



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 23 February 2021 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

February 2021

Committee Officer: **Colm Ó Caomhánaigh**
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
Eddie Reeves	Cabinet Member for Highways Delivery and 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 March 2021

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 - 22)

To approve the minutes of the meeting held on 19 January 2021 (**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 17 February 2021**. Requests to speak should be sent to colm.ocaomhanaigh@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 - December 2020 (Pages 23 - 116)

*Cabinet Member: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2020/126*

Contact: Louise Tustian, Head of Insight & Corporate Programmes Tel: 07741 607452/Hannah Doney, Head of Corporate Finance Tel: 07584 174654

Report by Corporate Director Customers & Organisational Development and Director of Finance.

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

The Cabinet is RECOMMENDED to

- a) note this month's business management and monitoring report;***
- b) approve virement set out in Annex C-2b relating to the Rough Sleeping; Drugs and Alcohol Grant Scheme and note the virements set out in Annex C-2c;***
- c) approve the bad debt write-offs set out in Annex C;***
- d) note the allocations of the Contain Outbreak Management Fund as set out in Annex C-5c.***

7. Workforce Report and Staffing Data - Quarter 3 - October-December 2020 (Pages 117 - 138)

*Cabinet Member: Deputy Leader of the Council
Forward Plan Ref: 2020/127*

Contact: Sarah Currell, HR Manager – Business Systems Tel: 07867 467793

Report by Director of Human Resources (**CA7**).

Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.

The Cabinet is RECOMMENDED to note the report.

8. Recommissioning of Adult Homeless Pathway (Pages 139 - 144)

*Cabinet Member: Adult Social Care & Public Health
Forward Plan Ref: 2020/158*

Contact: Sarah Roberts, Commissioning Manager Tel: 07720 805979

Report by Assistant Director Housing & Social Care Commissioning (**CA8**).

To inform Cabinet that we are going out to the market to re-commission services to support people who are homeless or at risk of homelessness including rough sleepers.

The Cabinet is RECOMMENDED to agree the proposed approach to commissioning services to support homeless adults and adults at risk of homelessness in Oxfordshire.

9. Forward Plan and Future Business (Pages 145 - 148)

Cabinet Member: All

Contact Officer: Sue Whitehead, Principal Committee Officer 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 **CA9**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

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

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

CABINET

MINUTES of the meeting held on Tuesday, 19 January 2021 commencing at 2.00 pm and finishing at 4.00 pm.

Present:

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

Other Members in Attendance: Councillor John Howson
Councillor Liz Leffman
Councillor Emily Smith
Councillor Liz Brighthouse
Councillor Glynis Phillips
Councillor Emma Turnbull
Councillor John Sander

Officers:

Whole of meeting: Yvonne Rees, Chief Executive; Anita Bradley, Director of Law & Governance and Deborah Miller; Lorna Baxter, Director of Finance.

Part of Meeting:
Item 9 James Gagg, Environment & Economy
Item 10 Rachel Wileman, Assistant Director for Strategic Infrastructure and Planning and Sam Thomas

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda and additional budget papers 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.

1/21 MINUTES

(Agenda Item. 3)

The Minutes of the Meeting held on 15 December 2020 were approved and signed as an accurate record.

2/21 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Four questions with Notice were asked. Details of the questions and answers and supplementary questions and answers are set out in the Annex to the minutes.

In relation to Question 1, (Question from Councillor John Howson to Councillor Eddie Reeves) Councillor Reeves undertook to talk to officers and provide Councillor Howson with a written response as to why it had taken five failed repairs before the real problem with the gully was spotted.

In relation to Question 2, (Question from Councillor Liz Leffman to Councillor Lorraine Lindsay-Gale) Councillor Corkin in consultation with Councillor Lindsay-Gale undertook to look at the issue of Children in households with poor connectivity or no access to broadband and provide Councillor Leffman with a written response.

3/21 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

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

- Item 6 – Councillor Liz Brighthouse and Councillor Glynis Phillips
- Item 7 - Councillor Liz Brighthouse and Councillor Glynis Phillips
- Item 8 – Councillor Emma Turnbull
- Item 9 – Councillor Liz Brighthouse and Councillor John Sanders
- Item 10 – Councillor John Sanders

The addresses are recorded at the relevant items.

4/21 BUSINESS MANAGEMENT & MONITORING REPORT - NOVEMBER 2020

(Agenda Item. 6)

Cabinet considered a report which set out Oxfordshire County Council's progress towards Corporate Plan priorities and provided an update on the delivery of the Medium-Term Financial Plan, at 30 November 2020. The monthly business management reports were part of a suite of performance, leadership risk and budget documents which set out the Council's ambitions, priorities and financial performance. The Corporate Plan set out the Council's ambitions for the next two years, under the vision for Thriving Communities. It further set out the priority activities for the current business year.

Councillor Liz Brighouse, Chairman of the Performance Scrutiny Committee highlighted issues from the Performance Scrutiny Committee. She reported that the Committee had felt that it was vital that the Council set more serious targets for carbon reduction in line with the long-term ambition of being carbon neutral by 2030 because the current indicator of Green hardly reflected the amount of work that needs to be done to achieve that.

It was noted that the indicator for air quality was Amber in a year which has seen a large reduction in road traffic. The Committee indicated that it would like more information on why that was the case. There was a need to push more quickly for the installation of LED street lighting as part of our commitment to reduce carbon emissions and save money.

Regarding the new Home First programme, the Committee questioned whether care workers who are going into people's homes were being prioritised for COVID-19 vaccines?

Members wondered if the Click and Collect service was regarded as an essential service given that other similar services have been halted due to COVID.

Finally, the Committee looked forward to discussing the Outcomes Framework in the new financial year and reviewing the targets and tolerances.

In relation to the points from the Performance Scrutiny Committee around their Zero Carbon targets, Councillor Constance commented that they were doubling the target previously set and were expecting their own estate to be net zero by 2030, it was a very significant target and she did not understand the comments from the Performance Scrutiny Committee. In relation to air quality in the Risk Register being amber, despite the reduction in traffic last year, she reported that it had been noted by officers, and thought that perhaps it showed that the air quality in Oxford had already improved. The LED street lighting project was well underway with over 3,000 streetlights already replaced and there was negotiation underway for a new contractor. She undertook to go back to Councillor Brighouse on the non-reduction of air quality in the City.

Councillor Brighouse commented that their issue on the green indicator for zero carbon was that if you already had a green indicator, there wasn't much room for pushing further.

Councillor Constance gave an assurance that the green indicator did not mean that they would reduce the target and that OCC was the only Council to have set action in place.

Councillor Grey noted the Performance Scrutiny Committees comments around Equality, diversity and inclusivity. He suggested to Councillor Brighouse that they sit down with officers and discuss the situation.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance noted the report reflected the changing ways that the County Council was adapting to delivering its services with the majority of officers working from home and the closure of libraries, museums and trading standards. However not all staff could work from home and the report highlighted highway teams, carers, teachers and frontline health and social care staff who were still providing front facing services.

She commented that the report on page 16 described the benefits of the 'micro-surfacing' programme which was a cost-effective and convenient method which protected surfaces for around 10 years. Given its obvious benefits, she questioned why the method wasn't used routinely to surface all roads and why the method had only been used for specific programmes since 2016.

She noted that there was good news around school attendance figures at the start of December, but a worrying increase in the number of children who were electively home school educated. The Performance Scrutiny Committee had on 14 January, heard about the lessons learnt following a Serious Case Review involving a home educated child. More needed to be done to ensure that the County Council could carry out its safeguarding responsibilities and the Education Scrutiny Committee would look at this issue again.

She emphasised the importance of acknowledging the effectiveness of the Early Help Networks but noted that it was against the background of every increasing demand for children's social care services and the likely legacy of increasing number of children needing child protection plans. The report advised that the financial impact of Covid19 would not end on 31 March 2021 and the impact on children's lives would also go well beyond 2021.

She noted that the only change to the risk register was to reduce the risk levels associated with financial resilience from 3 to 2 in 2021/2022 because of the mitigations in place and the degree of certainty in the next financial year. There were financial uncertainties in the report including unrealised savings in this financial year being carried forward to next year, the financial impact of Covid 19 beyond March 2021, a RED rag rating for the Early Years dedicated Schools Grant and a forecast described as 'risky' in relation to packages of care for children with significant support needs. She questioned what the Cabinet Member for Finance's assessment was of the financial risk.

The Leader of the Council, Councillor Hudspeth expressed his thanks to all the staff for their flexibility and adaptability of working from home and to those who continued to work from various locations. There was a very robust Health & Safety Plan to ensure that if people did have to work from a location, they had to go through a rigorous process to ensure that all the Covid preventions were in place. The safety of staff was a key concern and if any member of staff had a particular concern, they could raise it with their manager to deal with.

Councillor Bartholomew responding to the question from Councillor Phillips around the financial risk, commented that further detail on this area would be discussed under the Budget item, but that in all their financial projections and analysis they were fully cognisant of the fact that the risk did not end on 31 March and that there were sufficient contingencies in place and provisions within the Covid Budget to deal with the extension of the pandemic. The finances had always been managed prudently and the finances were robust, so in terms of risk for the forthcoming year, he was confident that they were managing all their risks in the best possible way.

Councillor Heathcoat, Deputy Leader of the Council, in introducing the report stated that the report before the Cabinet covered performance for November last year. The report continued to show the largely positive performance, despite the prolonged challenges caused by the ongoing pandemic. In December last year, the 27 performance indications were 12 rated green and 14 rated amber. She was pleased to advise, that despite the difficult challenges they faced, the performance indicators showed that 14 were now rated green and 12 amber and that they had no indicators that were red. There was one indicator that they were unable to report on due to Covid 19.

This continued steady performance was due (as recognised by other members of the Cabinet) in no small part to the workforce and their continued to give support and advice to communities and many undertaking their roles working from home not always in easy circumstances.

The second lockdown commenced on the 5 November to 2 December and had an impact on services such as libraries, museums and trading standards. In relation to her portfolio (Community safety) they continued to carry out safe and well visits in line with Covid 19 guidance and they ensure that priority was given to critical and high-risk households.

The trading standards team continued to work successfully on doorstep scams and crimes which were targeting the elderly using innovative techniques. Crimes such as taking money for shopping and never returning and charging for a fake Covid vaccine.

There had also been ongoing work in partnership with the Fire Cadets on test purchasing of e-cigarettes and vaping liquid, trading standards had also continued to some of its business intervention activities, particularly in traffic – weight restriction enforcement and business related Covid 19 compliance.

The Fire & Rescue Service continued to deliver their high standard of service by being only 3% below their stretched target of attending 80% of incidents within 11 minutes and were always seeking to improve the average response time of 8 minutes, 44 seconds reported in November which was very good for a service covering such a large rural area.

The leadership risk register was included in the report. All leadership risks had been assessed thoroughly and there had been one score change LR11

which was changed for 15 to 10. The report supports that they were facing the challenges well, but she stressed that they were not complacent.

Councillor Bartholomew in introducing the report, explained that the report set out the forecast position of the revenue budget as at the end of November 2020 and included an update on the MTFs savings, reserves and balances in Annex C.

He thanked Lorna Baxter, Hannah Doney and Emma Greenland for preparing those aspects of the report.

The Council had set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remained financially sustainable. The Budget and Business Planning process for 2021/22 to 2025/26 was reaching its conclusion and the Cabinet's proposed budget for 2021/22 and Medium-Term Financial Strategy to 2025/26 followed this agenda item. The Council would continue with its approach of responsible, measured and careful financial planning to ensure it could manage the pandemic response and recovery phases.

In relation to 2020/21, based on expenditure to the end of November 2020, including the virements agreed by Council on 8 September 2020 and further virements agreed by Cabinet on 15 December to fund costs arising from COVID-19, there is a forecast business-as-usual underspend of -£1.1m within directorates and a net underspend on Corporate Page 2 of 3 Measures of -£0.7m. The underspend has increased by £0.2m since the last report due to an increase in the forecast for interest received on Treasury Management investments.

Annex C-5b set out the total COVID-19 funding the Council has received for 2020/21 of £64.1m. Of this, £36.3m has been allocated to the general fund. A further update on the Contain Outbreak Management Fund would be included in the next report. The Council continues to closely monitor the financial impact of COVID-19 and the forecast for additional costs and income losses for the remainder of 2020/21 and into 2021/22. The COVID-19 Budget for costs and income losses is a one-off budget that is available to fund these pressures. The profile and timing may mean that some costs may fall into a different financial year – it is expected that the financial impact of COVID-19 would extend beyond 31 March 2021 into the medium term. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised, would be requested in future reports before year end. The current forecast for general balances at 31 March 2021 is £30.5m, compared to the position at 1 April 2020 of £28.7m. This position assumed that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.7m are returned to balances. Of planned savings, 84.6% totalling £18.4m remain on track to be delivered in 2020/21. Savings of £1.6m that are not expected to be achieved in-year are reflected in the Directorate forecast outturn position. The majority of these savings

relate to income generation which has been affected by the Covid-19 pandemic and will be funded from the COVID-19 Budget for costs and income losses. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered. Annex C provided further commentary on variations greater than £0.1m for each service. He urged Cabinet to agree to the recommendations set out at paragraph 1 to the report.

Councillor Harrod spoke in relation to page 14 report which referred to how they strived to give every child a good start in life. The average number of contacts into the MASH service each week was now 483 and the service was only staffed to deal with 350 contacts. This had been dealt with by appointing additional temporary staff to deal with the situation, but it indicated the pressure front line staff were working under. He thanked the staff for their hard work and dedication in dealing with the 30% increase in contacts since September last year and pointed out that at the same time, assessment and referrals were down by 5% on average, which showed the system was working by having a very robust front door at the MASH, avoiding unnecessary instances of cases being passed down the line. The Leader added his thanks to those staff.

Councillor Constance drew the Cabinet's attention to page 13 of the report and the near arrival of active travel improvements for Witney and Bicester, there would also be schemes in Oxford. She emphasised that although the vale of white horse had felt left out, they had just completed the first phase of the science vale cycle network which will connect Wantage with Didcot, Culham and Harwell. There was significant work being carried out in the County for cycling.

Councillor Lindsay-Gale responded to the comment made by Councillor Phillips regarding the increase in electively Home-schooled children. She noted that the increase was still below the national average. She reported that officers were working with families. One of the schools of thought was that perhaps parents had found that educating children at home was not as difficult as they thought it would be, but she came from the point of view that a child's place was in school, and they were working very actively with the families to ensure that they were coping and to try and encourage them that their children can come back to school education as and when allowed.

RESOLVED: to note this month's business management and monitoring report.

5/21 BUDGET & BUSINESS PLANNING REPORT 2021/22 - JANUARY 2021

(Agenda Item. 7)

Cabinet had before it a report which was the culmination of the Budget & Business Planning process for 2021/22 to 2025/26 and set out the Cabinet's proposed Corporate Plan and supporting budget, medium term financial strategy, capital programme and supporting strategies.

The report was set out in three sections; the Corporate Plan; the revenue budget including the draft council tax precept for 2021/22 and the Medium-Term Financial Strategy (MTFS) to 2025/26; and the Capital & Investment Strategy and Capital Programme including the Treasury Management Strategy. Information outstanding at the time of the Cabinet meeting would be reported to Council when it considered the budget on 9 February 2021.

Cabinet's budget proposals took into consideration the latest information on the council's financial position outlined in the report; comments from the Performance Scrutiny Committee meeting on 18 December 2020 as well as 14 January 2021; and comments from the public consultation on the budget which closed on Wednesday 13 February.

As final notification of some funding streams was awaited, some further changes may be made to the budget proposals ahead of full Council on 9 February 2021.

Councillor Liz Brighouse, Chairman of the Performance Scrutiny Committee read out the statement by the Performance Scrutiny Committee included in the papers at Section 4. She added that Members of the Committee had also been concerned that local members should have been better engaged at an early stage when some of the proposals were being worked up.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance noted that Cabinet was being asked to approve a complex set of papers which should support each other in achieving financial balance in 2021/2022 and provide valued services in efficient and effective ways.

The Labour Group were mindful of the amount of time and effort that officers had devoted to this suite of documents. There was a tangible change to the strategic direction being taken in relation to the property and investment strategies. She further noted the renewed energy to revisit the property and investment strategies as a way of maximising assets to fund services, meet climate emergency targets and as well as considering the implications for staff and residents.

She expressed the importance of member involvement in discussions about changes to building use and this was a clear concern from members of the Performance Scrutiny Committee. Members not only knew about issues in their division, but also needed to be able to discuss any proposals with local residents, community groups and town and parish councils. One line in the

Corporate Plan was 'to listen to residents and improving what we do' and this needed to be extended to listening to local councillors as well.

