. These include the delivery of new bus lanes and other priority measures on major corridors to and in Oxford which are already planned and funded (including A40, A44 and A4260, Botley Road, Banbury Road and Woodstock Road) and which will help to increase bus journey speeds and reliability and therefore encourage greater patronage. Connecting Oxford is also expected to have a significant impact on

travel behaviour with a large shift to public transport, walking and cycling as these modes become more attractive than the private car.

79. This fund can meet up to 75% of the cost of civil works associated with the project, infrastructure costs for the bus operators is currently estimated at £3.5m of the total grant application. Initial calculations indicated above suggest that £50m will be sufficient to fund the necessary bus and infrastructure costs. Work is ongoing to identify where costs saving can be made as detailed above, and further discussions with the DfT regarding the deficit and how it will be bridged without adding a burden to the Council are required.
80. As part of this process, a review of all the Council's current investment streams will be considered to ensure alignment and effective utilisation of existing investment reduces any wider funding deficit.
81. On 10 February 2020 government announced an additional £5 billion of investment for bus and cycle links. Further detail is yet to be provided and Covid-19 may impact on the availability of this funding, but this may be a further source of funds for investment in both purchasing buses and investing in the network to benefit bus journey times.

County Council Infrastructure costs

82. Officers are currently investigating how electric buses, which are generally considered to be heavier than conventional buses, might affect the network and whether strengthening of certain routes might be required, or whether this would have an impact on future maintenance.
83. There is a general consensus that heavier vehicles will increase the wear and tear on the road. Bus manufacturers have begun to introduce lightweight electric buses, partly to increase range. Whilst, this would negate the issue surrounding ongoing maintenance these solutions are currently more expensive and are unlikely to be viable at this time.
84. It should be noted that a bus (or HGV) does exponentially more damage to a road by a factor of 1000's than a car. Therefore, any increase in the bus fleet size, although reducing car numbers and improving air quality/reducing pollution will lead to increased wear on the network. There is no expectation that fleet size will increase as a result of a conversion to an electric fleet, so it is feasible that a reduction in vehicle traffic associated with schemes such as the ZEZ and Connecting Oxford may result in an overall negligible impact on some roads within the city.
85. It should, however, also be noted that the current network was not designed to take the current load, so it is also feasible that the more heavily trafficked routes will experience increased damage. Work is ongoing to determine the full impact and how this might be mitigated.

86. Should the Eol be successful, options to fund the increase in future maintenance costs will be investigated in partnership with the bus companies and DfT as part of development of the business case.

Funding distribution and procurement

87. It is anticipated that the local authority will manage the distribution of funding for buses and infrastructure to bus operators across the agreed period of the scheme. Funding would be released to operators once the new buses or infrastructure had been ordered. Alternatively, the Council could procure the vehicles directly, because where goods/services/works are purchased/sold at full market rate this does not constitute state aid. The most effective way of demonstrating that the full market price is paid is by an open competitive tender process. Options are still being investigated and will be reported within the Cabinet report at the end of May.
88. It is proposed that a clause will be included in the agreement to transfer funds which would prevent buses funded by this scheme being transferred elsewhere outside of the Oxfordshire network for a designated period of time.
89. There will be a need to consider the funding approach for small and medium bus operators, particularly where they are providing tendered services for the authority. For instance, we could consider leasing of buses as part of a tendered bus route.

Rural Mobility Fund (Demand Responsive Transport)

90. There is £20 million available in total for local authorities in England. It is expected that it will fund a range of projects, with values of £0.5 million to £1.5 million.
91. The guidance published in relation to the fund outlines that local authorities will be able to split funding received for projects over a period of 4 years.
92. Local authorities are expected to fund the preparation of Eols in phase 1. The costs associated with the submission of the Eol will be met through existing budgets. The DfT have indicated that funding can be made available for business case development in phase 2.
93. The full financial implications of the Eols is currently being considered by officers and a verbal update will be provided at the Cabinet meeting. It is anticipated that all set-up costs will be funded by the DfT and the services will become commercially viable within the timescales for spending the funding, or they will cease. A clear exit strategy will be required should the services not become commercially viable within the funding timescales.
94. There is potential to integrate services funded through the Rural Mobility Fund with other council services, for example school transport services which may result in savings in other council service areas. This is currently being investigated through the development of the Eol.

Equalities Implications

95. Oxfordshire County Council has completed a Service & Community Impact Assessment (SCIA), see **Annex 4**.
96. At this stage it is anticipated that the projects would have an overall positive effect, especially on key groups that suffer the effects of congestion, its associated pollution and limited accessibility.

Covid-19 Bus Service Support Grant (CBSSG)

97. The DfT has allocated £422,230 to the Council to provide financial support to bus services during the Covid-19 period. This is in addition to the support that bus operators are already receiving through their element of CBSSG, which is paid directly to them.
98. The funds are intended primarily to provide support for services which would otherwise not benefit from the bus operator element of CBSSG, i.e. tendered services. Unlike most similar authorities, the Council does not have a network of such services and as such an alternative use has been sought; however, it is not permitted for an operator to claim both elements of CBSSG for the same service(s).
99. The fund is to support services for the period 17 March to 8 June 2020. Unspent funds must be returned to the DfT, and services cannot be funded beyond this period.
100. As a result of the lockdown, the bus network in Oxfordshire has shrunk significantly. Two of the three major commercial providers are now operating 40% or less of their usual scheduled mileage, whilst still maintaining essential services for key workers. Relatively few comments have been received about gaps in the network, and those which arise have been addressed by the operators with commendable efficiency.
101. Towards the end of the period to 8 June, it may be necessary to increase service provision if movement restrictions are relaxed; however, this is likely to be a gradual process and may require financial support. Consequently, it was therefore intended that funds were made available through CBSSG are held until potentially required for the improvement of services in the latter stages of this three-month funding period.
102. In correspondence with the DfT, however, it appears that this is not possible as these are commercial services. Stagecoach have also informed officers that their Group position is that the Council should return the funds unspent, so they can be retained by the Government for funding the commercial element of CBSSG during the reconciliation process.