She noted that the Treasury Management Strategy and Annual Investment Strategy had been discussed at Audit & Governance as well as Performance Scrutiny and there was broad support for the decision to increase long term lending as well as seeing a reduction in cash balances to £185m by 2024/2025 to meet the Capital Programme.

She noted that the Capital Programme was now in balance and the gap of £18m had been addressed. There had been concern that the capital programme was drifting away from balance over the last couple of years and they welcomed the return to a better grip on this budget given the large sums involved.

On the Revenue Budget Strategy, they remained concerned about the reduction in staff numbers for example reduction in management by combining Early Years Teams across Education. In principle this sounded like the right approach but questioned why the implementation had resulted in lower staff numbers. Similarly, the amalgamation of management structures in Children with Disabilities Service would result in fewer people being responsible for supporting larger staff teams. There were other staffing reductions in the Commercial Development Assets and Investments Directorate, and they sought an assurance that Local Union officials were involved in those discussions which would obviously affect staff and service delivery.

She finished by thanking all the staff involved in putting together the documents and looked forward to the discussion on the final version at full Council on 9 February.

Councillor Bartholomew, Cabinet Member for Finance thanked Councillor Phillips for her comments. He welcomed the fact that she had noted the reinvigoration within the property team. They had an excellent leadership and support team in place and the property issues were now being got to grips with, it had been a very complex, inter-related matter to deal with, but he was now confident that they were moving forward and over the next 12 months they would see significant advances in 2 or 3 key areas. He furthered endorsed the comments in relation to the Treasury Management Strategy and the increase in long term lending.

He welcomed the comments around the more robust nature of the Council programme and noted that there had been weaknesses in terms of programming and delivery in the past. The new way of approaching the Council programme, looking at firm and projected definitely funded items and provisionally funded items was a big step forward.

Councillor Bartholomew, in moving the recommendations of the report emphasised that the Budget before the Cabinet was the culmination of the Budget & Business Planning process for 2021/22. He thanked officers across

all directorates for their hard work and in particular the Finance team for their exceptional contribution.

The report set out the Cabinet's proposed Corporate Plan, the revenue budget for 2021/22, the medium-term financial strategy to 2025/26, and the ten-year capital programme and supporting strategies. In addition, Cabinet was asked to approve the Review of Charges for 2021/22 and 2022/23, and the Dedicated School Grant allocations for 2021/22. He was pleased to present a budget for 2021/22 that provided high levels of protection and new investment in frontline services shaped by the priorities set out in the proposed Corporate Plan. This had been strengthened to reflect local priorities and the national context.

A total of £19.6m of savings were proposed across all services. Of these, £14.6m of savings were already planned and were centred on the transformation of services to make them more efficient while protecting the frontline. The proposed budget included investment in services that would have a positive long-term impact for local communities. More than £25m of additional funding was included of which £9.5m was newly proposed for 2021/22 to help meet additional demands, including within adult social care.

Proposed investments included:

- A total of £1m long term funding to expand the youth offer in Oxfordshire. (Plus, an additional £500,000 of one-off accelerator funding would also be provided for the first year.)
- An extra £4m for the adult social care budget for 2021/22, including £750,000 to support expenditure on assessed care needs from 2021/22.
- Extending £1.2m of extra funding for the Better Care Fund to be used to support measures to help people be discharged from hospital and enable new ways of working and better outcomes for residents.
- On-going support during the period of the MTFS for the partnership managing services for single homeless people in Oxfordshire.
- An extra £400,000 for highway maintenance focused on additional resource for vegetation and drainage clearance plus supporting the roll out of a trial currently being undertaken enabling parish councils to implement 20mph schemes in their villages.
- A £300,000 fund to support innovative community-developed projects and activities that improve people's health and wellbeing in Oxfordshire.
- An extra £330,000 for children's early intervention services, increasing the skill base of children's social care workers and special educational needs related services.
- £100,000 to address issues of digital exclusion.
- £81,000 in domestic violence services; and
- £150,000 into supporting apprenticeships.

This balanced budget for 2021/22 recognised that the hard hand of Covid was squeezing many residents' household budgets, so it was based on a basic Council Tax increase of 1.99% plus a 1% Precept for investment in

Adult Social Care – not the 3% Precept allowed under Government rules – making a total Council Tax rise of 2.99%. The draft Medium Term Financial Strategy included a proposal for the remaining 2% Adult Social Care Precept to be included in 2022/23 budget, if needed.

Ho noted that feedback from the public consultation showed general support for the proposals, including the proposed Council tax increase. The proposed Financial Strategy provided a framework for financial sustainability. The Council would continue to manage the impact of rising need through demand management approaches, more effective pathways and delivering better value for money. The Council would also respond to the medium to long term impact of the COVID-19 pandemic on our ways of working, our workforce, our residents and the economy.

The proposed ten-year Capital Programme totals £1.4bn and was fully funded. Changes included additional investment of £44.2m over the period of the programme. New investments included £16.7m in Major Infrastructure Schemes, of

which £9.7m was allocated for improvements to the Banbury Road Corridor, and an additional £5.0m investment in Supported Living Accommodation for people with Learning Disabilities. The proposed changes also closed the funding gap of £18.2m on the programme agreed in February 2020 and the funding gap of £11.1m on

Kennington Bridge replacement scheme which was identified in year. He urged the Cabinet to agree to the recommendations set out at paragraph 1 of the report.

Councillor Heathcoat noted that front line services were being protected and that investment in services would support and ensure positive, long term impact for the communities. This had been recognised by the good interaction and response by the public during the consultation. The budget had sought to protect the fire service as a blue light Service. The proposals would not compromise the safety of either the dedicated fire fighters or that of the general public. In general, the new proposals were around the provisioning of new skills and equipment for whole time fire fighters to complete a wider range of prevention and protection work, which would reduce the need in demand met by specialist teams. By reviewing the ways of working and the way the fire service was supported and by re-designing the front door activities, they would be able to take forward plans for a new business support structure.

Within trading standards, they would increase income from chargeable services and recover costs from consultant type work provided to businesses. With a range of efficiency savings to reflect changing working practices and an increase agile working profile, together with new working techniques, taking advantage of improved IT service delivery for the general public.

Her portfolio also covered the regulatory services which sat within Human resources. They would be looking at a redesigning of staffing structures,

whilst the new ways of working were studied and evaluated. Covid 19 had given a distortion to work delivery and this would allow for a detailed examination to take place.

She noted that the Corporate Plan was being refreshed and not reviewed. She believed that the aims and objectives of the plan supported the budget proposals and that the priorities would be met. She thanked Lorna Baxter and her team and commended the reports before the Cabinet.

The Leader added his thanks to the Director for Finance for preparing the report in such a challenging year.

Councillor Corkin expressed the importance of the partnerships in the County, especially in the last year. He thanked the NHS, Police, Probation Service, Business Partners and the Voluntary sector for their contributions which had been crucial in the response to the Pandemic. The innovation with CDC had achieved £1 million pounds in Savings, with joint management teams and IT teams. The Digital position within the County had been achieved by the close working with the Districts Councils, enabling 98% access to superfast Broadband which had unpinned everything achieved over the last 12 months. He commended the work undertaken by the paid service.

Councillor Constance endorsed the remarks from Councillor Corkin. She welcomed and commended the review of charges by third parties undertaken, for the first time this year. This had been a significant piece of work which would contribute significantly to revenue next year.

Councillor Gray expressed his delight with the extension to the Youth offer for the young people of the County. He further welcomed the money going into Community based projects, which was a fantastic innovation to give residents control over their local areas and a sense of belonging. He endorsed and added his thanks to the comments made by Councillor Corkin on the work of the Voluntary Sector.

Councillor Reeves endorsed the comments by Councillor Corkin and Councillor Constance on the success of partnership working. He commended the work that had been undertaken remotely, whilst protecting frontline services. He further paid tribute to Councillor Walker on his work to secure an extra £400,000 towards vegetation clearance and Highways work.

RESOLVED: (nem con)

In relation to the Corporate Plan (Section 2);

Cabinet is RECOMMENDED to RECOMMEND Council to:

(a) approve the Corporate Plan (Section 2.1).

In relation to the Revenue Budget and Medium Term Financial Strategy (Section 4);

Cabinet is RECOMMENDED to:

- (b) approve the Review of Charges for 2021/22 and in relation to the Registration Service, charges also for 2022/23 (Annex A);
- (c) approve the final funding formula for schools for 2021/22 subject to the decision by the Secretary of State for Education (Annex B);
- (d) approve the Financial Strategy for 2021/22 (Section 4.5);
- (e) approve the Earmarked Reserves and General Balances Policy Statement 2020/21 (Section 4.6), including the creation of a new COVID-19 Reserve; and
- (f) to note that the Leader of the Council will, following consultation with the Director of Finance and the Cabinet Member for Finance and Property, make any appropriate changes to the proposed budget.

Cabinet is RECOMMENDED to RECOMMEND Council to:

- (g) a Medium Term Financial Strategy for 2021/22 to 2025/26 as set out in Section 4.1 (which incorporates changes to the existing Medium Term Financial Strategy as set out in Section 4.2);
- (h) the council tax and precept calculations for 2021/22 set out in Section 4.3 and in particular:
 - (i) a precept of £407,954,239;
 - (ii) a council tax for band D equivalent properties of £1,573.11.
 - (iii) approve a budget for 2021/22 as set out in Section 4.4

6/21 FUNDING FOR SPECIAL SCHOOLS

(Agenda Item. 8)

Cabinet had before it a report which set out the background to how SEND (High Needs) top-up funding currently operated for special schools in Oxfordshire and how, with Cabinet's approval, a transfer of Dedicated Schools Grant High Needs funding would help support an increase in top-up funding in line with that agreed in September for mainstream schools, in order to better meet the needs of children in these schools.

Councillor Emma Turnbull, Shadow Cabinet Member for Education & Cultural Services welcomed the recommendation for one off top of Funding Services. The Special Schools had done an excellent job of continuing to provide excellent support throughout the pandemic but were under immense strain due to extra costs created by Covid on already highly strained budgets. These additional costs would not be met by the Governments Covid Support packages.

She expressed deep concern for the longer-term funding environment schools faced, the one-off uplift did not address the systemic under funding of special schools. She further noted with concern that Oxfordshire funding of special was below the national average. She requested to see the full

comparative analysis that had been undertaken by officers and indicated that she would wish for the data to be considered by the Education Scrutiny Committee.

Young people with SEND had experienced a significant inequity in terms of the Covid response and the report had highlighted that disadvantage was baked into the system of funding of the special schools.

Councillor Lindsay-Gale thanked Councillor Turnbull for her comments and support of the one-off funding. She agreed that the funding for the special schools was inadequate and expressed her regret that over the years OCC had allowed the level of funding to slip below the national average. The proposal today was the start of addressing the issue to get back to being better than average. This was against a huge deficit, which was a national issue and was due to be reviewed nationally.

A new management structure had been put in to place to reorganise how the SEND service was funded, with a paper coming forward shortly. She undertook to make the analysis available and for the issue to be discussed at Education Scrutiny Committee.

Councillor Lindsay-Gale, in introducing the report and moving the recommendations commented that the proposal would bring in-line the special schools with the secondary and primary schools and was in essence a 16% uplift of Funding. She commended the report to the Cabinet.

RESOLVED: to approve a one-off increase in top-up funding for Special Schools for 2020/21 funded through the High Needs Block (HNB) of the Dedicated Schools Grant (DSG), in line with the increase provided for mainstream primary and secondary schools in September 2020.

7/21 LOCAL TRANSPORT AND CONNECTIVITY PLAN - VISION AND OBJECTIVES DOCUMENT

(Agenda Item. 9)

Cabinet had before it a report which updated Members on development of the new Oxfordshire Local Transport Plan - called the Local Transport and Connectivity Plan. The report outlined the context and key points included in a proposed Vision Document (Annex 1), on which it was proposed to undertake public consultation. It further included a summary of the engagement exercise undertaken in Spring 2020 (Annex 2), and a summary of key evidence that had been reviewed to support development of the Vision (Annex 3). The Cabinet were asked to endorse the 3 documents as basis for public consultation commencing in February 2021.

Councillor Liz Brighthouse, Chairman of the Performance Scrutiny Committee highlighted the issues raised by the Committee. The Committee felt that the reduction of inequalities needed to be more strongly reflected, and that the public health team should be engaged in LTCP development to ensure it was in line with the Director for Public Health's emphasis on reducing inequalities.

For example, a person's employment prospects might be seriously limited by poor public transport connections where they live.

In relation to Consultation, the Committee questioned how the consultation was going to work if Covid restrictions remained in place for a long period. The Committee felt that there was a need for an equality impact assessment on the consultation itself to ensure that it reached all communities and questioned whether the consultation would include AONBs.

In relation to public transport, the Committee noted that there were specific challenges in rural areas, including connectivity into and between main towns. Nearly all the money for buses seemed to be going to Oxford or for services to and from Oxford. There was support for develop delivery hubs to reduce the number of large lorries in built-up areas.

The Committee felt that congestion on the Oxford Ring-Road needed to be tackled and it was noted that much of the congestion took place in areas experiencing deprivation. Concern was expressed about HGV rat running and the need for more access control. There was also concern about tree removal by the A40 when more need trees were needed by main roads to assist in air quality.

In relation to electric vehicles, the Committee noted that there was also the challenge of electric vehicle 'switch' and the need to provide for this in terms of charging points for those who do not have a garage or driveway. Concern was also expressed that school transport would be the last to get electric buses given that they always seem to have the oldest vehicles.

On planning, the Committee noted that there was an issue with out of town retail undermining local connectivity and disadvantaging people. They sought assurance that there would be connectivity improvements to those new locations.

The Committee questioned how it could be ensured that existing new development proposals reflected new policy priorities. Development needed to have more mixed use and to move away from large housing-only estates. Look more at place shaping, including better designed streets.

The Committee also questioned whether there was a funding strategy in place for all the plans or whether they would end up being delayed due to lack of funding.

Councillor John Sanders, Cabinet Shadow Member for Environment spoke in relation to the context diagram on page 113 of the Vision Statement. He raised concern about securing 'buy in' from other than the usual interest groups on such a key priority for the County. He asked how the Cabinet were going to approach and interest a wider public on the issues. He believed that providing a short vision proposal with cross references to lengthy online documents could be daunting to any member of the public.

He further expressed concern about the lack of space given to ICT connectivity, given that it was called the Local Transport and Connectivity Plan, but that most of it was LTP5. There was some reference to Broadband in the document, but the Government target of full fibre, together with 5G by 2025 was for the whole Country, and there seemed to be little else that the Council were considering in addition. He would like to see Business ICT support and advice for small businesses, enabling business to relocate out of the city and town centres, to take advantage of ICT connectivity and for educational use of ICT to be explored, including further education application and support.

Councillor Constance, Cabinet Member for Environment thanked Councillor Brighthouse and Sanders for their comments. She emphasised that the vision statement had been prepared for consultation and that all comments would be built into the new document. Officers had given her an assurance that the would be an opportunity to strengthen the points made in the document before it went out for consultation, which would not be until February. She agreed that being more descriptive and definitive on the issues around the ambitions for broadband would strengthen the document considerably and undertook to liaise with Councillor Corkin to achieve it.

She welcomed the comments from the Performance Scrutiny Committee around equality. There was a section of deprecation, but she undertook to add to the section to demonstrate that transport could offer a way out or lesson did inequality. She would also strengthen rural connectivity, particularly by cycle which was a central part of the consultation and strategy.

She introduced the report and commended the report to the Cabinet.

Councillor Corkin agreed with the comments by Councillor Sanders that Connectivity did not appear in detail in the consultation document at the moment, but this did not mean that they were not actively pursuing a vigorous second programme. Having closed out the Better Broadband for Oxfordshire earlier in the year, they were now actively engaged in ensuring that they reached out with full fibre to those that were still hard to reach; to businesses in rural Oxfordshire; in working with the Commercial sector in deliver. They were also actively pursuing DCMS for funding to build a spine of full fibre public sector buildings, off the back of which they would be able to bring on lots of other premises. They were a partner organisation with the department of digital culture, media and sport for the development of the implementation of the outside in programme (which was the gigabit) and they were totally engaged and at the forefront of it. He wanted world class digital infrastructure which meant digital 5G for the County and undertook to project that message in the Consultation.

Councillor Bartholomew expressed his thanks to Councillor Constance for the consideration of motorcycles which had in the past had been seen as a nuisance and dangerous to other road users. Motorcycles were in fact, when driven properly, not only low polluters, but were a very efficient way of

utilising road space. It was a small minority who gave motorcycles a bad name and there was a strong way forward of connectivity in this area, particularly as electric motorbikes were becoming better developed and more advanced.

Mr John Disley endorsed the comments made by Councillor Corkin and undertook to ensure that the document would cross reference the Council's Digital Infrastructure Strategy which in turn would need to be updated to reflect the statement.

Councillor Constance in moving the recommendations, proposed an amendment to recommendation (c) to allow officers to make changes to the document after the cabinet meeting and before going out to consultation as follows:

- (c) to delegate the decision ***on the final version of the Vision Document, including graphical format*** to the Corporate Director for Communities in consultation with the Cabinet Member for Environment and Transport.

RESLOVED: to

- (a) note progress on the Local Transport and Connectivity Plan and the timetable leading to Plan adoption set out in Annex 1;
- (b) endorse the content of the Vision Document in Annex 1, and the supporting engagement summary and baseline evidence base documents in Annex 2 and 3 as the basis for public consultation, commencing in February 2021 for a period of 6 weeks; and
- (c) to delegate the decision on the final version of the Vision Document, including graphical format to the Corporate Director for Communities in consultation with the Cabinet Member for Environment and Transport.

8/21 OXFORDSHIRE MINERALS & WASTE DEVELOPMENT SCHEME (11TH EDITION)

(Agenda Item. 10)

Cabinet had before them a report which sought approval of the Oxfordshire Minerals and Waste Development Scheme (Eleventh Revision) 2021, in order to have effect from 19 January 2021 and to delegate final detailed amendment and editing to the Corporate Director of Place and Growth in consultation with the Cabinet Member for Environment.

Councillor John Sanders, Shadow Cabinet Member for Environment noted that the additional preferred options consultation had added yet another necessary delay to more than a decade of delays, during which the Council had been at risk of exploitation by developers pushing to exploited the mineral reserves of the County to a potential inappropriate cost to the County and to residents. The fact that this had not happened yet, was due to the

diligent efforts of officers who had successfully discouraged such exploitation and partly due to luck.

He noted that the final completion date was now December 2023. He had been on the Minerals and Waste working party for most of the past 16 years and that he had been given an assurance by officers that he would be invited to any celebrations when the final plan was adopted.

Councillor Constance, Cabinet Member for Environment, commented that it was deeply regretful that they had not had an up to date Minerals & Waste Strategy since 1995. They had agreed the Strategy in 2017, the report before the Cabinet today was concerned with the site allocation. Not only were they not happy with the sites from the first iteration of the scheme, they were concerned that the estimates of the gravel capable of being extracted was less than expected and they had received a lot of push back about many of the sites. Therefore, they had decided to stand back and review the allocation.

They had now engaged Northamptonshire County Council who had recently completed their Minerals and Waste Strategy and so had recent relevant experience with the Inspectorate, to assist them in shaping their allocations. They needed to revise their timetable, which was now out of date, but upon the advice of the advisory group, they had decided that it was better to take their time and get it right.

Councillor Lindsay Gale commented and paid tribute to the diligence of her community which had picked up the discrepancy in the amount of gravel that was expected to be extracted.

Councillor Gray commented that the important thing was to get it right and get it right the first time for their communities.

Councillor Constance moved the recommendation set out in the report.

RESOLVED: to approve the Oxfordshire Minerals and Waste Development Scheme (Eleventh Revision) 2021 at Annex 1, in order to have effect from 19 January 2021 and to delegate final detailed amendment and editing to the Corporate Director of Place and Growth in consultation with the Cabinet Member for Environment.

Recommendations Agreed.

9/21 GREEN HOMES GRANT, LOCAL AUTHORITY DELIVERY FUND 1B
(Agenda Item. 11)

In support of the council's climate action and healthy place shaping agendas, as well as national commitments to a green recovery, a funding application in relation to the Green Homes Grant Local Authority Delivery 1b has been submitted. If successful, the project would deliver home energy efficiency

retrofits to 150 households living in energy inefficient properties and fuel poverty.

Cabinet had before it a report (CC11) which outlined the bid, and, in the event that the bid was successful, sought to delegate authority to the Corporate Director Communities to proceed, subject to the terms and conditions of the grant offer letter.

Councillor John Sanders, Shadow Cabinet Member for Environment wished the Council well for its bid for the grant. However, he expressed concerned that the proposal did not go far enough with only 150 houses to be upgraded out of a need for over 4,000 houses to be upgraded every year.

His understanding was that this was a part of a wider government scheme which had seemed to be going for quite some time, he questioned whether this proposal was just for those people who could not afford to improve their home's insulation. He expressed concern that not only had the builders to be trust marked accredited, but also accredited to publicly available specification standards which very few contractors were signed up to.

The Green Homes Grant was designed to create skilled jobs and cut household emissions and was muted to help 600,000 homes become energy efficient by March 2021. The scheme had a complex structure that required homeowners to choose primary measures such as installing a heat pump or loft insulation, before they could access value adding secondary measures like double glazing. The structure had led to adverse incentives that had pushed people to install specific measures, even if that was not what their home most needed. Additionally, householders nationally had experienced considerable delays in getting approval. In a survey by the Environmental Audit Committee, 86% of people rated the grant as poor or very poor. He hoped that the government had learnt from that and that the current scheme becomes a success. He questioned how they would find the households or whether they were expecting households to contact the Council. He urged the Council to take great care to ensure the proper take up of the scheme.

Councillor Constance, Cabinet Member for Environment, thanked Councillor Sanders for his well-informed comments.

Ms Rachel Wiley, Assistant Director for Strategic Infrastructure and Planning confirmed that the bid was specifically for the local authority programme to deal with 150 homes in fuel poverty. It was important to be aware that they were already working on the better homes better health programme that was delivered by NEFF, so this was the County Council working in collaboration with the districts and the City to fund this programme, to ensure that those homes that are worse performing for energy efficiency were identified and to work with those households in fuel poverty to improve health.

Councillor Constance commended the report to Cabinet and moved the recommendations.

RESOLVED: to

- (a) note the submission of a funding bid to support retrofit of homes in fuel poverty under Green Homes Grant Local Authority Delivery 1b (GHG LAD 1b);
- (b) Support the recommendation to delegate authority to the Corporate Director Communities in conjunction with S151 Officer, and Lead Member for Environment to review and conclude legal agreements should the application be successful.

10/21 DELEGATED POWERS - JANUARY 2021

(Agenda Item. 12)

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

<i>Date</i>	<i>Subject</i>	<i>Decision</i>	<i>Reasons for Exemption</i>
2 December 2020	Request for exemption from tendering under Contract Procedure Rule ("CPR") 20 in respect of the award of a contract for body removal services	Approved an exemption from the tendering requirements under OCC's Contract Procedure Rules in respect of an exemption from the tendering requirements under OCC's Contract Procedure Rules in respect of the award of a contract to Homewoods for body removal services.	To ensure business continuity for the Coroner's Service and to ensure a seamless service for key stakeholders i.e., Thames Valley Police, South Central Ambulance but more importantly, bereaved families.

11/21 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 and tabled at the Meeting as follows:

Delayed until further notice:

*Adult Social Care
& Public Health*

Director of Public Health – Annual Report
(Ref: 2020/167)

Cabinet

An Annual Report is a statutory duty of the Director of Public Health and it is a duty of the County Council to publish the report.

The Corporate Director of Public Health & Wellbeing for Oxfordshire will present his Annual Report for 2020/21.

RESOLVED:
meetings.

to note the items currently identified for forthcoming

..... in the Chair

Date of signing

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BUSINESS MANAGEMENT & MONITORING REPORT December 2020

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

RECOMMENDATIONS

1. The Cabinet is RECOMMENDED to
 - a) note this month's business management and monitoring report;
 - b) approve virement set out in Annex C-2b relating to the Rough Sleeping; Drugs and Alcohol Grant Scheme and note the virements set out in Annex C-2c;
 - c) approve the bad debt write-offs set out in Annex C;
 - d) note the allocations of the Contain Outbreak Management Fund as set out in Annex C-5c.

Executive Summary

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

Introduction

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

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

Progress towards delivery of Oxfordshire County Council's Corporate Plan

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

- Oxfordshire County Council participated in the annual National Highways and Transport (NHT) public satisfaction survey in 2020. OCC is one of 109 authorities across the UK to take part in. The survey collects the public's views on different aspects of Highway and Transport in local authority areas. It covers 6 themes; Accessibility, Public Transport, Walking & Cycling, Tackling Congestion, Road Safety and Highway Maintenance. The survey was sent to 3,300 households across Oxfordshire with an overall response rate of 28.1% compared with the national average of 23.8%. Oxfordshire's results for 2020 show that the customer satisfaction scores for each theme are at or above the NHT network average. The year on year change in Oxfordshire's results have largely remained the same. The key benchmark indicator results show there has been an overall improvement from last year, with almost twice as many Key Benchmark Indicators improved. The overall satisfaction indicator has improved by 4% (2019 46%, 2020 50%).

Areas for improvement

- During December, the Customer Service Centre received 10,200 inbound calls and made, 6,380 outbound calls. The abandoned level improved from 9.3% to 6% (1% higher than the target for the month), remains the best figure since April 2020. Overall demand to the CSC reduced in December and the inbound call volumes are on par with the same time last year (down 5%). Demand on all CSC services reduced in December which is usual for the time of year. Contacts on the Shield line for vulnerable residents of Oxfordshire started to increase. Adult Social Care contact also reduced compared to November and was also lower than December 2019. Registration services remained consistent with previous months and higher than December 2019.

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

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

Performance highlights

- We are still carrying out Safe and Well visits in line with COVID-19 guidance and continue to ensure prioritisation for critical and high-risk households. The Trading Standards team have continued to work on doorstep crime and scams involving the elderly residents as part of the national 'Scamnesty' campaign.
- Number of users of non-opiates/opiates that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment continues to exceed local targets and England averages, with 49.9% in comparison to the national average of 36.6%.

Areas for improvement

- Sadly, there has been an increase in fatalities from road traffic collisions recently. Prevention will continue to promote the awareness campaign around the 'Fatal 4': not wearing a seatbelt, distraction, drinking/drugs and speed. The slogan to this campaign "Not worth the risk" will help also to reinforce the national 'Take extra care' message, all of which support the January theme of winter road safety.
- Percentage of emergency call attendances made within 11 minutes is within 4% of the stretch target of 80%. However, it has dropped from 76.88% in November to 76.39% in December (-0.39%).

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

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

Performance highlights

- In December 2020 Oxfordshire County Council received a service award from APSE (Association for Public Service Excellence) as a finalist for the Best Innovation or Demand Management Initiative. APSE Service Awards celebrate outstanding achievement and innovation with local government service delivery. The finalist award is for the Strategic Review of our Community Operations. A programme initiated after an assessment of service delivery and performance by the Senior Managers of Oxfordshire County Council's Community Operations Teams supported by the Proving Services Limited. The substantial strategic review and delivery programme was undertaken encompassing communications and engagement, value for money, commercialisation and mutuality across commissioner and provider. The recognition was service wide across, the learning and rollout of the strategic review was done across Community Operations; initially focused on Highways and taking a broader approach later on to include Waste and Supported Transport taking on developing their Performance and Business Planning.
- Despite the ongoing pandemic placing severe restrictions on our operations, the music service was delighted to still be able to run the Big Christmas Sing, albeit under a very different guise, the project, in conjunction with Christian Aid, was devised and run by vocal lead Debbie Rose. Choirs from across the county were joined by vocal ensembles from the music service to create a wonderful virtual concert.

Areas for improvement

- The final number of kilometers of highway resurfaced as % of the total for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
- Most of the waste landfilled is bulky waste from the Household Waste Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year, it has been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.

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

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

Performance highlights

- Despite the pressures of COVID-19, which has led to staff sickness, staff having to work in a different way and juggle work, home life and home schooling, they continue to deliver services to our residents. The teams are still assessing and meeting vulnerable children, and their families, providing support to those families in finding solutions to the issues they face. We are so proud of our staff and they are our biggest performance highlight. The measures that are on target in this report are due to their dedication and hard work.
- All families with newborn babies received a new birth visit either face to face, were risk assessed, or virtually. This indicator includes all births in the region during December, a total of 1707 births.

Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). So far, this financial year (April to December) contacts have increased by 34% compared to the same period 12 months earlier. The MASH is staffed to deal with 350 contacts per week and so far, this year there have been just over 450. The additional temporary staff agreed by the council have been recruited and have helped to deal with this additional work. However along with all teams the current stage of the virus and lockdown is putting additional pressures on this team.
- The number of children we care for is above (worse than) the target level, but lower than this time last year. Numbers since April have remained constant (767 to 771), whereas previously they were dropping. The change in trajectory has been driven by a slowdown in children and young people who leave the system as people are unable to move through e.g. as family court sittings have reduced during COVID-19. This may become a perfect storm as the surge already noticed in the MASH means more children start to become cared for and delays in the court system could mean fewer leave the system.

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

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

Performance highlights

- In December the Department of Health published details of comparative local authority performance and activity. This included the publication of the Adult Social Care Outcome Framework which looks at how local authorities deliver social care. Oxfordshire continues to perform better than the national average with more measures higher than the national average. The framework demonstrates that we are meeting more of the needs of people who are in receipt of services; helping to keep more people at home and supporting more adults of a working age in employment. More people using social care report they feel safe and more people who receive care receive this via a direct payment giving them more control over their care and their lives and supporting people to leave hospital in a timely manner are all on target.
- The quality of care as regulated by the Care Quality Commission in Oxfordshire is higher than elsewhere, with 93% of providers rated as good or outstanding compared to 85% nationally.

Areas for improvement

- The national data published in December shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract. Additionally, more people in long term services feel socially isolated and struggle to access information. Developing local community services and improving information are part of our transformation agenda.

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

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

Performance highlights

- During December, 95% of live iHub (OCC's Innovation Hub) projects were progressing on schedule and on budget. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. A number of projects that were delayed or behind schedule have been completed which reflects the improved figure.
- The rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition of 40 is April to end of December. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. The number of live projects has increased over December with successful collaboration projects and funding moving to the next stage.

Areas for improvement

- Discussions with MHCLG (Ministry for Housing, Communities and Local Government) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar.
- The rate of 79,338 premises who have enabled access to superfast broadband within Oxfordshire is to end of December (target 79,600). The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

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

Risk Management

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

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

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

Financial Management

Summary of the Council’s financial position

20. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. Council agreed the 2021/22 revenue budget and the 2021/22 to 2025/26 Medium Term Financial Strategy on 9 February 2021. The Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.
21. In relation to 2020/21, based on expenditure to the end of December 2020, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£1.1m within directorates and a net underspend on Corporate Measures of -£0.3m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance December 2020	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children’s Services	133.2	133.2	0.0	0%
Adult Services	197.6	197.6	0.0	0%
Environment & Place	63.5	64.5	+1.0	1.6%
Customers, Organisational Development & Resources	34.4	33.7	-0.7	-2.0%
Commercial Development, Assets and Investments	50.0	48.6	-1.4	-2.8%
Total Directorate Position	478.7	477.6	-1.1	-0.2%
Corporate Measures	-508.4	-508.7	-0.3	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
Overall Surplus/Deficit	0.0	-1.4	-1.4	

22. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. On 15 December Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. The financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.
23. As set out in Annex C-5b, the total of COVID-19 related grants paid to the Council at end of January 2021 was £69.0m. Of this, £25.7m has been passed to schools, providers, the voluntary sector and the City and District Councils. Further grants have, or are expected to be confirmed, before the next report. These will take the total COVID-19 grants received to £72.6m.
24. As previously reported the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. On 6 January 2021 the Council received an additional £1.6m bringing the total grant to £7.1m. Cabinet is recommended to note the agreed allocation of the grant funding as set out in annex C- 5c. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the County Council and will either be spent on service led activities or passported to the Voluntary and Community sector. The Council has yet to receive the formal grant determination letter but from the information currently available, this grant will be treated as a ring-fenced grant for virement approval purposes. Virements transferring the grant to services will be included in the next monitoring report along with an update on spend.
25. The current forecast for general balances at 31 March 2021 is £30.1m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.3m are returned to balances.
26. 84.6% of planned savings totalling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.

27. See Annex C for further details and commentary.

CLAIRE TAYLOR Corporate Director for Customers and Organisational Development	LORNA BAXTER Director of Finance
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ANNEX A – PERFORMANCE DASHBOARDS – December 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	
Page 55 Our services improve	1. Improvement following audit or inspection	GREEN	↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	50%	50%	There were 10 main actions highlighted in the report by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), 5 have been completed and we continue to work towards the completion of the other 5.
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	93%	93% of social care providers in Oxfordshire are rated as good or outstanding, compared to 85% nationally
	2. Listening to residents	AMBER	↔	Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	26%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in December was 608. Of these: <ul style="list-style-type: none"> • 157 (26%) are now repaired. • 341 (56%) were closed without action. Of this group, 8% were the responsibility of other organisations 40% did not meet our intervention criteria 43% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes). See below note. • 9% were duplicates of other reports • 95 (16%) are still awaiting a decision from officers. • 15 (2%) are waiting for Skanska to repair. Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions. The 43% of issues 'closed without action' group represents about 147 reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a systems upgrade on the projects list for Spring 2021.
				Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public	+4 per month	0	Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers (SUs). At the end of December, 3 existing Super-Users agreed to pilot the new FMS system and provide feedback. This will help with testing the system and producing guidance notes for future training. Once the service is satisfied that the system is working well, training will be rolled out to the existing users. Training for the new recruits will then follow, having discussed on-site training with the Highways Officers. Regular updates are being provided to our existing Super-Users.
				Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	100%	The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – December – 54 customers surveyed 98.15% were happy with the service they received from Customer Services. 1.85% where Neutral. 0% was dissatisfied. 100% of customers were happy with the experience they received from individual officers.