Update on Supported Bus Service Fund (SBSF)

103. The DfT has allocated £588,403 to the Council to restore local bus routes or provide improvements to existing ones.
104. On 12 March 2020 the Cabinet Member for Environment approved a Statement of Intent (Sol) which set out a number of services which would benefit from the funds, comprising a mix of reinstated services and improved current ones (mainly by provision of evening and/or Sunday services).
105. This Sol was submitted to the Department for Transport by the deadline of 13 March 2020. The Government subsequently clarified that some of these funds could be instead utilised for the purposes of maintaining services during the Covid-19 phase, and consequently the Council requested an extension until 17 April 2020 to decide whether to do so; however, that was prior to the release of the alternative CBSSG funding stream outlined above.
106. On 16 April 2020, the Council notified the DfT that it did not wish to make any changes to its submitted Sol. This was because:
- the Sol would need to be amended to reflect the proposed spending on Covid-19 issues, which had not yet been fully determined;
 - a tender process for some of the routes is at an advanced stage and to remove them would cause disruption to the wider programme of service retention and improvement;
 - the provision of CBSSG funds is now the main mechanism by which services can be maintained during the Covid-19 period;
 - the funds provided for the continuation of some school bus services which may otherwise have been lost as a result of changes to vehicle accessibility legislation (known as PSVAR); and
 - enhancement of existing services is considered to be an important part of the post-Covid recovery process and in encouraging people to use the bus.
107. The DfT has now assessed the submitted Sol and confirmed that the requested funds will be released for the use proposed within the Sol.

Update on Bus Service Tender Programme

108. The County Council has collected significant sums of Section 106 developer contributions for the provision of new and improved bus services. These are used on a variety of service types – new routes, additional journeys at particular times, or provision of evening and Sunday services on current routes.
109. Periodically, as demand requires, the Council enters into procurement exercises for such services and one is currently underway with tenders having

been issued in late April 2020. This particular round is of a significant size, containing 19 lots in total as detailed in Annex 3.

110. Some lots (5, 9 and 19) are funded or part-funded by the SBSF as detailed above. These are the routes proposed for reinstatement and all three are necessary because they include the movement of non-entitled schoolchildren which the Council is currently conveying on vehicles which are not compliant with the Public Service Vehicle Accessibility Regulations 2000 (PSVAR).
111. Other improvements to services will be procured throughout the financial year by using a direct award route, without the requirement for a formal tender process. This is only applicable to small sums of money over limited periods of time.
112. Following discussions with the major operators, the tender exercise has proceeded as planned at this particular time because:
 - in the absence of this process, some routes would need to be withdrawn, or short-term direct awards made, in order to secure service continuity;
 - significant additional work for the bus operators, and additional services for communities, from September 2020 onwards will assist in the post-Covid recovery process;
 - the SBSF for 2020/21 may be at risk if not delivered;
 - significant commercial bus service enhancements in the Didcot area may be aligned to the new services;
 - new communities such as at Graven Hill in Bicester have met the required thresholds for service implementation and there are receiving frequent requests for services to start; and
 - procurement thresholds mean that not entering into high-value contracts now would affect the Council's ability to make lower-value direct awards for other services throughout the financial year.
113. Outcomes from the tender process are likely to be known in July 2020.

SUSAN HALLIWELL
Director of Planning and Place

Background papers: N/A

Contact Officer: Joanne Fellows: Growth Manager – Central Oxfordshire: 07990
368897
May 2020

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ANNEX 1 - Initial assessment of a long list of potential options

| Option | New, or if existing service, expanded or improved | Serves rural residents, or discrete suburban area with population <10,000 | Demonstrates poor connectivity | Will improve accessibility to education, employment, healthcare and other services | Demonstrate diversity of passenger groups & supports greater social inclusion, & distinct from dial-a-ride and community transport services | Competes with existing services | Minimal upfront capital required for the scheme | Likelihood of being implemented within short timeframe | Comments |
|-------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------|
| | Pass or Fail | Pass or Fail | Pass or Fail | Pass or Fail | Pass or Fail | Yes or No | Yes or No | H, M or L | |
| A420 Corridor Links | Pass | Pass | Pass | Pass | Pass | No | Yes | Medium/low | Stagecoach confirmed as partners |
| A4074 Corridor Links | Pass | Pass | Pass | Pass | Pass | No | Yes | Medium/low | Thames Travel confirmed as partners |
| A4260 (S4) Feeder Service | Pass | Pass | Pass | Pass | Pass | No | Yes | Medium/low | Potential partnership with OurBus Bartons (no contact made) |
| Thornhill P&R Feeder Service | Pass | Pass | Pass | Pass | Pass | Yes | - | - | Does not meet criteria |
| Long Hanborough Rail Feeder Service | Pass | Pass | Pass | Pass | Fail | - | - | - | Does not meet criteria |
| Charlbury Rail Feeder Service | Pass | Pass | Pass | Pass | Fail | - | - | - | Does not meet criteria |
| Kingham Rail Feeder Service | Pass | Pass | Pass | Pass | Fail | - | - | - | Does not meet criteria |
| Bicester Rail Feeder Service | Pass | Pass | Pass | Pass | Fail | - | - | - | Does not meet criteria |
| Didcot Rail Feeder Service | Pass | Pass | Pass | Pass | Fail | - | - | - | Does not meet criteria |
| PickMeUp Expansion west and north Oxford | Pass | Fail | - | - | - | - | - | - | Does not meet criteria, |
| DRT serving villages in the rural periphery of Oxford | Pass | Pass | Pass | Pass | Pass | No | Potentially | High | Oxford Bus Company confirmed as partners. Support from a number of Councillors |
| School DRT | Pass | Pass | Pass | Pass | Fail | - | - | - | Does not meet criteria |