				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	82.6%	5,991 contacts recorded from all channels. 4,949 contacts (82.6%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	6%	<p>During December, the Customer Service Centre received 10,200 inbound calls and made, 6,380 outbound calls. The abandoned level improved from 9.3% to 6%, the best figure since April 2020.</p> <p>Overall demand to the CSC reduced in December and the inbound call volumes are on par with the same time last year (down 5%).</p> <p>Demand on all CSC services reduced in December which is usual for the time of year.</p> <p>Contacts on the Shield line for vulnerable residents of Oxfordshire started to increase. Adult Social Care contact also reduced compared to November and was also lower than December 2019.</p> <p>Registration services remained consistent with previous months and higher than December 2019</p>
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	Financial indicators contained in the Financial Strategy are on track	100%	66%	The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience
				General balances remain at or above the risk assessed level	100%	129%	Balances are forecast to be £30.1m at 31 March 2021.
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.2%	Based on expenditure to the end of September 2020 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.1m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	AMBER ↔	Number of vulnerable children and adults helped to live more secure and independent lives	4106	4822	We are still carrying out Safe and Well visits in line with COVID-19 guidance and continue to ensure prioritisation for critical and high-risk households. The Trading Standards team have continued to work on doorstep crime and scams involving the elderly residents as part of the national 'Scamnesty' campaign.
			Number of children better educated to live safer and healthier lives	9575	296	As we continue to follow both Government and OCC guidance to remain COVID-19 safe and protect others, much of our work across our risk reduction activities for children and young adults across all of Community Safety Services continues to be paused. Our Fire Cadets are continuing to meet online with great progress being made on their awards work.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.
			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	72% drop from Dec 2019	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020, and closed again from January 2021)
6. Timeliness of emergency response	AMBER ↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	795	431	Unfortunately, there has been an increase in fatalities from road traffic collisions recently. Prevention will continue to promote the fatal 4 message 'It's not worth the risk' and push the national 'Take extra care' messages, all of which support the January theme of winter road safety.	
		% of emergency call attendances made within 11 minutes	80%	76.39%	We are only just below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year.	
		% of emergency call attendances made within 14 minutes	95%	88%		

7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+	> 3,564	2423	The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020.
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	10.2%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	49.9%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	55.0%	We continue to exceed local targets and England averages

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Page 23 Our quality of life in Oxfordshire is enhanced	8. Condition of highways	GREEN					
			↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.3%	Cumulative rate and covers all defects April to November. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	99.7%	Cumulative rate and covers all defects April to November. (Data is reported one month in arrears.)
				Kilometers of highway resurfaced as % of total	3.07%	2.68%	The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
				In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -53% b) -53% History Service a) -77% b) -100%	Museum Service: In person engagement December 2020: Visitors = 2,396 (December 2019 = 7,839) Engagements: with schoolchildren = 43 (December 2019 = 587). In the community = 0 attendees (December 2019 = 171) Museum Service unable to deliver to groups in the community Oxfordshire Museum only open for 12.5 days in December History Service: In-person engagement December 2020: 46 visitors (December 2019 = 204) 0 attendees at events (December 2019 = 16) History Centre was open to visitors for only 50% of its pre-lockdown hours, with limited seating and pre-booking only. The service was unable to deliver or host events on site.
				Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service Online engagement (social media; website visits and emails) up 35% overall on Q3 2020 as compared with 2019. Web activity down 50% on Q3 2019, but social media interaction increased by 144% on Q3 2019. History Service: Online/remote engagement December 2020 = 61,084 engagements representing a 13% decrease from December 2019. This includes answering 262 e-mail enquiries, an increase of 71% on December 2019. Total online/remote engagement for 2020/21 Q3 = 226,494 (20% decrease on 2019/20 Q3 figure of 282,460) Library Services: Online engagement (social media and website visits) for December is 156,359. The figure for Quarter 3 (Oct/Nov/Dec) is 618,858
			Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -37% b) -52% c) -80%	A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National lockdown from January.	

						<p>a) Active users Dec 2019= 80,809. Active users Dec 2020 = 51,149 – this is a reduction of 37%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output)</p> <p>b) New borrowers Dec 2019 = 1269. New borrowers Dec 2020 = 603. (NB Libraries closed most of Nov 2020).</p> <p>c) Daily visits Dec 2019 = 158,024. Daily visits Dec 2020 = 32,159. The drop is due to the service operating a gradual and phased re-opening and reintroduction of services since lockdown restrictions were eased from July 2020. Anecdotally, there remains uncertainty amongst many customers and a reluctance to return to library visits at a normal frequency.</p>	
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	GREEN	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	8%	This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target.
				% of streetlights fitted with LED lanterns by March 2021	40%	29.5%	<p>In December a further 828 lanterns were upgraded to LED technology. As at 31st December 2020, a total of 17,568 lanterns have been upgraded to LED. This represents 29.5% of the 59,631 streetlights within the County and a 1.4% increase in a single month. A total of 1,410 units have been upgraded in November and December.</p> <p>It was projected that 918 units would be converted by the end of December 2020 and the outturn was 90 units short of this projection due to a manufacturer missing a scheduled delivery due to a component shortage. This has now been corrected and the shortfall will be made up in January 2021.</p>
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
	11. Reduced carbon impact of our transport network	GREEN	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available	<p>Work on the pilot car park in Bicester started however issues with the supply of the charge points has meant that they will now be available for public use at the end of February 2021, a slippage of approximately 1 month. The communication work to educate potential users on the positives of using an EV and informing them about the availability of chargers in their area commenced at the end of November and has a strong response despite being low-key at the moment.</p> <p>The remaining 23 car parks are still planned to have chargers installed between June 2021 and October 2021 after which usage data will be monitored until end March 2022.</p> <p>The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board but the planned mapping work that will assist with target setting has been delayed due to a delay in project funding. It is now anticipated this should be complete by the end March 2021.</p> <p>Annual target relates to the Park and Charge project only. This has now been reviewed by the commercial partners in the project. As a result, it is now expected that 140 chargers in 24 car parks will be installed. Success of charging installation is not under the control of OCC, but we can facilitate/influence the project. (Note 140 relates to number of chargers - each charger is a twin socket making 280 charging spaces countywide).</p>

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	99.3%	Rate is the average for April to November (data is reported one month in arrears).
12. Air quality	A M B E R	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available in 2021/22. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions are also underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	A M B E R	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 29.69% b) 30.27% c) 0.2% Total 60.16%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts remain uncertain as waste tonnages continue to be influenced by COVID-19 factors, and volumes remain higher than last year. Other influences that could have an impact during the remainder of the year include economic uncertainty, the rate of housebuilding, and seasonal factors that influence green waste volumes.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	2.91%	Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	65.15%	Household Waste Recycling Centres reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances.

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
<p>Children are given a good start in life</p>	<p>14. Prevalence of healthy children</p>	<p>AMBER ↔</p>	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	No Data	During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.
			Percentage of births that have received a face to face New Birth Visit	95%	97.8%	All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)
			Percentage of children who received a 12-month review	93%	No Data	This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.
			Percentage of children who received a 2-2½ year review	93%	No Data	This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.
			Babies breastfed at 6-8 weeks of age	60%	No Data	This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indicator is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	No Data	This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.
	15. Number of children we care for	AMBER ↔	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	771	The number of children we care for was 771 at the end of December compared to 784 12 months ago. The figure is above (worse than) target as fewer people are leaving the cared for system in part due to backlogs in family courts. Nationally cared for numbers are increased by 2% last year whilst in Oxfordshire they fell by 2%

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5,997	The service is staffed for 140 assessments per week. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities.
	17. Number of child protection plans	GREEN	↔	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21.	550	525	Although performance is positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	AMBER	↔	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	50%	In the last 12 months 50% of plans have been issued in 20 weeks, compared with a latest national average (2019 calendar year of 59%). Even with COVID-19 requests for Education Health and Care Plans have not dropped.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Targets will be set during Quarter 3	5417	Figures are affected by COVID-19. Increasing numbers of people receiving reablement, but effectiveness is not increasing. The national data published in December shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract. Additionally, more people in long term services feel socially isolated and struggle to access information. Developing local community services and improving information are part of our transformation agenda
				Number of people receiving reablement		1920	
				% of people who need no ongoing care after the end of reablement		41%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.2%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
				Number of people with personal budgets remains above the national average	> 90%	91%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
				% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
				% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	44%	44% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 39.5% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting health care	22	9	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
				Reduce the number of people delayed in hospital awaiting social care	6	7	
				Reduce the number of people delayed in hospital awaiting both health and social care	26	6	
	22. People needing social care are supported to stay in their own home	GREEN	↔	Maintain the number of home care hours purchased per week	> 21,000 hours	24,642	There has been a 17% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home.
				Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	13	13 people so far in the year therefore pro rata 17 in year
				Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	91%	The service keeps delivering ahead of target.
				Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	59.6%	Increasing home care being purchased and fewer care home admissions
There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21				60	79	79 new funded placements in the year so far though not all through formal nominations	

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	AMBER	↔	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	79% (position as at 31 st Dec)	This measures the capital infrastructure major programme and means 79% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve 100% by end of March 2021.
	24. Number of new homes	AMBER	↔	We support the delivery of new affordable housing starts, 1322 by March 2022	1,322 homes to March 2022	637 homes estimated to March 2021	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. Discussions with Ministry for Housing, Communities and Local Government (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy	AMBER	↔	Number of businesses given support by Trading Standards interventions or fire risk inspections	2535	1841	Our continued commitment to delivering audits by our fire protection team is continuing to yield results, despite the restrictions around COVID-19. The Trading Standards team has been busy testing and verifying weighing and measuring equipment, as well as advising businesses and investigating complaints.
				Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	40	Rate is April to end of December. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. The number of live projects has increased over December with successful collaboration projects and funding moving to the next stage.
				Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	95%	Rate is for December. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. A number of projects that were delayed or behind schedule have been completed which reflects the improved figure.

People and communities have excellent transport and broadband connections

26. Level of disruption to journeys

GREEN



Reduce the number of failed utility works inspected	<15%	12.8%	From 1,004 sample A/B/C inspections conducted in December (including all follow up inspections) 129 failed. This equates to 12.8% failure rate.
Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and data from the Department for Transport is expected to be available from May 2021.
Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0%	The reported rate is for December. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in December by Highway Officers, and data confirms there were 0.13% Non-Compliant Defects. During December there were zero return repairs/visits to own works (NCDs) 0. Total potholes fixed were 2,405.
Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.
Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	100%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November, despite challenges with COVID-19. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of March 2021. Tree service are due to begin 2021/22 parish surveys in January 2021. 73 parish surveys need to be undertaken by March 2022.
Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	Service frequencies were restored to pre-COVID levels as of 30th August. The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, to be signed off by OCC and bus operator Directors.

27. Enhanced digital connectivity for residents and businesses

GREEN



The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,338	Rate is to end of December. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.
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			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	98.8%	Rate is to end of December. Figure is for Oxfordshire delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise.
			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) 	<=0.1	0.25% 0.79%	Rates are to end of December. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall. The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings or Hamlets. The 10Mb/s reduced by a small amount and is slightly above where we would want it to be, however, a plan is in place to address this.

Risk Assessment Guidance

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

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

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

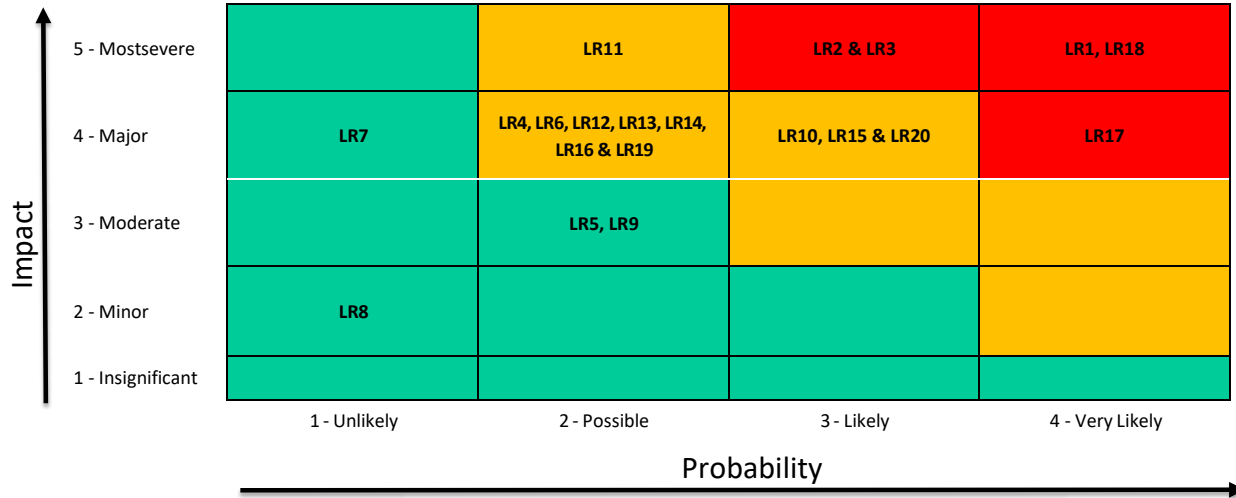
Risk Impact Key				
Score	Level	Financial *	Performance / Service Delivery	Reputation
1	Insignificant	Financial loss less than £500k / £2.5m in a year or negative variance against annual revenue or capital budget	Limited disruption to services	A few minor complaints and/or minimal local media attention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

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

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

OCC Leadership Risk Register - As at 21/01/2021

Risk Matrix - Ratings (residual risk scores)



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

OCC Leadership Risk Register

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR1	Demand management -Children- managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19, leading to more requests for children's social care, SEN services, elective home education and adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults' services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	Demand management in children's shows success in early help assessments ahead of target. Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention and monitor re-referrals. All services are tasked with managing activities within allocated budgets Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. Temp additional social workers have been retained and increased to manage the surge in demand as year groups have returned to school. Internal service re-design to direct greater resource into the Front Door and child in need services. September and October have seen volatile levels of referrals and demand for assessments, including weeks with very high numbers. This is linked to return to school and high levels of police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. Transformation projects have been kept on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular. This went live on 02/11/20. The planned Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	Early Help networks offering 'pre-front door' swift access to family support have been trialled. Good impact: circa 100 families' needs addressed over 5 weeks. Networks were reinstated offering direct support to all schools from w/c 14.09.20. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. Referrals for social care are rising with return to school, as anticipated. MASH has been reviewed to ensure all roles are being utilised efficiently to absorb additional demand, and any additional temporary staffing requests are properly evidenced. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE. Risk reviewed - No changes	21/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.	Potentially devastating impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children Detailed updated guidance for social workers implemented to ensure all children receive home visits subject to individual risk assessments. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.	5	3	15	Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.	↔	100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35% Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as a all children on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - Existing controls, mitigating actions and comments updated.	13/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
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LR3	Capital Infrastructure Programme Delivery	Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Paul Feehily	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	5	2	10	The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high; however, the probability is improving reducing the probability score and therefore the risk rating.	↔	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed- No changes	06/01/21

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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 control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be change in government guidance; local decisions making regarding outbreak control and the government Tier system; lack of compliance with outbreak control measures.	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.	Yvonne Rees	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.	↔	Meeting scheduled by Lord Lieutenant for Oxfordshire key leaders Risk reviewed - Mitigating actions/Comments updated	15/01/21
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 both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	Robin Rogers	4	2	8	<ul style="list-style-type: none"> Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts Formal/informal meetings with main bodies and sector representatives Participation and engagement in local partnerships, forums and project / policy development work The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. Systems structures in place to deliver on-going response to CV-19 and plan for recovery Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning 	3	2	6	<ul style="list-style-type: none"> Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022 Community development strategy and approach to be produced and implemented jointly with VCS and partners Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk 	↔	Risk reviewed - minor edits to reflect ongoing COVID situation	09/01/21