| Option | New, or if existing service, expanded or improved | Serves rural residents, or discrete suburban area with population <10,000 | Demonstrates poor connectivity | Will improve accessibility to education, employment, healthcare and other services | Demonstrate diversity of passenger groups & supports greater social inclusion, & distinct from dial-a-ride and community transport services | Competes with existing services | Minimal upfront capital required for the scheme | Likelihood of being implemented within short timeframe | Comments |
|----------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Pass or Fail | Pass or Fail | Pass or Fail | Pass or Fail | Pass or Fail | Yes or No | Yes or No | H, M or L | |
| DRT serving the Miltons & Haseleys | Pass | Pass | Pass | Pass | Pass | No | Yes | Medium/low | Potential Partnership with 'Going Forward' buses (no contact made). Concern over limited market Limited market |
| DRT serving the Lower Windrush Valley Area | Pass | Pass | Pass | Pass | Pass | No | Yes | High | Concern about ongoing viability, and sustainability of volunteers |
| DRT serving villages surrounding Bicester | Pass | Pass | Pass | Pass | Pass | No | Yes | Medium/High | Surrounding villages including (but not limited to) Chesterton, Wendlebury, Weston, Ardley, Fritwell etc. are without any public transport services. DRT services could feed into Bicester town centre or P&R, links to train stations etc |
| Expansion and automation of voluntary service currently running in Freeland and Hanborough | Pass | Pass | Pass | Pass | Pass | No | Yes | Yes | |
| Opening of Bridalway from Berinsfield to Cowley for use by cyclists and electric bus service | Pass | Pass | Pass | Fail | Fail | - | - | - | A new 2-hourly service between Abingdon, Berinsfield and Cowley is due to start in September |
| Expansion of 3A service or on demand service Littlemore | Pass | Pass | Pass | Pass | Yes | Yes | - | - | Science Park to invest in local buses through S106 |
| DRT serving villages south of Didcot | Pass | Pass | Pass | Pass | Pass | No (from 2022) | Yes | Yes | Could replace current S106 funded service for which funds expire in 2022 |

| Option | New, or if existing service, expanded or improved | Serves rural residents, or discrete suburban area with population <10,000 | Demonstrates poor connectivity | Will improve accessibility to education, employment, healthcare and other services | Demonstrate diversity of passenger groups & supports greater social inclusion, & distinct from dial-a-ride and community transport services | Competes with existing services | Minimal upfront capital required for the scheme | Likelihood of being implemented within short timeframe | Comments |
|---------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------|--------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|-------------------------------------------------|--------------------------------------------------------|------------------------------------------------------------|
| | Pass or Fail | Pass or Fail | Pass or Fail | Pass or Fail | Pass or Fail | Yes or No | Yes or No | H, M or L | |
| DRT Service serving North & South Moreton, Brightwell Cum Sotwell link to A4130 | Pass | Pass | Pass | Pass | Pass | No | Yes | n/a | Insufficient numbers can link in with other proposals |
| DRT serving South Oxfordshire Chiltern villages | Pass | Pass | Pass | Pass | Pass | No | Yes | Medium/low | Potential to link in with A4074/A420 option detailed above |

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ANNEX 2 – Summary of DRT options

A420/A4074 Corridor Links

1. Thames Travel and Stagecoach have expressed a desire to work in partnership with the Council on two corridor feeder service solutions. The first on the A420 partnering with Stagecoach and the second on the A4074 partnering with Thames Travel. They have provided an outline of their proposals which are summarised below.
2. Both the A420 and A4074 corridors support high-frequency inter-urban bus services at frequencies of up to every 20 minutes. On the A420, Stagecoach operate between Swindon, Farringdon and Oxford; on the A4074, Thames Travel operate services between Oxford, Wallingford and Reading, with an hourly service via Henley-on-Thames.
3. These routes have shown exceptionally strong growth over the last 10 years. However, population density beyond the immediate corridors is sparse and low-frequency traditional scheduled bus services have not proved to be sustainable.
4. The pilots propose local “last mile” DRT feeders into up to two local hubs at rural service centres: Farringdon and Shrivenham on the A420, and Benson and Wallingford on the A4074, which would feed into the existing service on the corridors between Monday and Saturday. Each service would offer integrated ticketing and tariffs with the existing bus service.
5. It is considered that should these services be successful, they could be a model for similar interchange services across the county. Estimated costs for the two combined considerably exceed the £1.5 million and therefore it is recommended to take the option of the A4074 forward through an EoI.
6. It has also been suggested by the bus operators that a non-complaint EoI could be submitted as an appendix to an EoI for this option. This would be for a higher cost and would signal an ambition to develop a series of pocket Park & Rides along these corridors. This would be consistent with emerging thinking on the future development of Park & Ride as part of the emerging Local Transport & Connectivity Plan currently under development.

DRT serving South Oxfordshire Chiltern villages

7. A number of small villages in the very south of Oxfordshire, just north of Reading, lost public transport connectivity in 2016 following the withdrawal of bus subsidies. Some, such as Stoke Row and Checkendon, have had limited services to/from Henley restored by a community transport operator, but the remainder, such as Kidmore End, have not.
8. These villages lie within the Chilterns AONB. A new DRT scheme could provide links to main commercial bus services which pass through the area on the A4074 and B480 corridors at Cane End and Sonning Common

respectively. Villages in the area could include Checkendon, Stoke Row, Kidmore End, Gallowstree Common, Highmoor Cross and Rotherfield Peppard.

9. However, these areas are relatively sparsely populated, with 3,324 residents (Census 2011). Overall, it is not considered that this area has sufficient population to form a viable solution on its own, but this option could be incorporated into the A420/A4074 Corridor Links option outlined above. It is recommended that this is further considered in developing the EoI for the A420/A4074 Corridor Links.

DRT serving villages on the periphery of Oxford

Oxford Bus Company's existing 'PickMeUp' service provides a DRT solution in the urban area of Oxford City. Unfortunately, this is due to be shut down in June 2020 due to it becoming uncommercially viable.