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LR6	Supply chain management ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. . The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Steve Jorden	Jeremy Richards	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	↔	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Comments updated.	11/01/21
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	•Litigation/judicial review• Financial penalties - Local Government Ombudsman / Regulators/Central Government• Damages liability to residents and commercial counterparties• Central Government intervention	Sukdave Ghuman	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 •Dedicated specialist teams for information rights and complaints resolution	4	1	4	Ensure support functions are fully resourced Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure. Information rights, complaints and Ombudsman cases tracked	↔	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. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking Complaints Service – taking remedial action to preserve the service due to temporary absences/sickness; Monitoring Officer aware; additional assistance drafted from Governance Service; and action plan with HR to secure effective staffing resource. Risk reviewed - No changes	07/01/21

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	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.	Sukdave Ghuman	Glenn Watson	2	2	4	<ul style="list-style-type: none"> •Council governance framework is regularly reviewed and updated by senior managers and members. •Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. •System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. •Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. •Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. •Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. •Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes 	2	1	2	<p>Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Polices updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC.</p> <p>Constitution Review led by Monitoring Officer at both Oxon CC (scheduled for Jan - March 2021) and Cherwell DC (completed Dec 2020)</p> <p>Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So, we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term.</p>	↔	Risk reviewed - Existing controls and mitigating actions updated.	07/01/21

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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: <ul style="list-style-type: none"> Recruitment and retention issues Increased costs of agency staff Increased costs in training and development Underperformance or lack of delivery 	Claire Taylor	Karen Edwards	3	4	12	<ul style="list-style-type: none"> On-going monitoring of issues and HR data Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements. 	3	3	9	<p>Development and adoption of sector relevant workforce plans</p> <p>Development of new People and Organisational Development strategy</p> <p>The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.</p> <p>Development of new Learning & Development strategy, including apprenticeships</p> <p>Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.</p>	↔	Risk reviewed - Existing controls updated	12/01/21

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	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	<p>The risk is that the Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.</p> <p>The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.</p>	<p>The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands.</p> <p>It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.</p> <p>Furthermore, inefficiencies may result in increased costs and/or lack of delivery of planned savings.</p> <p>The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio, but it also requires the right capacity, skills and governance to ensure delivery.</p>	Claire Taylor	Tim Spiers	4	4	16	<ul style="list-style-type: none"> All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise 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. CEDR and ELT review capacity and resource allocated to change projects in light of C-19 and either allocate additional resource or slow the pace of change in order to maintain operational resilience and C-19 response. 	4	3	12	<ul style="list-style-type: none"> Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. Align work with CDC programmes wherever possible to achieve increased benefits. 	↔	<p>There will be delays to planned work and the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing.</p> <p>Monthly dashboards are now being produced and reported to CEDR.</p> <p>Further work required to ensure programme of work is fully aligned as outlined in mitigating actions.</p> <p>Ongoing work is being undertaken as outlined in mitigating actions.</p> <p>There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the final quarter of the year as set out in the risk strategy.</p> <p>Risk reviewed by Manager and Owner.</p>	13/01/21

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LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to:• extensive use of general balances, taking them below their risk assessed level• extensive use of earmarked reserves resulting in no funding available for earmarked purpose• further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP)Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	Ian Dyson	5	3	15	<ul style="list-style-type: none"> Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process. Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG. Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting. Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks. Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020. s25 report of Chief Finance Officer 	5	2	10	<p>The financial impact of COVID-19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report. As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September.</p> <p>The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced in December. The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding.</p>	↔	The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed. The action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time. Risk reviewed - Mitigation actions refreshed and updated	19/01/21

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LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jordan	George Eleftheriou	4	4	16	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	6	Control activities are prioritising compliance (i.e. 'nice to haves' can wait). Taking more long term views on use/potential use of certain assets. New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition. 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. The FM team redesign needs to be a priority and completed as soon as possible.	↔	All of mitigation actions referred to are now in place and activities ongoing. The right team /expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance. Additional budget allocated to the team to carry out further works. Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected. Risk reviewed - No changes	20/01/21

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	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 wellbeing 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 Jorden	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 focused H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs. 	4	2	8	<ul style="list-style-type: none"> Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible - Ongoing, alternative virtual delivery options now in place for most courses. Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls – Ongoing PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Ongoing as part of recovery plan Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. Ongoing - H&S updates and guidance published on intranet and maintained by H&S Team. Arrangements for supply and distribution of PPE is well established - no reported pressures. 	↔	<p>Jan - National Restrictions introduced. CEV People asked to only work from home. Most essential activity continues to be provided in line with COVID Secure guidelines and risk assessments. Further comms to managers and staff in the importance of following safe working practices in light of increased prevalence amongst communities. PPE supply remains good with no reported issues, rolling out face fit testing for those teams using respirators (FFP3). HSE Spot Inspections of schools found compliant safe working practices and no further action required.</p> <p>Further work is underway to improve support for people working from home as part of Agile strategy.</p> <p>Review of H&S governance, resources and structures commenced to meet future organisational needs and objectives. Risk Reviewed - Comments updated</p>	19/01/21

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LR14	Business continuity and recovery plans Resilience to a additional significant disruption during the Covid-19 Response	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Yvonne Rees	Rob MacDougall	4	4	16	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans. Review of London Bridge undertaken by corporate leads	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications COVID19 security on building are in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed in light of lessons learnt from the first wave of the pandemic. Council wide process introduced for identification of and support to critical staffing issues	↔	Absence being monitored weekly by CEDR and Internal Silver and there is weekly reporting on the status of services via Business Continuity Gold App Risk reviewed - Mitigating actions/Comments updated	15/01/21
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recar) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are still receiving PSN whilst going through present submission. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a coordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed , to undertake: • Responsibility for managing security threats and prevention methods• Working with Information Management to ensure implications of GDPR on data security are understood and built in• Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats • Documenting processes and policy to define roles, responsibilities and procedures • Maximising tech to reduce cyber risks• Ensuring all new and existing suppliers meet cyber security requirements	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat.IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Risk reviewed - Risk effect and comments updated.	13/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
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	Alistair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home.IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	4	2	8	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational. Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services. Staff resources are assigned to the most in demand IT requirements. An expanded duty team will support delivery of critical services out of hours. New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber- attacks. Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave. A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December. Installation of more cost effective DR is underway. Completion by Jan 2021.	↔	Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work. IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working. Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. Risk reviewed - No change	08/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
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 regular conversations convened. Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). Mutual aid with regional Thames Valley partners enables a tactical response to community resilience. Engagement with suppliers to manage impacts across the supply chain Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day Provision of additional body storage as temporary place of rest to support the current mortuary provision. Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance <p>County is now in national lockdown and the CEV group of residents now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.</p>	4	4	16	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> <p>Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20</p> <p>Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan</p> <p>Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels.</p> <p>Review of current BCP's underway. Progression on the reopening of cultural services sites on a phased approach CSC contact volumes at OCC are back to normal and in social care teams, the complexity of assessments being conducted has increased.</p> <p>BCP review completed and lessons learnt incorporated within. Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.</p>	↔	Risk reviewed - Mitigating actions updated.	14/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
	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. Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver. 	5	4	20	<p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>IT has built a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.</p>	↔	Risk reviewed - Existing controls updated	12/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR19	Safeguarding of vulnerable adults: Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	<ul style="list-style-type: none"> Insufficient quality controls for care providers Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate manner Safeguarding concerns not being reported Failure to act when concerns are expressed about an individual being subject to abuse or neglect Poor / inappropriate information sharing amongst partners. 	<ul style="list-style-type: none"> Vulnerable people not protected from abuse or neglect. Serious injury or death of a vulnerable adult Significant reputational damage for the council 	Stephen Chandler	Melanie Pierce	5	3	15	<p>a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire</p> <p>b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</p> <p>centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</p> <p>d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)</p> <p>e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</p> <p>f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission</p> <p>g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</p> <p>h. Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.</p> <p>i. Cross partnership training plan in place</p>	5	2	10	<p>Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However, received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire is higher than elsewhere as evidence by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place.</p> <p>No additional actions required but we will respond to any issues raised in the on-going monitoring</p>	↔	Risk reviewed - No changes	20/01/21

Ref	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR20	Demand management -Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand. Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Rachel Pirie	4	4	16	a.The service has an agreed model for predicting demographic pressure and this is funded by the Council. b. investment in services to reduce demand (e.g. reablement) c. Pooled budget with health which allows whole system investment d. referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year e. Medium and long term impact from Covid not known.	4	3	12	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPower rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment. Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.	↔	Risk reviewed - No changes	20/01/21

ANNEX C - BUSINESS MANAGEMENT REPORT December 2020

Forecast outturn 2020/21 at December 2020

Introduction

This Annex sets out the latest financial monitoring position as at 31 December 2020. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses which together totals £52.3m. The report reflects the new organisational structure which came into effect on 1 December 2020.

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. The financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This was considered as part of the Budget & Business Planning process for 2021/22 and Cabinet's proposed budget includes the creation of a COVID-19 reserve. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports. If a balance remains on the COVID-19 budget at year end this will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond.

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

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

Children's Services

A breakeven position is forecast by Children's Services against a budget of £133.2m. The directorate forecast outturn includes up to £7.0m of costs relating to COVID-19, of which £1.4m of actual costs have been funded to date.

An in year overspend of £11.5m is forecast for the High Needs DSG, against a budget of £57.9m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project.

Education and Learning

Variation

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

Budget £29.9m

Key Issues

Variation breakeven

As reflected within the performance report demand for EHCPs remains high and has led to issues with timeliness so far this year. This is likely to require investment to address both any backlog and resolve timeliness issues going forward. Existing directorate resources have been targeted at this area. The impact of this will be kept under review.

RAG rating

Amber

Outcomes Achieved

Yes

Financial Impact of COVID-19

To date additional funding of £0.2m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently £0.4m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

Significant areas of spend to date are £0.111m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.

There is a risk that demand for Education, Health and Care Plans will increase when schools return which may increase workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by COVID-19 budget for costs and income losses.

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

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's allocation being £0.5m. In

addition, a further £0.3m has now been announced for the spring term from January to March 2021. This additional grant of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during the period it applies to and that it will be sufficient to meet the additional costs incurred.

Children's Social Care

Variation

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

Budget £30.7m

Key Issues

Variation breakeven

At present there are no variances reported in this area.

RAG rating – Green

Financial Impact of COVID-19

Outcomes Achieved
Yes

To date additional funding of £0.074m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.4m. The forecast for this year is currently up to £1.3m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

The main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£0.032m) and costs relating to isolation for Unaccompanied Children on arrival (£0.156m).

There has been an increase in spend on staffing during the year, which has particularly been the case since September 2020. This is due to an increase in demand within teams, particularly within the MASH where contacts have increased by 45% since July and is linked to the COVID-19 pandemic. Demand has also increased within frontline social care teams where children and families are remaining on a plan for longer than would normally be expected, contributing to an increase in overall cases. In addition the pandemic has also had a significant impact on the ability to attract and retain social care staff to front line roles, with increased caseloads, staff sickness, caring responsibilities, and increase staff turnover of both permanent and temporary staff due to the market at this time. This has therefore increased the number and cost of agency staff required to ensure the council continues to operate a safe service.

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

higher than capacity of the existing service and will be closely monitored.

**Children's Social
Care Countywide
Services**

Budget £66.2m

Variation breakeven

RAG rating - Green

Outcomes Achieved
Yes

Variation

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

Key Issues

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

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

Financial Impact of COVID-19

To date additional funding of £0.9m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.3m. The forecast for this year is currently that there is £1.5m committed but spend could be as high as £3.5m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. This demand hasn't yet arrived within the service, and therefore cost to date haven't risen as fast as originally anticipated. Demand is now high within the MASH and it is assumed that this will work through the social care system, resulting in increased demand for placements in the future. Work is currently underway to assess what this may be, but it is anticipated that some of this forecast budget pressure will move in to 2021/22 financial year.

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

**Children's Central
Costs**

Variation

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

Budget £5.7m	<u>Key Issues</u> No variance is reported at this time.
Variation breakeven	
RAG rating - Green	<u>Financial Impact of COVID-19</u> No variance is reported due to COVID-19 at this time.
Outcomes Achieved Yes	

Dedicated School Grant (DSG)

High Needs	<u>Variation</u> The variation forecast is a forecast overspend of £11.5m.
Budget £57.9m	
Variation £11.5m (19.9%) overspend	<u>Key Issues</u> The variance of £11.0m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. In addition, invoices are now being received from further education colleges, which may exceed the budget available, with further work being undertaken to ascertain the pressure this may lead to. Significant diagnostic work will be undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term.
RAG rating - Red	
Outcomes Achieved Yes	
	<u>Financial Impact of COVID-19</u> There is a forecast cost of £0.5m due to the potential for costs to rise and loss of income due to the COVID-19 pandemic. This is a forecast for the risk of additional resources required for all SEN settings to maintain appropriate standards as schools reopen. These costs are unfunded and will increase the deficit on the High Needs budget.

Early Years	<u>Variation</u> £0.2m of Covid costs have been funded in the revised budget.
Budget £38.8m	
Variation breakeven	<u>Key Issues</u> The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend from prior year DSG were discussed at Schools Forum in
RAG rating - Red	
Outcomes Achieved Yes	

November 2020, so this is reported as breakeven at this time.

Financial Impact of COVID-19

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

The COVID-19 costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding where children have been placed away from their usual setting.

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

Adult Services

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

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

The directorate forecast outturn includes **£7.7m** of costs relating to COVID-19, no change from the previous month.

Better Care Fund Pool	A £0.4m <u>underspend</u> is forecast for the council elements of the pool. This compares to the breakeven position reported last month. The forecast underspend is after taking account of £1.3m assumed to transfer into reserves. This has increased by £0.2m since last month.
Budget £79.8m	
Variation £0.4m underspend	Budgets within the pool are being managed on an aligned basis following the agreement of the risk share arrangements for 2020/21.
RAG rating Green	
Outcomes Achieved Yes	<u>Financial Impact of COVID-19</u> Included in the forecast is £4.2m of expenditure relating to costs arising from the COVID-19 pandemic. These include a 10% payment made to contracted care providers in April, May and June 2020.
	<u>Because of a reduction in demand for care home placements £0.4m additional costs relating to the cost of</u>

voids within the council's block contract arrangements is included in the forecast. Work is continuing to monitor and this and to take action to mitigate this where possible.

Key Issues

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

The forecast assumes that £25.0m of the Better Care Fund will be used to fund council services. This forms part of the £26.3m minimum social care contribution that Oxfordshire was confirmed by NHS England on 7 December 2020. The remaining £1.3m will be retained by Oxfordshire Clinical Commissioning Group (OCCG) to fund interim beds as was agreed in 2019/20.

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

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

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

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

Although the underlying level of demand for care home placements has reduced in 2020/21, we are now beginning

to see an increase in care home placements with a net increase of 10 in December. Estimated growth of 14 placements for January, 12 for February and 10 for March is included within the forecast. Any underspend within care homes is offsetting an increase in home support activity.

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

Adults with Care and Support Needs Pool

Variation

Budget £98.4m

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

Variation Breakeven

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

RAG rating - Green

Financial Impact of COVID-19

Outcomes Achieved
Yes

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

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

Key Issues

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

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

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

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

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

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

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

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

Non-Pool Services

Variation

Budget £12.0m

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

Variation breakeven

Financial Impact of COVID-19

RAG rating Amber

Included in the breakeven position is £1.4m of expenditure relating to costs arising from the COVID-19 pandemic.

Outcomes Achieved
Yes

These include additional staffing costs and a contribution to Homelessness costs in Oxford City.

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

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

Commissioning

Variation

Budget £6.5m

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

Variation £0.4m
overspend

RAG rating Green	<u>Key Issues</u>
Outcomes Achieved - Yes	<p>The forecast includes one – off agency costs of £0.1m, plus £0.1m of staffing vacancy targets that are not expected to be achieved.</p> <p>The financial implications linked to the implementation of the new commissioning staffing structure are currently forecast to be £0.2m. This covers the one – off cost of recruitment as well as agency staff covering key roles while the new team is put in place.</p>
COVID-19 Specific Grants	As set out in Annex 5 ring-fenced government grants held by the directorate total £24.0m for 2020/21.
RAG rating Green	The first tranche of the Infection Control Grant of £7.3m was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant total) and to support wider workforce resilience measures (25% of the grant).
Expected Use of Grants 100%	<p>A second tranche of Infection Control Grant of £6.3m has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings in the second half of 2020/21. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant will be passed to care providers and people in receipt of direct payments at the discretion of the council in line with the relevant guidelines.</p> <p>The council received the second instalment of the grant at the end of December and has passed this on to providers in January. The funding is required to be fully spent by care providers by 31 March 2021. Each provider is required to report monthly on their use of the grant.</p> <p>As at 31 December, £1.9m had been passed to care homes, £0.9m to domiciliary care providers, £0.1m to external day care providers and £0.2m to people using direct payments to provide financial support with infection control measures.</p> <p>Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December and the council will receive £1.8m of the £149m available nationally. All funding must be used to support <u>increased LFD testing in care settings and needs to be</u></p>

spent by 31 March 2021. 80% of the funding needs to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes residential drug and alcohol services. The remaining 20% must be used to support the care sector to implement increased LFD testing but can be allocated at the local authority's discretion. Each provider is required to report on the use of the grant monthly in February, March and April 2021.

Additional funding for staffing in care homes and other settings was announced on 16 January 2021. Further information is awaited.

Public Health

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

Variation

Breakeven against
£31.2m ringfenced
grant

Variation

A breakeven position is forecast for this service.

RAG rating

Green

Financial Impact of COVID-19

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

Outcomes Achieved

Yes

Key Issues

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

Offsetting these savings are cost pressures of **£0.1m** in residential rehabilitation for drug and alcohol users due to increased demand, a decrease of £0.1m from the last report and **£0.2m** cost pressure related to additional requirement under the grant to fund NHS pay inflation in contracts.

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

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

Grant Funding

As set out in Annex 4 government grants held by the directorate total £34.4m for 2020/21.

RAG rating - Green

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

Expected Use of Grants

100%

The council have received a £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. To date there have been £1.5m of commitments recorded against this allocation, it is anticipated that the grant will be fully spent by year end.

The council have been awarded £0.130m from Sport England for a Wayfinding project to encourage children to walk to school. Work is in progress to recruit schools to this project. We have claimed £0.078m of this for the financial year 2020/21. The balance of the funding is anticipated to be claimed by July 2021 in line with the school year.

We have also received £0.122m to support us to deliver routine commissioning of pre-exposure prophylaxis for HIV. This grant covers the in-year costs of this new public health requirement. The grant will fund a contract variation with our sexual health provider who delivers this service. We anticipate an announcement on how this will be funded going forward as the public health grant will not increase for 2021/22.

Environment & Place

A 1.5% overspend position of £1.0m has been forecast when compared to a budget of £63.5m. This is an adverse movement of £1.0m from the previous month.

Planning & Place

Change from previous report

Budget £4.9m

There has been a change in the forecast from the previous month. Planning & Place is now forecasting an overspend of £0.1m.

Variation £0.1m
(2.0%) Overspend

<p>RAG rating Red Outcomes Achieved Yes</p>	<p><u>Key Issues</u> There are some pressures on services mainly due to staffing shortages. This has generated some financial savings but may also incur additional cost pressures which can be managed within the overall budget. A budget pressure from planning appeals remains, however this is currently forecast to be offset by income generated through savings from vacancies.</p>
<p>Growth & Economy Budget £0.1m Variation £0.5m (483.9%) Overspend RAG rating Red Outcomes Achieved Yes</p>	<p><u>Change from previous report</u> There has been a change to the financial position reported last month. The revised forecast now stands at £0.5m overspend. Work is in progress to finalise budget forecast for Growth Deal programme extension to March 2023/24. However, extension to the programme will have no overall impact on the Capacity Fund budget which supports the delivery of the programme.</p>
<p>Communities Management Budget £0.4m Variation £0.0m (0.0%) breakeven RAG rating Green Outcomes Achieved Yes</p>	<p><u>Key Issues</u> There is an on-going risk of a revenue pressure of £0.8m resulting from salaries that cannot be capitalised across Planning & Growth. This will be partially off-set against the remaining Growth Deal revenue funding of £0.3m which will be used to contribute to staff costs associated with delivering the Growth Deal Infrastructure Programme resulting in a net pressure of £0.5m.</p> <p><u>Change from previous report</u> There is no change to the financial position previously reported. <u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.4m of COVID-19 related expenditure for Communities management COVID-19 response.</p>
<p>Community Operations Budget £57.9m Variation £0.4m (0.7%) Overspend RAG rating</p>	<p><u>Change from previous report</u> There is a change to the financial position reported last month. The revised forecast is an overspend of £0.4m. This is driven by forecast overspends in waste (£0.2m) and highways defects (£0.2m). <u>Financial Impact of COVID-19</u> There is a forecast loss of income to date of £3.4m due to the COVID-19 pandemic. This relates to parking and</p>

Green
Outcomes Achieved
Yes

permit income (£2.9m) and Supported Transport (£0.5m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.

Key Issues

The wet, cold and windy weather has placed additional pressure on the highway maintenance budget responding to incidences and dealing with flooding occurrences and the impact this causes.

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

Customers, Organisational Development & Resources

(2.1%) forecast underspend of £0.7m compared to a budget of £34.3m. This is a favourable movement of £1.0m from the previous month.

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

Budget £2.0m

Variation £0.0m (0%)
breakeven

RAG rating
Green

Outcomes Achieved
Yes

Human Resources & Organisational Development Change from previous report
There is no change to the financial position previously reported.

Budget £2.4m

Variation £0.0m
(0.0%) breakeven

RAG rating
Green

Outcomes Achieved
Yes

**Communications,
Strategy & Insight**

Budget £2.5m

Variation £0.3m
(13.1%) underspend

RAG rating - Green

Outcomes Achieved
Yes

Change from previous report

The forecast underspend is £0.3m. The variation has come about predominantly through staff vacancies, and the fact that we have been unable to recruit to positions during lockdown.

Financial Impact of COVID-19

No changes, there is still a forecast loss of income due to the COVID-19 pandemic, relating to lack of provision of data assessment services. It is expected that most of the achieved income will be recovered from the Sales, Fees and Charges Income Guarantee scheme and any remaining pressure will be funded by Corporate Contingency

Key Issues

None to be reported.

COVID-19 Specific Grant Funding and Expenditure

Food and Essential Supplies (Covid-19) Grant

A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July 2020. Guidance set out that government anticipated the funds would be utilised within 12 weeks.

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

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

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

COVID Winter Grant Scheme

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most

vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December 2020 to 31 March 2021. The Council has worked with partners to agree the best route to distributing the funding to those who need it. It is expected that 50% of the funding will be received in early December with further funding released subject to an assessment of spend to date by the DWP. An update will be included in future reports.

Funding to support Clinically Extremely Vulnerable

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

ICT & Digital

Change from previous report

Budget £9.8m

There is no change to the financial position previously reported.

Variation £0.0m
(0.0%) breakeven

Key Issues

The IT and Digital service continues to work to meet its in-year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed due to the COVID pandemic and that the service is currently responding to increased demand.

RAG rating
Green

Outcomes Achieved
Yes

Culture & Customer Experience

Change from previous report

Budget £10.5m

The forecast underspend is £0.4m. The variation has come about predominantly through overspends in Registration (£0.2m), Music (£0.7m), and Libraries (£0.2m) due to income losses which have been offset by the receipt of government grant of £1.2m and underspends from staff vacancies, closure of all but 14 libraries reducing the need to use casual staff and the fact that we have been unable to recruit to positions during lockdown.

Variation £0.4m
(0.5%) underspend

RAG rating
Amber

Outcomes Achieved
No

Financial Impact of COVID-19

Included in the above position is £3.2m of COVID-19 expenditure. These include the setting up, hibernation and decommissioning costs of the Temporary Place of Rest facility.

The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.4m pressure will be funded by the COVID-19 budget for costs and income losses.

Key Issues

The introduction of the latest National Restrictions from 5 November until 2 December 2020 have again impacted upon the Registration, Library and Music Service. These services have a reduced service offer and this is likely to see a second drop in expected income due to COVID-19 restrictions.

Finance

Change from previous report

Budget £6.5m

There is no change to that reported in the previous financial report.

Variation £0.0m
(0.0%) breakeven

Financial Impact of COVID-19

Included in the breakeven position is expenditure of £1.3m relating to the costs of PPE purchased in response to the COVID-19 pandemic.

RAG rating
Green

Outcomes Achieved

Yes

Commercial Development, Assets & Investment

An underspend of **£1.4m** (2.8%) is forecast against the budget of £50.03m. No change to the previous month's forecast.

**Property & Community
Facilities Management**

Change from previous report

Budget £17.4m

There has been no change to the forecast reported since the last month.

Variation £1.5m (8.6%)
underspend

Financial Impact of COVID-19

There is an underlying loss of income of £1.3m forecast due to the COVID-19 pandemic. This includes the loss of income on purchased meals across the Summer term and into the Autumn. The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.

RAG rating
Amber

Outcomes Achieved

Yes

Key Issues

Estates underspend (£0.2m) on Landlord & Tenant budget due to increased rental income / reduced service charges due to robust challenge and no dilapidation payments anticipated this year in respect of any lease terminations / surrenders.

Underspend (£0.4m) for Joint Use Agreements – reconciled running costs for last year are lower than forecast and R&M work originally scheduled for current year by South & Vale on leisure centres has now been postponed until next year, resulting in a

saving for this year. Further savings in respect of running costs for the current year are anticipated as a result of leisure centres being closed during lockdown.

Law & Governance and Procurement

Change from previous report

No change to the forecast reported in the previous financial report.

Budget £7.9m

Key Issues

Variation £0.2m (2.5%) overspend

Several legal cases requiring Counsel advice are at risk of leading to an overspend on this budget by the year end.

RAG rating
Amber

The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Depending on the outcome of the Hub consultation and the timing of appointment to posts this is likely to result in an in-year pressure. This will be reported more fully next month.

Outcomes Achieved
Yes

There are also underspends due to restriction in developing and implementing best value solutions to release assets due to uncertainties regarding our future needs in light of the material changes to delivery of services arising from Covid-19

Community Safety

Change from previous report

There is no change to the financial position previously reported.

Budget £24.0m

Financial Impact of COVID-19

Variation £0.1m (0.4%) underspend

Funded costs currently include equipment costs and secondments to Ambulance services. Any further spikes in costs related to Firefighter cover could further increase the overall predicted service COVID-19 related costs.

RAG rating
Green

Outcomes Achieved
Yes

Key Issues

None to be reported

Corporate Measures

General Balances

As set out in the table on Annex C -4 the current forecast for general balances at 31 March 2021 is **£30.1m**, compared to the position at 1 April 2020 of **£28.7m**. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.3m are returned to balances.

RAG rating
Green

Reserves On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be **£83.8m** an increase of £0.8m since last month. The change relates to a change in the forecast use of the Youth Provision reserve which will now be mainly used in 2021/22 due to delays caused by the COVID-19 pandemic.

RAG rating
Green

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

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

Grants As set out in Annex C-5a government grants totalling **£411.7m** will be received by the Council during 2020/21. This is an increase of **£5.5m** since the position reported last month. This relates to a new grant from the Department of Health and Social Care relating to Rough Sleeping Drug and Alcohol Treatment Grant Scheme of £0.6m and £1.6m additional allocation of the Contain Outbreak Management Fund. This also includes a Lateral Flow Testing Grant of £1.8m, a Social Care Staffing Capacity Grant of £1.1m and a second allocation of the Home to School Transport Grant of £0.3m.

RAG rating
Green

Whilst the Rough Sleeping Drug and Alcohol Treatment Grant scheme is unringfenced it has significant reporting requirements on how it is spent. A virement is requested in Annex C-2b requesting an expenditure budget in Public Health and a corresponding income budget in Strategic Measures.

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

Contain Outbreak Management Fund

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

grant to the services will be included in the next monitoring report along with an update on spend.

Medium Term Financial Plan Savings

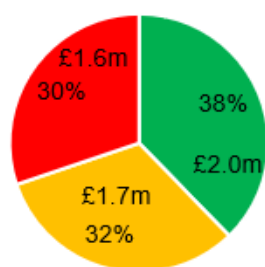
The 2020/21 budget agreed by Council in February 2020, included planned savings of **£21.7m** of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the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

RAG rating
Red

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

% of savings expected to be achieved
84.6%

Directorate Saving Plans



■ Green & Delivered ■ Amber ■ Red

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

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

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

affected by the COVID-19 pandemic.

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

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

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

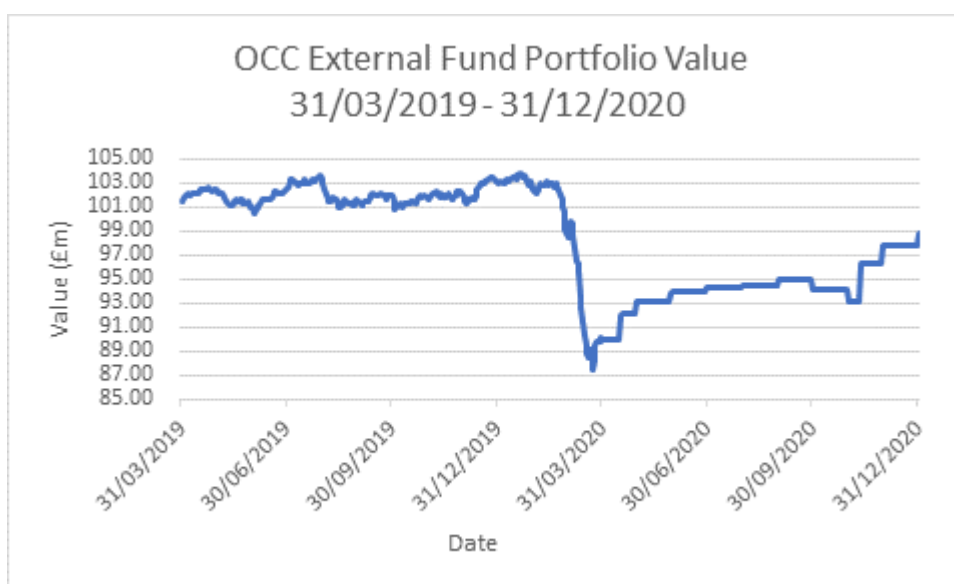
Strategic Measures

The table in Annex C - 4 sets out average in-house cash balances and average rates of return for December 2020. The current forecast outturn position for in house interest receivable is **£3.2m**, which is **£0.7m** above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest.

RAG rating
Green

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.5m**. This is £0.4m below the original budget, but £0.4m above the Revised 2020/21 Budget which was reduced to reflect the risk of COVID-19 on the performance of the external funds. Considering the overall position on interest receivable the £0.8m of Covid-19 funding will be transferred back to the Covid-19 budget. The revised underspend will therefore be £0.3m. The forecast for external fund returns for 2021/22 is likely to be a similar level to the 2020/21 outturn position.

As at the 31 December 2020, the value of the external fund portfolio was £98.8m. This is increased from a low of £89.5m at 31 March 2020 after losses caused by the COVID-19 pandemic. The original purchase cost of the external fund portfolio was £101.0m.



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

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

On 15 December 2020, Cabinet approved the virement which covers the COVID-19 expenditure for the period up to the end of October 2020 and the grant income budgets for tranches 3 and 4 of the COVID-19 support grant

and the first claim of the Sales, Fees and Charges Compensation Scheme. Income losses not covered by the Compensation scheme totalling £1.6m will also be covered by this budget. The total financial impact of COVID-19 continues to be forecast at £52.3m in 2020/21. If this remains unchanged, after taking account of additional funding, by the year end the COVID-19 Budget will be utilised in full. If there is insufficient funding in the COVID-19 Budget to meet costs or lost income, this will need to be met from general balances. If a balance remains on the COVID-19 budget at year end this will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond.

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

**Debt and
Loan Write
Offs &
Impairments**

COVID-19 impact: Customer debt attributed to COVID-19 has dropped from £0.7m to £0.2m as delayed developer contributions have now been paid. The remaining balance owing relates to 3 rental agreements, 90% of which is owed by one customer. To date bad debt attributed to individuals continues to be stable with no evident increases.

**Corporate
Debtors**

The average collection rate has dipped from 93% to 92%, the drop is linked to a batch of school buyback invoices that have not been settled by Academies.

**RAG rating
Green**

Debt requiring impairment (DRI) dropped by a further £0.31m this month, this is the third consecutive drop, down to £0.41m from £1.08m in September. The DRI level is still above target by £0.11m, however, it is £0.12m less than the actual balance carried forward from last year. It is still possible that we will finish the year within target.

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

**Debt and
Loan Write
Offs &
Impairments**

The invoice collection rate continues to be stable at just under 91%, just below the target, work is continuing to improve up to the target of 92%. As with last month the Days Revenue outstanding figure has decreased again this month, however, the over 1 year debt has increased again highlighting that younger debt is being resolved but older debt is not being cleared.

**– Adult
Contribution
to Care
Charges**

Debt requiring impairment (DRI) is up for the third consecutive month and is now £0.286m above the balance held. The ASC Income team continue to focus on bad debt cases to try and bring down levels of DRI by year end. Bad debt levels this year are now higher than last year, however, are tracking last year's monthly performance and we expect to see a reduction in February and March's figures bringing down the DRI closed to the carried forward balance of £2.8m.