10. Learning from this venture Oxford Bus Company have proposed an alternative solution which encompasses the wider suburban and rural surrounding Oxford and in partnership with the Oxford Strategic Transport Forum have developed a vision of 'Rural Mobility Hubs'
11. The proposal suggests using land adjacent to existing bus stops on key inter-urban corridors incorporating a small number of parking places (pocket park and ride) as well as additional cycling parking infrastructure and waiting facilities to encourage residents of nearby rural areas to use the hubs between transport modes.
12. For rural communities located closer to Oxford city, not on or near existing inter-urban bus corridors the existing network of Park & Ride sites are well placed to act as "mobility hubs" to serve these communities.
13. The proposal is to operate 5 zones within a 'doughnut' zone as detailed below.
 - Summertown zone – includes connections to the mobility hub at Oxford Parkway and serves the suburban area of Cutteslowe and village of Water Eaton, which do not currently have any local bus services. Includes the attractor of Summertown shops.
 - Seacourt zone – includes connections to the mobility hub at Seacourt Park & Ride and includes the villages of Godstow, Wytham, North Hinksey, Binsey and the suburban area of Botley, including the attractors of the new Westway development, Minns Industrial Estate and Botley Road area retail parks.
 - Redbridge zone – includes connections to the mobility hub at Redbridge Park & Ride and covers the villages of Sunningwell, Bayworth, Boars' Hill and South Hinksey as well as the suburban areas of Kennington and

Grandpont. Other attractors in this zone are the Sainsburys supermarket, Said Business School Egrove Park site and the HSBC Business School at Boars' Hill.

- Cowley zone – includes connections to the mobility hub at Cowley Centre (Templars' Square) and the villages of Horspath, Garsington, Nuneham Courtenay, the Baldons, Cuddesdon, Littleworth and Wheatley, plus the suburban areas of Blackbird Leys, Littlemore and Sandford. Includes the attractors of the Oxford Science Park, Oxford Business Park, Unipart and BMW sites, Kassam stadium leisure park, and Tesco, Lidl and Aldi supermarkets.
- Headington zone – includes connections to the mobility hub at Thornhill Park & Ride, and serves the villages of Elsfield, Woodperry, Stanton St John and Forest Hill, as well as the suburban areas of Marston and Barton. Includes the attractors of John Radcliffe Hospital and Headington shops.

14. As part of the initial consultation a number of responses from councillors indicated a desire to expand the PickMeUp service southwest of Oxford as this would serve a wide range of currently poorly served villages.

15. The anticipated costs significantly exceed the £1.5million outlined by the DfT, however, they have indicated that they would consider submissions exceeding this figure. There are concerns with the level of subsidies that have been identified over the three years; and how this might be managed once DfT funding is no longer available. Further work is being undertaken to see how this can be managed and a verbal report will be presented to the Cabinet.

DRT serving the Miltons & Haseleys

15. The villages of Great Milton, Little Milton, Great Haseley and Little Haseley were served by route 103 until its withdrawal in 2016. The villages remained unserved until February 2020, when service 275 was diverted once per day to serve Great Milton.

16. The population of the four villages combined is very low and it is unlikely that there would be sufficient usage to make a DRT solely based in this area commercially viable.

17. However, it may be possible to include this within the DRT serving villages to the south and east of Oxford, as detailed above.

Expansion and automation of voluntary service currently running in Freeland and Hanborough

18. The area to the north of Eynsham was served by Stagecoach route 11 prior to its withdrawal in May 2019. It had been operating on a reduced timetable since the withdrawal of bus subsidies in 2016. The service provided a

connection between North Leigh, Long Hanborough and Freeland to Eynsham and Oxford.

19. Freeland is located away from the A4095 corridor which is well served by buses during the daytime and was therefore more disadvantaged by the withdrawal of route 11 than other villages. A community bus service operates on Thursdays to Witney, supplemented by a Comet minibus which operates on Mondays and Fridays.
20. The community bus has 12 volunteers, using a minibus provided by a Scout group to provide the Thursday journeys. The volunteers are seeking funding to purchase a 16-seater electric bus to serve the local area of approximately 4,250 residents to expand their service and enable an increased number of trips to the local GP surgery, Hanborough railway station and include school-time journeys for college students.
21. The Garden Village development north of Eynsham may change bus service provision in the area for the better, but this is unknown at this time. It may be possible to dovetail provision of a DRT service to this area which is continued to be run by volunteers for the Lower Windrush, with a common interchange point at Eynsham.
22. In view of the ongoing commitment from the local Parish and volunteers it is recommended to work with the Parish Council to develop and submit an EoI to expand their service, provide a wheelchair accessible vehicle(s) and a phone/automated system to book a trip.

DRT serving the Lower Windrush Valley

23. The Lower Windrush incorporates a number of villages including Stanton Harcourt, Northmoor and Sutton which have not been served by bus since 2016. These communities were previously served by route 18 between Clanfield and Oxford, which was the County Council's most expensive subsidy contract.
24. The County Council's 'Comet' bookable community transport service served the Lower Windrush for a short period after the withdrawal of bus subsidies. However, it was withdrawn due to a lack of use. A car-sharing scheme is now in operation for the villages in the area.
25. With the possible exception of Stanton Harcourt, where development has recently taken place, the remaining area is relatively sparsely populated which presents challenges for a sustainable long-term operation.
26. Due to a previous 'Community Transport' scheme being unsuccessful and existing car sharing scheme being in operation it is not recommended to submit an EoI for this option in isolation. However, it could be considered in conjunction with the option for Freeland and Hanborough, as detailed above.

DRT serving villages surrounding Bicester

27. Bicester is experiencing high levels of growth, with improved rail links to Oxford and London, a new Park & Ride serving Bicester Village shopping outlet and Oxford, expansion of the Bicester Heritage site, the Pioneer Square shopping centre, proposals to centralise health provision and ambitious levels of housing and commercial development.
28. Whilst public transport connections within the town are generally good, bus links from surrounding villages were lost in 2016 making access to Bicester and beyond significantly more difficult.
29. The area around Bicester is one of the largest hinterlands of any town in Oxfordshire with poor bus service coverage. A number of villages to the north and north-west of the town, including Bucknell and Ardley, and to the south-west, such as Wendlebury, Weston-on-the-Green and Chesterton, do not have any useable bus services at all.
30. Consequently, there is an opportunity to significantly improve rural connectivity in this area through provision of a DRT scheme feeding into Bicester town centre and the two railway stations.
31. A potential partner for this scheme has not been identified, but Stagecoach are the most significant operator in the town and there are also a number of independent operators.
32. Subject to obtaining a suitable partner this is a viable option, however, it is a very similar type of proposal to that set out for Didcot below. Consequently, an assessment of both schemes has identified a number of areas where the Didcot area would be a more beneficial scheme.