**RAG rating
Red**

Internal issues continue to impact debt collection, they include: impact of remote working, additional case work linked to deaths and COVID-19

impacts as well as working through cases held back whilst a “hold” was placed on legal action.

External delays with Court of Protection, Probate office and HMCTS also persist; further analysis has identified that £0.6m of bad debt is related to Probate cases and cases pending appointments of Deputies.

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

**Bad Debt
Write off
Requests**

Children’s Services

Cabinet is recommended to write off £55,529.14 in relation to balance owed by The Challenge Network Ltd. From 2015 Oxfordshire partnered with The Challenge Network Ltd to jointly provide National Citizenship courses. The Challenge Network Ltd went into administration in November 2019, at this time £0.111m was owed to the council. Oxfordshire, along with other creditors, sought recovery of funds owing from the NCS Trust, this was rejected, and creditors were advised they would be liable for losses after the insolvency was concluded. Oxfordshire received a creditor dividend of £0.057m, we are recommending the remaining balance is written off as there is no further avenue for recovery.













Adult Services

Cabinet is recommended to write off an outstanding debt of £22,730.13 relating to a residential care placement from October 2015 to November 2018. Delays establishing mental capacity and in social care processes at the time mean agreement about the financial contribution was not concluded before the person’s death. The estate did not go through probate, so the council was unable to seek recovery through that route and there is no evidence to support legal recovery against a third party.

Environment & Place

Cabinet is recommended to write off a debt of £51,927.82 relating to a historic developer contribution balance relating to a 2014 development. The developer was paying instalments towards their contribution of £0.156m, this represents the balance unpaid when the developer defaulted on the instalment. It was identified in 2015 that the company had been dissolved in 2014 with abbreviated accounts filed with Companies House showing limited assets.







Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light	
	£000	£000	£000	%	£000	£000	Red > 1%	Green on track
Children's Services	133,187	133,187	0	0.0%	0	0		
Adults Services	197,563	197,563	0	0.0%	0	0		
Public Health	0	0	0		0	0		
Environment and Place	63,457	64,457	1,000	1.6%	-94	1,000		
Customers, Organisational Development and Resources	34,393	33,693	-700	-2.0%	300	-1,000		
Commerical Development, Assets and Investments	50,034	48,640	-1,394	-2.8%	-1,300	0		
Directorate Total Net	478,634	477,540	-1,094	-0.2%	-1,094	0		







Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	5,985	1,394	30.4%	1,794	-400	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	0	0	0	0.0%		0	
Contingency	394	394	0	0.0%		0	
COVID-19 Budget	29,731	29,731	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-10,449	-10,749	-300	-2.9%	-700	400	
Strategic Measures Budget	45,942	47,036	1,094	2.4%	1,094	0	
Unringfenced Government Grants	-48,871	-48,871	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
Council Tax Requirement	391,445	391,445	0	0.0%	0	0	





Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring - Children's Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CEF1	Education & Learning	29,875	29,875	0	0.0%	0	0	 G
CEF2	Children's Social Care	30,732	30,732	0	0.0%	0	0	 G
CEF3	Children's Social Care Countywide	66,220	66,220	0	0.0%	0	0	 G
CEF4	Schools	624	624	0	0.0%	0	0	 G
CEF5	Children's Services Central Costs	5,736	5,736	0	0.0%	0	0	 G
Directorate Total		133,187	133,187	0	0.0%	0	0	 G

Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring - Adult Services

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
SCS1-1A	Better CarePool	80,607	80,207	-400	-0.5%	0	-400	 G
SCS1-1B	Adults with Care and Support Needs Pool	98,719	98,719	0	0.0%	-200	200	 G
SCS1-2 to SCS1-9	Other Adult Social Care	11,353	11,353	0	0.0%	0	0	 G
	Subtotal Adult Social Care	190,679	190,279	-400	-0.2%	-200	-200	 G
SCS2	Commissioning	6,884	7,284	400	5.8%	200	200	 R
Directorate Total		197,563	197,563	0	0.0%	0	0	 G








Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring - Public Health

	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
PH1& 2 Public Health Functions	30,607	30,007	-600	-2.0%	0	0	 R
PH3 Public Health Recharges	633	633	0	0.0%	0	0	 G
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0	 G
Transfer to Public Health Reserve	0	600	600	0.0%	600	0	 G
Directorate Total	0	0	0	0.0%	600	0	

Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring - Environment and Place

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,927	5,027	100	2.0%	0	100	R
PG3	Growth & Economy	93	593	500	537.6%	0	500	R
COM1	Communities Management	488	488	0	0.0%	0	0	G
COM2	Community Operations	57,949	58,349	400	0.7%	0	400	G
Directorate Total		63,457	64,457	1,000	1.6%	0	1,000	G

Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring - Customers, Organisational Development and Resources

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
COD1	Corporate Services	2,056	2,056	0	0.0%	0	0	 G
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0	 G
COD3	Communications, Strategy & Insight	2,491	2,191	-300	-12.0%	0	-300	 R
COD4	ICT & Digital	9,907	9,907	0	0.0%	0	0	 G
COD5	Culture & Customer Experience	11,096	10,696	-400	-3.6%	300	-700	 R
COD6	Finance	6,450	6,450	0	0.0%	0	0	 G
Directorate Total		34,393	33,693	-700	-2.0%	300	-1,000	 G

Business Management & Monitoring Report
Position to the end of December 2020
Budget Monitoring - Commercial Development, Assets & Investments

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CDAI1	Property, Investment & Facilities Management	17,383	15,883	-1,500	-8.6%	-1,500	0	R
CDAI2	Law & Governance	8,142	8,342	200	2.5%	200	0	R
CDAI3	Community Safety	23,999	23,905	-94	-0.4%	-94	0	G
CDAI4	CDAI Management Costs	510	510	0	0.0%	0	0	G
Directorate Total		50,034	48,640	-1,394	-2.8%	-1,394	0	G

Business Management & Monitoring Report: Children's Services
Position to the end of December 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-1,923	90,485
	Gross Income	-61,899	1,289	-60,610
		30,509	-634	29,875
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,355	32,973
	Gross Income	-3,260	1,019	-2,241
		33,068	-2,336	30,732
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	5,689	71,152
	Gross Income	-4,245	-687	-4,932
		61,218	5,002	66,220
CEF4	Schools			
	Gross Expenditure	190,476	6,039	196,515
	Gross Income	-190,260	-5,631	-195,891
		216	408	624
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	73	6,255
	Gross Income	-519	0	-519
		5,663	73	5,736
	Expenditure Total	390,857	6,523	397,380
	Income Total	-260,183	-4,010	-264,193
	Total Children's Services Net Budget	130,674	2,513	133,187
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)				
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,141	57,939
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	Total Gross	215,549	2,334	217,883

Business Management & Monitoring Report: Adult Services
Position to the end of December 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	887	80,607
	Gross Income.	0	0	0
		79,720	887	80,607
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,361	98,719
	Gross Income.	-2	2	0
		95,356	3,363	98,719
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	11,868	44,782
	Gross Income	-19,582	-13,847	-33,429
		13,332	-1,979	11,353
	Total Adult Social Care	188,408	2,271	190,679
SCS2	Commissioning			
	Gross Expenditure	6,700	1,495	8,195
	Gross Income	-1,061	-250	-1,311
	Total Commissioning	5,639	1,245	6,884
	Expenditure Total	214,692	17,611	232,303
	Income Total	-20,645	-14,095	-34,740
	Total Adult Services Net Budget	194,047	3,516	197,563

**Business Management & Monitoring Report: Public Health
Position to the end of December 2020
Revenue Budget Monitoring**

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	1,518	30,835
	Gross Income	-228	0	-228
		29,089	1,518	30,607
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	0	0
	Gross Income	-29,722	-1,518	-31,240
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	1,518	31,468
	Income Total	-29,950	-1,518	-31,468
	Total Public Health Net Budget	0	0	0

Business Management & Monitoring Report: Environment and Place
Position to the end of December 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget £000	Movement to Date £000	Latest Estimate £000
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	11,412	2,510	13,922
	Gross Income	-6,198	-2,797	-8,995
		5,214	-287	4,927
PG3	Growth & Economy			
	Gross Expenditure	625	5	630
	Gross Income	-537	0	-537
		88	5	93
COM1	Communities Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
COM2	Community Operations			
	Gross Expenditure	100,345	2,558	102,903
	Gross Income	-41,386	-3,568	-44,954
		58,959	-1,010	57,949
	Expenditure Total	112,382	5,561	117,943
	Income Total	-48,121	-6,365	-54,486
	Total Environment and Place Net Budget	64,261	-804	63,457

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of December 2020
Revenue Budget Monitoring

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	1,751	305	2,056
	Gross Income	0	0	0
		1,751	305	2,056
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	-58	3,563
	Gross Income	-1,179	9	-1,170
		2,442	-49	2,393
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	-39	4,088
	Gross Income	-1,108	-489	-1,597
		3,019	-528	2,491
CODR4	ICT & Digital			
	Gross Expenditure	11,531	-581	10,950
	Gross Income	-317	-726	-1,043
		11,214	-1,307	9,907
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	2,242	18,812
	Gross Income	-8,408	692	-7,716
		8,162	2,934	11,096
CODR6	Finance			
	Gross Expenditure	9,820	-695	9,125
	Gross Income	-2,485	-190	-2,675
		7,335	-885	6,450
	Expenditure Total	47,420	1,174	48,594
	Income Total	-13,497	-704	-14,201
	Total Customers & Organisational Development and Resources Net Budget	33,923	470	34,393

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of December 2020
Revenue Budget Monitoring

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

Business Management Report
Position to the end of December 2020

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Feb	Dec	Rough sleeping drug and alcohol treatment grant s	PH1&2	Public Health Functions	T	460	0
				VSMMSGT	Strategic Measures	T	0	-460
Grand Total							460	-460

Business Management & Monitoring Report - August 2020
Cabinet - 19 November 2020
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-31,786	-10,371	-10,346	-25	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-1,000	0	0	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	1,741	5,185	4,085	1,100	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-275	11,117	11,392	-275	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	0	0	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	
Redundancy Reserve	548	2,000	2,548	2,548	0	
Total Reserves	102,864	-19,054	83,810	83,010	800	
*Includes DSG High Needs Deficit Reserve	-11,221	-11,114	-22,335			

General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
General Balances at 1 April 2020		28.7
Directorate and Strategic Measures Underspend		1.4
Projected Level of General Balances at 31 March 2021		30.1
Risk Assessed Level of General Balances 2020/21		23.4

Strategic Measures

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Month	Average cash balance	Average rate of return
December 2020	£394.80m	0.81%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.81%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

Debt and Loan Write Offs & Impairments - Corporate Debtors

Corporate Debtors

Performance Indicator	Target	October	November	December
Invoice collection rate	97.50%	86.00%	93.41%	92.60%
Avg. days outstanding	35	26	26	27
Debt requiring impairment	<£0.30m	£0.99m	£0.72	£0.41
Unsecure debt over 1 year	<£0.50m	£0.51m	£0.55m	£0.52m
Write offs as % of income YTD	<0.10%	0.006%	0.000%	0.002%

Adult Contribution to Care Charges

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Performance Indicator	Target	September	October	November
Invoice collection rate	92.00%	90.30%	90.84%	90.54%
Avg. days outstanding	100	116	113	109
Debt requiring impairment	<£2.00m	£2.97m	£2.99m	£3.11m
Unsecure debt over 1 year	<£1.60m	£3.88m	£4.08m	£4.74m
Write offs as % of income YTD	<1.0%	0.880%	0.438%	0.344%

Business Management & Monitoring Report - December 2020
Cabinet - 23 February 2021
Government Grants 2020/21

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

Business Management & Monitoring Report - December 2020
Cabinet - 23 February 2021
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Estimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Adult Services					
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099
R	Winter Pressures	MHCLG	2,292	0	0	2,292
R	Infection Control Grant 1	DHSC		7314	0	7,314
R	Infection Control Grant 2	DHSC		6314	0	6,314
R	Lateral Flow Testing	DHSC		0	1840	1,840
R	Staffing Capacity Grant	DHSC		0	1146	1,146
	TOTAL ADULT SERVICES		10,391	13,628	2,986	27,005
	Public Health					
R	Public Health Grant	DHSC	31,329	-89	0	31,240
R	HIV PREP Grant	DHSC		122	0	122
R	Wayfinding Grant	SE		130	0	130
R	Track and Trace	MHCLG		2858	0	2,858
	TOTAL PUBLIC HEALTH		31,329	3,021	0	34,350
	Environment & Place					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			519	299	818
R	Natural England	DEFRA	227	0	0	227
	TOTAL COMMUNITIES		227	1,314	299	1,840
	Customers & Organisational Development					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507

Business Management & Monitoring Report - December 2020
Cabinet - 23 February 2021
Government Grants 2020/21

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

Business Management & Monitoring Report - December 2020
Cabinet - 23 February 2021
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278	177		455
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	500			500
U	Troubled Families Attachment Fees - Phase 2	MHCLG	143			143
U	Troubled Families Payment by Result	MHCLG		73		73
U	New Homes Bonus	MHCLG	4,137			4,137
U	Local Reform & Community Voices Grant	DfE	515	103		618
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	570	-13		557
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			5,144
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG		20387		20,387
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22
U	Wellbeing for Education Return Grant	DfE		112		112
R	Contain Oubreak Management Fund	DHSC		5,533	1,581	7,114
R	Support for Clinically Extremely Vulnerable	DHSC		305		305
R	Sales, Fees and Charges Compensation	MCLG		1,379		1,379
U	Rough Sleeping Drug and Alcohol Treatment Grant Scheme	DHSC			585	585
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		67,576	28,078	2,166	97,820

Business Management & Monitoring Report - December 2020
Cabinet - 23 February 2021
Government Grants 2020/21

Ringfenced	Directorate	Issued By	Esimate 2020/21 £000	In year Adjustments / New Allocations reported previously £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS		54		54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	54.0	0	1,659
	TOTAL STRATEGIC MEASURES		69,181	28,132	2,166	99,479
	Total All Grants		352,679	53,656	5,451	411,786

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Ringfenced

R Ringfenced
U Un-ringfenced

Issued by

DfE Department for Education
YJB Youth Justice Board
HO Home Office
DHSC Department of Health
MHC Ministry for Housing, Communities & Local Government

DfT Department for Transport
BEIS Department for Business, Energy & Industrial Strategy
DEFRA Department for Environment, Food and Rural Affairs
AC Arts Council
SE Sports England

COVID-19 Grant Detail
Cabinet 15 December 2020

Government Department	Directorate	Grant Name	Total Grant Funding	Allocation to General Fund	Allocation to be determined	Allocation to schools	Allocation to Providers and Voluntary Sector	Allocation to District and City Councils
			£'000	£'000	£'000	£'000	£'000	£'000
Ringfenced Funding								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DHSC	Adult Services	Lateral Flow Testing	1,840		368		1,472	
DHSC	Adult Services	Staffing Capacity	1,146	50			1,096	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	817				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	2,295			2,295		
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme	1,368		1,368			
DHSC	Customers, Organisational Development & Resources	Clinically Extremely Vulnerable	305		305			
DHSC	Customers, Organisational Development & Resources	Contain Outbreak Management Fund (allocations up to 29 December 2020)	7,114	3,132			425	3,557
Total Ringfenced Grants			32,605	3,182	3,399	2,600	17,614	5,511
Unringfenced Funding								
MHCLG	Strategic Measures	COVID-19 Emergency Grant						
		Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
Total Unringfenced Grants			36,416	36,304	0	112	0	0
Total COVID-19 Grant Funding			69,021					

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

Contain Outbreak Management Fund

Breakdown of funding received for period to 29 December 2020

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

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

Retained by County Council

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

Total	7,114
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Divisions Affected – N/A

CABINET - 23 February 2021

WORKFORCE REPORT AND STAFFING DATA Q3 2020/2021

Report by Director for HR

RECOMMENDATION

1. The Cabinet is RECOMMENDED to note the report.

Executive Summary

2. Our workforce is the most valuable asset the council deploys. It is our people that make a difference to our residents and our communities. The very nature of the work, and the services we provide, is people intensive. Our residents are reliant on the professionalism of our workforce to deliver high quality services and the Council's future ambitions.
3. As reported in Q2, many of our staff continue to work from home during the pandemic with very limited numbers working from council buildings and has once again reduced due to the change in national restrictions towards the end of Q3.
4. This report provides an update on key HR activities during Quarter 3 (1st October -31st December 2020) along with a refreshed workforce profile at Appendix 1 and absence data including COVID related absence data which is provided at Appendix 2.

Human Resources (HR) and Organisational Development (OD) – Quarter 3 overview of activity.