DRT serving villages south of Didcot

33. Didcot is another of Oxfordshire's county towns where significant growth is taking place. Located on the main line railway between Oxford or Swindon and London, major new housing and commercial developments have taken place and are proposed for the future. A significant expansion of the Orchard Centre shopping area, new leisure facilities such as a cinema and close proximity to major employment centres at Harwell, Milton Park and Culham have made the town more attractive as a location to live and work.
34. A number of substantial communities exist to the south of Didcot and leading up to the North Wessex Downs AONB. Some of these are served by existing Thames Travel route 94, which is currently funded using limited Section 106 money from developments. This funding will expire in 2022, with limited options for continuation of the service.
35. The area has a population of 5,278 (2011 Census) which would be a significant area to be underserved by public transport. A DRT solution for this

discrete area may be appropriate to maintain connectivity to the significant education, employment, retail and leisure facilities in Didcot.

36. A potential partner has not been identified for this service, but Thames Travel are the main operator and there are a small number of other independent and community transport providers in the area.
37. Subject to obtaining a suitable partner this is a viable option. Having compared this scheme with the Bicester option, it is considered that this is a more suitable prospect for the following reasons:
 - The population is greater and less dispersed;
 - It will be a replacement for a non-commercial service which will otherwise be withdrawn;
 - There is a base of demand which will arise from this, whereas in the Bicester area there are no public transport services to most villages;
 - There are a number of employment locations (Milton Park, Harwell) which can be served and the link to Didcot Parkway; and
 - School and commuter movements can be catered for, as well as leisure and retail-based travel, ensuring a wider scope of passengers.

A4260 (S4) Feeder Service

38. The S4 Stagecoach service runs between Banbury and Oxford via Adderbury, Deddington, Steeple Aston, Tackley and Kidlington. This runs seven days per week at a frequency of up to hourly. However, a number of villages surrounding the A4260 have relatively poor public transport links to the existing services.
39. Feeder services to the S4 (then the X59) service have been attempted before with a Government grant, but these were withdrawn in 2005 on the expiry of the available funds.
40. The area south and west of Deddington, including the villages of Middle Barton and Duns Tew, is now served by the OurBus Bartons community bus service. In particular these offer connections to service S4 at times suitable for workers, students and shoppers already and would in all likelihood be superseded by a proposed scheme. It is considered that this service could be extended to other villages.
41. OurBus Bartons have not been approached about this option but it is considered that it should only go ahead if there is support from them to do so, due to the potential knock-on effects of a regular income reduction on their wider network.

ANNEX 3 - Tender Programme

| | Service | Max contract length | Start Date |
|----|------------------------------------------------------------------------------------------------|----------------------------|-------------------|
| 1 | Barton Park – Oxford (new service, at least 2bph Mon-Sat) | 8 years | 04/01/2021 |
| 2 | X2 Abingdon – Didcot (improvement to 3bph Mon-Sat) | 6 years | 04/01/2021 |
| 3 | 36 Wantage – Didcot (new service, 2bph Mon-Fri) | 8 years | 04/01/2021 |
| 4 | Bretch Hill, Banbury (diversion to serve development, new eve & Sun journeys) | 6 years | 01/09/2020 |
| 5 | 45 Abingdon to Cowley (extension of existing route, 1 bus per 2hrs) – also Cowley to Rose Hill | 2 years | 01/09/2020 |
| 6 | Graven Hill, Bicester (new service, 2bph Mon-Sat) | 4 years | 04/01/2021 |
| 7 | 97 GWP South to Didcot (new service, 2bph Mon-Sat) | 3 years 9 months | 04/01/2021 |
| 8 | Hanwell View, Banbury (improvement to 2bph Mon-Sat) | 3 years 2 months | 01/09/2020 |
| 9 | 63 Southmoor to Oxford (service restoration, 5 journeys Mon-Fri) | 1 year | 01/09/2020 |
| 10 | X32 Wantage to Didcot (new eve & Sun service) | 6 years | 01/09/2020 |
| 11 | 33 Abingdon to Didcot (new Sun service) | 5 years | 01/09/2020 |
| 12 | 94 Chilton to Didcot (maintenance of rural route) | 2 years | 01/09/2020 |
| 13 | 15/19 Abingdon/Carterton to Witney (maintenance of rural routes) | 6 years | 01/09/2020 |
| 14 | 320 Chinnor to Princes Risborough (new service, 5 journeys Mon-Fri) | 1 year 4 months | 01/09/2020 |
| 15 | Didcot to Culham (new service, 2-3 peak journeys) | 2 years | 04/01/2021 |
| 16 | Bicester to Ambrosden via Graven Hill (improvement to 2bph Mon-Fri) | 4 years | 04/01/2021 |
| 17 | Banbury Gateway, Banbury (maintenance of current route) | 3 years 1 month | 12/10/2020 |
| 18 | Bicester to Ambrosden (improvement to 2bph) | 3 years | 04/01/2021 |
| 19 | 136 Benson to Wallingford (retention of peak journeys) | 1 year | 01/09/2020 |

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Service and Community Impact Assessment (SCIA)

Front Sheet:

Directorate and Service Area:

Communities – Planning & Place

What is being assessed (e.g. name of policy, procedure, project, service or proposed service change):

Better Deal for Buses – Expression of interest

Responsible owner / senior officer:

Sue Halliwell, Director for Planning & Place

Date of assessment:

May 2020

Summary of judgement:

There are risks of negative impacts relevant to the following characteristics/areas:

- Age
- Disability
- Pregnancy and maternity
- Sex
- Rural communities
- Areas of deprivation
- Other council services
- Other providers of council services

The assessment recommends:

- Further assessment of these risks
- Further consultation with the communities and individuals identified
- Consideration of changes to the proposals to mitigate the risks identified

Detail of Assessment:

Purpose of assessment:

Briefly summarise why you have done the assessment (e.g. in response to new or proposed changes to a policy, project, contract or service delivery).

This assessment is being carried out in response to the development of options for two new requests for 'Expressions of Interest' from the DfT. These consist of:

- i) All-electric bus town or city, converting its entire bus fleet to electric zero emission; and
- ii) On-demand services in rural and suburban areas as part of a Rural Mobility Fund

Ideas presented within the EoIs are based on the policies and strategy in the county council's Local Transport Plan, the Oxford Transport Strategy and Oxforde's Air Quality Management strategy

The proposals are still in their early stages, with no decisions having been made yet about the schemes. An initial Expression of Interest in each of the pilot bus schemes is proposed to be submitted on 4 June 2020 (Subject to delays associated with the COVID 19 virus).

The bidding process takes the form of a two-stage competition. Phase one is the preparation and submission of an Expression of Interest and Phase 2, should we be successful at Phase 1, is the development and submission of a Business Case which will be undertaken towards the end of 2020.

The purpose of this SCIA is to:

Provide a high level summary of the known issues at this stage, to inform a Cabinet decision in May 2020; and

Inform the next stage of work on the project, if approved by Cabinet.

You should also include the following statement to clearly set out the reasons and context for undertaking the assessment:

Section 149 of the Equalities Act 2010 ("the 2010 Act") imposes a duty on the Council to give due regard to three needs in exercising its functions. This proposal is such a function. The three needs are:

- Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act.
- Advance equality of opportunity between people who share a protected characteristic and those who do not.
- Foster good relations between people who share a protected characteristic, and those who do not.

Complying with section 149 may involve treating some people more favourably than others, but only to the extent that that does not amount to conduct which is otherwise unlawful under the new Act.

The need to advance equality of opportunity involves having due regard to the need to:

- remove or minimise disadvantages which are connected to a relevant protected characteristic and which are suffered by persons who share that characteristic,
- take steps to meet the needs of persons who share a relevant protected characteristic and which are different from the needs other people, and
- encourage those who share a relevant characteristic to take part in public life or in any other activity in which participation by such people is disproportionately low.
- take steps to meet the needs of disabled people which are different from the needs of people who are not disabled and include steps to take account of a person's disabilities.

The need to foster good relations between different groups involves having due regard to the need to tackle prejudice and promote understanding.

These protected characteristics are:

- age
- disability
- gender reassignment
- pregnancy and maternity
- race – this includes ethnic or national origins, colour or nationality
- religion or belief – this includes lack of belief
- sex
- sexual orientation
- marriage and civil partnership

Social Value

Under the Public Services (Social Value Act) 2012 the Council also has an obligation to consider how the procurement of services contracts with a life value of more than £173,934¹¹ might improve the economic, social, and environmental well-being of the area affected by the proposed contract, and how it might act to secure this improvement. However, it is best practice to consider social value for all types of contracts, service delivery decisions and new/updated policies. In this context, 'policy' is a general term that could include a strategy, project or contract.

Context / Background:

Briefly summarise the background to the policy or proposed service change, including reasons for any changes from previous versions.

Buses play a vital role in our transport system – getting people to work, to education and to see friends and family, the everyday journeys that make up our lives. The benefits of a reliable and innovative bus service are clear: less congestion, greater productivity and communities that are connected.

¹¹ [EC Procurement Threshold for Services](#)

The 'Better Deal for Bus Users' fund sets out a package of ambitious and innovative actions to meet the needs and demands of the travelling public. With £220 million of new funding to help start a revolution in bus services. There are 11 packages including:

- 1) up to £50 million to deliver Britain's first all-electric bus town or city
- 2) £20 million to support on-demand services in rural and suburban areas

All-Electric Bus Town or City

The stated aims of the All-Electric Bus Town / City project are to:

- act as a pilot to understand what can be achieved when all parties are committed to the objective for introducing an electric-zero emission city;
- understand the impact on air quality and greenhouse emissions;
- understand the challenges of running a wholly electric fleet;
- understand the cost implications for bus operators; and
- to support bus manufacturers in the development of zero emission technology.

Government recognise that buses have a significant role to play in tackling air quality and reducing greenhouse gas emissions. Not only does a fully loaded double decker bus takes up to 75 cars off the road which helps to reduce congestion and the impact of transport on the environment, but by switching to the next generation ultra-low or zero emission buses the improvement in air quality is significant.

Buses already play a key role in Oxford's transport system – getting people to work, to education and to see friends and family. Both the City Council and the County Council are committed to tackling air quality and reducing greenhouse gas emissions with the introduction of the Low Emission Zone (LEZ) and development of the 'Red Zone' of a city centre Zero Emission Zone, with expansion to the wider 'Green Zone'. In addition, there is an agreed requirement for most buses operating in the city to be Euro 6 by the end of 2020.

The All-Electric Bus City pilot scheme is in alignment with the Low Emission Zone (LEZ) and would support proposals for the Oxford Zero Emission Zone and be complementary to proposals such as Connecting Oxford.

Demand Responsive Transport Service

Demand responsive transport solutions (DRT) have the potential to transform the local transport offering in areas where demand is more disperse and the distances involved makes it more challenging to maintain or provide services which meet local residents' needs. This also include mixed use and residential areas at the outer fringe of urban areas, where links to existing transport hubs are poor. They can also be used to provide area-based services, rather than corridor-based services that exclude large populations such as industrial estates.

The objective of this fund is to trial demand-responsive transport solutions in providing transport services which work better for local residents of rural and suburban areas than traditional transport services (i.e. timetabled bus services). The proposals should either fill a gap in provision, where there is no current local transport offer, or complement existing timetabled bus services, for example by acting as a feed-in service.

The proposed submissions provide services that provide access to education, employment, healthcare and other services which are currently lacking and enable greater social inclusion. In each case the solutions will demonstrate diversity of passenger groups.

Proposals:

Explain the detail of the proposals, including why this has been decided as the best course of action.

All-Electric Bus Town or City

The city of Oxford is subject to poor air quality, particularly in areas with high levels of road traffic. Whilst, improvements have been seen over the last decade the latest figures suggest the reductions have plateaued.

Oxford's current air quality challenges are likely to be exacerbated by planned growth across Oxfordshire unless appropriate steps are taken. Prior to Covid-19 the Oxford Transport Strategy predicted substantial increases in demand for bus services by 2031.

Whilst it is acknowledged that after the current crisis, use of buses will not immediately return to normal it is expected that they will eventually return at least to current levels if not rise as previously predicted. Therefore, there is still a need to continue tackling air quality issues to ensure they do not return to current levels.

The Oxford Transport Strategy, which forms part of the county's Local Transport Plan, sets out a vision and strategy to transform transport in Oxford and overcome its long-term challenges. The strategy has three key components: mass transit (including bus rapid transit), walking and cycling, and managing traffic and travel demand. This also means moving Oxfordshire's transport system to one that is largely zero emission, and as close to zero-carbon as possible, within 20 years. An All Electric Bus City would go a long way to achieving this.

The proposal indicates that all Local bus services should operate in Electric within the Oxford City boundary which aligns with Oxford's Air Quality Management Area.

This would require the conversion of all buses designated as Local Service Operations that enter this area to be converted to either purely electric or hybrid buses (or range extenders) which switch from diesel operation to electric as they enter the Zone. Range extending buses would be self-charging allowing them to operate in Electric mode in other towns across the County, improving air quality further afield than just Oxford City Centre.

There are currently six bus companies classed as operating local services within the City. These are Oxford Bus Company/Thames Travel, Stagecoach, Arriva, Red Rose, Charlton and Swanbrook.

Currently technology does not exist to allow for the conversion of coaches. There are no electric or hybrid vehicles currently on the market with sufficient numbers of seats to replace existing coach services. As a result, services such as National Express, Airline services and Swanbrook services are expected to be exempt from the all-electric requirements.

Demand Responsive Transport Service

A DRT is seen as an opportunity to improve services in our rural areas providing much needed transport solutions where none currently exists. Each solution would provide access to a variety of services for a wider demographic of people than currently exists with some community transport solutions which may individually focus on the elderly, disabilities or the young. Instead, these solutions would enable all groups to access a single service.

DfT are permitting multiple submissions. They wish them to be pilots to trial different solutions. As such Officers have recommended the submission of three different solutions.

- 1) A corridor based solution on the A4074 providing mini transport hubs linking rural areas to an existing route and working with our existing partners at Thames Travel;
- 2) An area based solution linking surrounding villages into towns outside of Oxford such as Bicester or Didcot; and
- 3) A voluntary run solution expanding and on an existing project being undertaken in Freeland and Hanborough which currently borrow Scout buses; by providing them with accessible transport, aiding with automation of a call in system and investigation options to expand to a wider area.

Evidence / Intelligence:

Explain any data, consultation outcomes, research findings, feedback from service users etc that supports your proposals and can help to inform the judgements you make about potential impact of different individuals, communities or groups.

The SCIA is informed the Calls for Expressions of Interest set out by the DfT, [consultation with bus operators and local partners as well as UK and international research on transport demand management and air pollution](#).

Alternatives considered / rejected:

Summarise any other approaches that have been considered in developing the policy or proposed service change, and the reasons why these were not adopted. This could include reasons why doing nothing is not an option.

All Electric Bus City

Alternative towns were considered but it was felt they did not provide the level of reduction in emissions that Oxford city would generate. Further, bus services entering Oxford City will reach well beyond the city boundary as a high number of services travel between neighbouring towns, enabling them to switch to All Electric the wider area and a far reaching impact on emission improvements.

Demand Responsive Transport

A total of 21 options were initial considered and scored against set criteria identified in the Expression of Interest document set out by the DfT. Ten options were deemed to meet the criteria, which were then packaged into the three headline groups as detailed above. The full set of options was reported to the Informal Cabinet on 5 May 2020 and agreement to proceed with the 3 options stated above given.

Doing nothing is not an option because the problems of poor transport connectivity to rural areas local air pollution, and climate change would remain and worsen if nothing is done.

Impact Assessment:

Identify any potential impacts of the policy or proposed service change on the population as a whole, or on particular groups. It might be helpful to think about the largest impacts or the key parts of the policy or proposed service change first, identifying any risks and actions, before thinking in more detail about particular groups, staff, other Council services, providers etc.

It is worth remembering that 'impact' can mean many things, and can be positive as well as negative. It could for example relate to access to services, the health and wellbeing of individuals or communities, the sustainability of supplier business models, or the training needs of staff.

We assess the impact of decisions on any relevant community, but with particular emphasis on:

- Groups that share the nine protected characteristics
 - age
 - disability
 - gender reassignment
 - pregnancy and maternity
 - race – this includes ethnic or national origins, colour or nationality
 - religion or belief – this includes lack of belief
 - sex
 - sexual orientation
 - marriage and civil partnership
- Rural communities
- Areas of deprivation

We also assess the impact on:

- Staff
- Other council services
- Other providers of council services
- Any other element which is relevant to the policy or proposed service change
- How it might improve the economic, social, and environmental of the area affected by the contract **if** the Public Services (Social Value) Act 2012 applies

For every community or group that you identify a potential impact you should discuss this in detail, using evidence (from data, consultation etc.) where possible to support your judgements. You should then highlight specific risks and any mitigating actions you will take to either lessen the impact, or to address any gaps in understanding you have identified.

If you have not identified an impact on particular groups, staff, other Council services, providers etc. you should indicate this to demonstrate you have considered it.

Impact on Individuals and Communities:

Community / Group being assessed (as per list above – e.g. age, rural communities – do an assessment for each one on the list)

Summarise the specific requirements and/or potential impact on this community / group, and then highlight the most significant risks and mitigating action that has been or will be taken.

Age

| Risks | Mitigations |
|------------------------------|----------------|
| No specific risks identified | Not applicable |

Disability

| Risks | Mitigations |
|------------------------------|----------------|
| No specific risks identified | Not applicable |

Gender reassignment

| Risks | Mitigations |
|------------------------------|----------------|
| No specific risks identified | Not applicable |

Pregnancy and maternity/paternity

| Risks | Mitigations |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| <p>Pregnant women, who during their pregnancy have a temporary disability which falls into one of the two categories identified in the “Disability” section above</p> <p>No specific risks identified</p> | Not applicable |

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| <p>Parents with very young children, using pushchairs etc, who are more reliant on travel by car</p> <p>No specific risks identified see above</p> | <p>Not applicable</p> |
| <p>Parents with children who are more reliant on travel by car because they drop/collect their children at school or childcare using their car</p> <p>No specific risks identified</p> | <p>Not applicable</p> |

Race – this includes ethnic or national origins, colour or nationality

| | |
|------------------------------|--------------------|
| Risks | Mitigations |
| No specific risks identified | Not applicable |

Religion or belief – this includes lack of belief

| | |
|------------------------------|--------------------|
| Risks | Mitigations |
| No specific risks identified | Not applicable |

Sex

| | |
|------------------------------|--------------------|
| Risks | Mitigations |
| No specific risks identified | Not applicable |

Sexual orientation

| | |
|------------------------------|--------------------|
| Risks | Mitigations |
| No specific risks identified | Not applicable |

Marriage and civil partnership

| Risks | Mitigations |
|------------------------------|----------------|
| No specific risks identified | Not applicable |

Rural communities

| Risks | Mitigations |
|------------------------------|----------------|
| No specific risks identified | Not applicable |

Areas of deprivation

| Risks | Mitigations |
|------------------------------|----------------|
| No specific risks identified | Not applicable |

Impact on Staff

Summarise the specific requirements and/or potential impact on staff, and then highlight the most significant risks and mitigating action that has been or will be taken.

None

Impact on other Council services

Summarise the specific requirements and/or potential impact on other council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

None

Impact on providers:

Summarise the specific requirements and/or potential impact on providers of council services, and then highlight the most significant risks and mitigating action that has been or will be taken.

None

Social Value

If the Public Services (Social Value) Act 2012 applies to this proposal, please summarise here how you have considered how the contract might improve the economic, social, and environmental well-being of the relevant area.

How might the proposal improve the economic well-being of the relevant area?

All groups within rural areas without a public transport option are reliant on private vehicles, those within these groups who have limited access to a private vehicles can loneliness, feel isolated leading to depression and anxiety.

DRTs would see better links to local services such as healthcare, education, employment, support groups, clubs, shops and entertainment, thus having a positive impact on social inclusion and mental wellbeing.
mental wellbeing.

How might the proposal improve the environmental well-being of the relevant area?

The All Electric Bus City / Town would see an improvement in air quality in Oxford City and surrounding town resulting in an improvement in public health.

Action plan

Summarise the actions that will be taken as a result of the assessment, including when they will be completed and who will be responsible. It is important that the officer leading on the assessment follows up to make sure the actions are completed, and updates the assessment as appropriate. Any significant risks identified should also be added to the appropriate service or directorate risk register, to ensure they are appropriately managed and reviewed.

| Action | By When | Person responsible |
|---------------|----------------|---------------------------|
| None | | |

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| |
|------------------|
| Division(s): N/A |
|------------------|

CABINET – 26 MAY 2020

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

| Topic/Decision | Portfolio/Ref |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|
| Cabinet, 16 June 2020 | |
| <ul style="list-style-type: none"> ▪ Workforce Report and Staffing Data - Quarter 4 - January - March 2020 Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report. | Cabinet, Deputy Leader of the Council 2020/002 |
| Cabinet Member for Environment, 18 June 2020 | |
| <ul style="list-style-type: none"> ▪ Faringdon: Southampton Street - Proposed Shared Use Footpath/Cycletrack Crossing To seek approval of the proposals. | Cabinet Member for Environment, 2020/039 |
| <ul style="list-style-type: none"> ▪ North Hinksey: North Hinksey Lane and Lime Road - Proposed Waiting Restrictions To seek approval of the proposals. | Cabinet Member for Environment, 2019/133 |
| <ul style="list-style-type: none"> ▪ Didcot: A4130 Didcot North Perimeter Road Near Mersey Way - Proposed Toucan Crossing To see approval of the proposals. | Cabinet Member for Environment, 2020/012 |
| <ul style="list-style-type: none"> ▪ Henley: Gillots Lane - Proposed Traffic Calming Build-Out To seek approval of the proposals. | Cabinet Member for Environment, 2020/056 |
| <ul style="list-style-type: none"> ▪ Alvescot: B4020 - Proposed Traffic Calming Build-Out To seek approval of the proposals. | Cabinet Member for Environment, 2020/051 |
| <ul style="list-style-type: none"> ▪ Sydenham: Proposed Traffic Calming Chicane To seek approval of the proposals. | Cabinet Member for Environment, 2020/046 |
| <ul style="list-style-type: none"> ▪ Oxford: Abbey Road and Cripsey Road - Experimental Prohibition of Coaches To seek approval of the proposals. | Cabinet Member for Environment, 2020/034 |

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| <ul style="list-style-type: none">▪ Buckland: Carswell Lane - Proposed 20mph and 30mph Speed Limits To seek approval of the proposals. | Cabinet Member for Environment, 2020/033 |
| <ul style="list-style-type: none">▪ Eynsham: Wharf Road - Proposed Waiting Restrictions To seek approval of the proposals. | Cabinet Member for Environment, 2019/126 |
| <ul style="list-style-type: none">▪ Oxford: Lamarsh Road - Proposed CPZ To seek approval of the proposals. | Cabinet Member for Environment, 2020/014 |
| <ul style="list-style-type: none">▪ Oxford - Oxford Road, Littlemore - Proposed Humped Zebra Crossing and Traffic calming Measures To seek approval of the proposals. | Cabinet Member for Environment, 2020/017 |
| <ul style="list-style-type: none">▪ Wardington: A361 Banbury Road - Proposed Extension to 30mph Speed Limit To seek approval of the proposals. | Cabinet Member for Environment, 2020/068 |