- General Overview of activity of the HR and OD team
- Equalities, Diversity and Inclusion
- Apprenticeships
- Agile and Digital Working Group
- Delivering the Future Together Programme
- Performance Management Framework

- Organisational Change
- Resourcing
- Corporate Health, Safety and Wellbeing

General Overview of the HR & OD Team

5. The HR team continues to work flexibly and predominantly from home with no impact on the delivery of services. During Quarter 3, the team has continued to respond to COVID 19 in addition to business as usual activities. We continue to adapt the delivery of our services and the advice and guidance provided in response to the challenges our workforce experience as a result of the pandemic.
6. The team is made up of a range of specialists including H R Business Partners and Advisory, Reward, Resourcing, Business Systems and Data Analytics, Corporate Health, Safety and Wellbeing and Organisational Development (OD). The range of knowledge, skills and experience across the team has been instrumental in providing an effective response to the pandemic and this continues to be the case as we move forward and respond to the new and various challenges the pandemic brings whilst ensuring that we move forward to deliver and support council ambitions.
7. We continue to update FAQ's as national advice and guidance changes and in response to new topics that emerge as the pandemic continues. A weekly manager's briefing continues to be produced providing a wealth of information and top tips for managers on areas such as looking after the wellbeing of employees and sharing good practice.
8. Regular informal meetings with the trade unions continue to work well and maintain good communication and collaboration.

Equality, Diversity and Inclusion

9. Work continues on the workforce action plan aligned to the Including Everyone: Equalities, Diversity and Inclusion Framework.
10. A mentoring programme has been scoped and training for mentors is scheduled to begin in February 2021. The mentoring programme will create opportunities for staff, particularly those in underrepresented groups, to have shadowing and mentoring opportunities to support everyone to reach their full potential.
11. In addition to the mentoring programme, the council has introduced a programme to focus on reverse mentoring for diversity. A programme has been developed and the council is working with an external provider who is experienced in reverse mentoring. They will carry out training for both mentors and mentees with sixteen members of the BAME network being trained as mentors with members from CEDR and ELT involved in the programme which is due to commence in February 2021.

12. The first ethnicity pay gap report has been produced with the intention of reporting to the BAME Network in Feb 2021. The group will consider and explore any potential barriers to recruitment and career progression within the organisation.
13. The Dignity at Work policy has undergone significant review and has been renamed Anti-Bullying, Harassment and Discrimination. The Violence to Employees policy has also been reviewed and renamed as Zero Tolerance: Violent, Abusive and Threatening behaviour. Feedback has been sought from the trade unions and the Inclusion networks who have commented positively and confirmed that both policies are clear and easy to read.
14. A review of all EDI training is underway including training provided during induction, for managers and recruitment and selection.

Apprenticeships

15. This coming year we have made a commitment to focus on apprenticeships and at the end of Q3, a piece of work commenced to develop a workforce planning tool with a key focus and emphasis on embedding apprenticeships and career pathways within it. A clear action plan has been drawn up and is attached to this report at Appendix 3.
16. Apprenticeships can be undertaken by staff in a variety of different ways and under various contractual arrangements as follows:

Apprenticeships training contracts

17. These are fixed term posts and contracted for the duration of the apprenticeship and often referred to as training contracts. Training contracts are offered as both internal and external opportunities for entry level and higher-level apprenticeships. For example, an apprentice can start at Level 3 Paralegal and upon successful completion, progress to a further training contract to study for the Level 7 Solicitor. These types of training contracts appeal to people of all ages who do not wish to enter or go back to university to study or re-train. These types of posts are offered with no guarantee of a permanent role at the end of the apprenticeship.

Permanent posts with career development

18. These are permanent posts within the organisational structure that are offered as a permanent training post with career development or progression whereby the post holder (who can be internal or external) is not expected to be either qualified or fully qualified upon entry to the role. The relevant level of apprenticeship is mapped to the role to support the employee to gain their professional qualifications via a levy funded apprenticeship. Recent examples of this are Finance (AAT), Audit (Intelligence Analyst) and Transport Planning (Transport Planning Technician). Completion of the apprenticeship is a mandatory part of the role. These roles will often be the first step of a defined career pathway in the specialist area using apprenticeship training throughout.

Continuous Professional Development (CPD)

19. These are opportunities for existing staff to gain additional continuing professional development opportunities via the apprenticeship route. For example, staff may wish to undertake a Learning Mentor apprenticeship to enable them to take the next step in their career towards a management role when a suitable vacancy arises and then undertake a first line management apprenticeship which will stand them in good stead for more senior management roles where they could undertake higher level management and leadership apprenticeships.

Degree and Higher level apprenticeships

20. During 2020, apprenticeship spend has increased significantly and this is directly attributable to the number of higher level apprenticeship starts. These include Level 7 Digital Solutions Technologist, Level 6 Teacher, Level 7 Accountancy Taxation Professional, Level 7 Chartered Town Planner, Level 4 Information Systems Business Analyst and Level 6 Social Work degrees.
21. Degree and higher level apprenticeships along with some of the more practical based apprenticeships such as the Level 3 Installation and Maintenance Electrician, are more expensive for providers to deliver and are longer in duration. As a result, these draw down larger monthly amounts against the levy over a more prolonged period of time. As a result, if more of these types of apprenticeships are taken, the numbers of apprenticeships required to maximise the levy budget will be significantly less than the majority of the apprenticeships offered at OCC during the early years of the levy. For example, a Level 3 Team Leader and Supervisor apprenticeship costs £4,500, a Level 6 Chartered Manager apprenticeship costs £22,000 and a Level 3 Installation and Maintenance Electrician apprenticeship costs £18,000.
22. Moving forward, we shall be exploring opportunities to develop links with the local Prince's Trust programmes, schools and education providers to help establish better links with young people across Oxfordshire as well as how we can support young people experiencing barriers to employment to apply for apprenticeship posts, for example, care leavers and young people with disabilities to access apprenticeship opportunities with the council. This commitment to widen the access to and scope of our apprenticeship work is set out in the Corporate Plan for 2021/22 and we have allocated £100,000 to support this development. It is the intention to report on progress in future workforce reports to Cabinet and Scrutiny as requested.
23. There are some apprenticeship case studies attached at Appendix 4

Agile and Digital Working Group

24. The Accelerator working group is a joint programme of work with OCC and CDC to support the rapid adoption of Microsoft Teams and other digital

collaboration tools has been merged into the Agile Programme Working Group.

25. It is recognised that staff are using MS teams effectively for meetings but there is a knowledge and skills gap in using the application for collaborative work. An external training provider has been commissioned to deliver trainer led virtual training from February 2021. These courses are proving to be very popular with places filling up quickly.
26. Virtual Organisational Community development is another workstream of the Agile Working Group with plans established to develop new community opportunities and enhance those already in place.
27. Another workstream is considering a new agile working policy which reflects smarter and more flexible working arrangements. Areas for consideration include home and new base location working, maximising IT and digital capability, supporting work/life balance/wellbeing and comparison and benchmarking with other organisations. As part of this work, contributions a more agile workforce might make to the aims of carbon footprint initiatives for 2030 remain a key focus.

Delivering the Future Together Programme

28. Following a series of virtual workshops during the summer where over 600 members of staff participated in a widespread employee engagement programme to consider what works well at OCC and what could be “even better if”, a staff survey was undertaken to build on the findings of the workshops. The return rate was high with over a quarter of the workforce completing the survey. Results from the workshops and survey were shared with the senior management team in January 2021 and further work is on-going to look at new/refreshed values and behaviours, areas for improvement and lessons from our working arrangements during COVID. This work will help to inform our organisational development, employee assistance and training programmes for the future and enable us to develop modern and effective human resources policy and practice as we seek to implement the long term strategic ambitions of the Council.
29. The Delivering the Future Together programme includes opportunities for staff to connect virtually and help shape the development of the organisation’s support and communication arrangements that are in place whilst so many employees are working remotely and delivering services within the context of COVID.

Performance Management Framework

30. During Q3 a review of the council’s current performance management framework was undertaken. The 12. 3. 2. performance framework was introduced in 2017 and reviewed in 2018.

31. As part of the 2020 review, the framework has been refreshed setting out more clearly the purpose of the framework with a clear emphasis on the need for quality conversations to be taking place between all managers and staff throughout the year. 12 is the number of meetings that should take place over the year with each employee, 3 of which should be extended conversations to look at objective setting, review of performance, development opportunities and to look at what is working well and could be even better and 2 meetings per year should be focussed on service planning in response to the corporate plan. An increased emphasis has been placed on wellbeing as part of the 12 conversations per year.
32. As part of the review the refreshing of documentation and a small toolkit has been developed along with a one page overview describing the framework. Plans are being put in place to develop and roll out new skills training for all managers and further work will be required to embed the values and behaviours arising from the Delivering the future Together programme.

Organisational Change Programmes Update

33. The HR Business Partners and Advisory team continue to support several projects where changes to staffing structures are needed. Work continues on re-design across a number of areas and updates will be provided in future reports as these develop and move forward to the consultation phase.

Provision Cycle

34. Since the Q2 report, the joint (OCC and CDC) consolidated Procurement and Contract Management Hub went live on 4th January 2021. Recruitment to vacancies within the Hub continues and the Resourcing team continue to support both the permanent, and interim recruitment to the new structure.
35. Consultation on the Health, Education and Social Care (HESC) spoke of the provision cycle concluded on 13th November 2020. 16 voluntary redundancies were agreed and these staff leave the service between December 2020 and February 2021. Selection processes have commenced for the new roles, some redundancies may result where staff do not have the necessary skills and competencies for the new roles. The new structure will go live on 1st March 2021.

HR Resourcing – Key Projects

Covid 19 Mass Testing (Schools and Community)

36. Following the government announcement that schools and community mass testing sites were to be set up, the HR Resourcing team have provided support by engaging with a local recruitment agency who have recent experience of

resourcing for roles in university testing sites. All staff are pre-screened and vetted to ensure compliance standards are met.

37. A briefing guide for school leadership teams has been created as well as a template job description for a Covid 19 Testing Operative. A standard pay rate has been suggested following a review by the HR Reward team to ensure consistency across the county. Schools who need additional support with recruiting to their Testing vacancies can access support from the Council's existing agency arrangements
38. The HR Resourcing team are also supporting initial scoping meetings with the Public Health team regarding the set up of 3 additional community mass testing arrangements with approximately 45 vacancies to be launched in February 2021.

Children's Services

39. The team have continued to support the transition to the Family Solutions model including onboarding new starters and supporting hiring managers throughout the recruitment process. All management vacancies are now filled, 10 new social workers are under offer, 7 have started and 29 vacancies remain.
40. A very positive response was received for the newly created Children's Practitioner roles. Over 80 applications were received, and 25 interviews scheduled with 17 offers underway so far.

Growth Recruitment Campaign

41. The team continue to support the Growth Recruitment Campaign which has a large number of vacancies covering a range of specialisms including Project and Programme Managers and technical roles such as Transport Planners. Support has been provided to design job descriptions, develop creative advert copy, market rate/reward package research, recruitment timeline planning and the development of a talent pool.
42. Initially, nine various Project Manager roles were advertised, five have been successfully filled and recruitment continues for the remaining four. A further campaign has gone live in January 2021 for a range of roles including Principal Infrastructure Planner, Transport Planners and Quantity Surveyor

Senior recruitment

43. During Q3, the team supported the recruitment to the role of the Corporate Director, Environment and Place.

BBC Radio Oxford £1 million-pound jobs appeal

44. We are continuing to engage with BBC Radio Oxford who are running a campaign to help promote and connect local job seekers with over a million pounds worth of work in Oxfordshire. OCC job vacancies are being promoted

for free in bulletins live on air. They will also appear on the BBC Radio Oxford website.

Corporate Health, Safety and Wellbeing

45. During the winter we have seen higher prevalence of COVID nationally alongside increased transmissibility of the new variant. Within Oxfordshire, and in particular Oxford and Cherwell there has been steep increases in levels of COVID within the community. This deteriorating picture led to the government introducing National Restrictions in December and remain in place to be kept under review.
46. The underlying message for staff is to work from home if they can, however, It is important to consider that much of the Council's frontline work will continue as it is deemed statutory or essential and much involves community-based work e.g. visiting service users and families in their own homes or care settings. It is, therefore, important against a backdrop of rising cases that any risk to staff and service users is reduced so far as is possible.
47. In response, and in conjunction with services, the Corporate Health and Safety Team regularly review safe systems of work to ensure they remain robust and in-line with the latest public health guidance. This has included:
 - Working with the PPE Cell to continually ensure our staff have access to the necessary PPE.
 - Work with FM Cell to ensure buildings which are open are COVID-secure.
 - Ensure staff are reminded that in light of new variant and increased likelihood of transmission it is even more important they strictly adhere to safe working practices and infection control procedures.
 - With the re-introduction of 'shielding' all staff who are clinically extremely vulnerable (CEV) must stay and only work from home.
 - All others who are deemed at higher risk (70+, other health condition, BAME etc.) are individually risk assessed.

Supporting Staff to Work from Home

48. Not having the correct workstation set-up can lead to aches and pains and in severe cases long term ill health. With many of us working from home the H&S team has worked closely with colleagues in HR, FM and IT to ensure staff have access to the support and equipment they need to work safely, this has included provision of chairs, screens, desk risers etc. In addition, a new Display Screen Equipment (DSE) Self-assessment has been developed to provide a greater level of oversight and assurance that issues are being identified and staff signposted to where they can access support.

Quarter 3 Staffing Data (1st October – 31st December 2021)

Introduction

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

Equality & Inclusion Implications

51. Equality and inclusion implications are considered across all of our workstreams as identified in the section above.

Sustainability Implications

52. There are no sustainability implications arising from this report.

Risk Management

53. There are no risk management issues arising from this report.

CLAIRE TAYLOR

Corporate Director Customers, Organisational Development & Resources

Annex: Appendix 1 - Workforce Profile Q3
Appendix 2 – Covid-19 related Absence Data Q3
Appendix 3 - Apprenticeship Action Plan
Appendix 4 - Apprenticeship Case Studies

Background papers: Nil

Contact Officer: **Karen Edwards, Director Human Resources
January 2021**

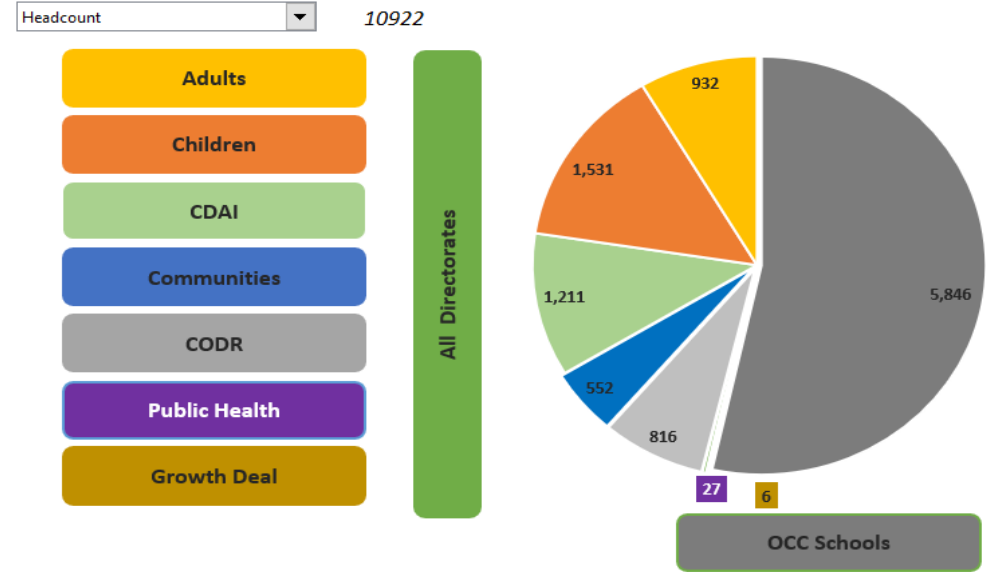
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Headcount and FTE comparison

Overall the headcount has remained relatively stable in the last year with some minor fluctuations between quarters which are likely to be caused by the normal rhythm of starters and leavers and the end of fixed term contracts.

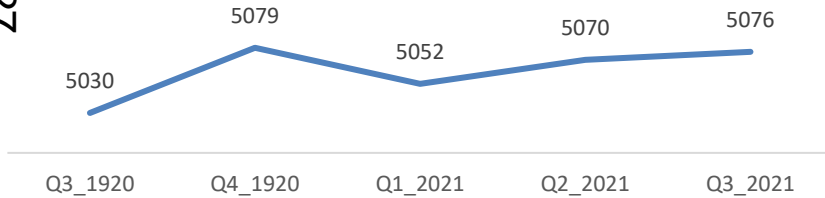
Headcount and FTE at the end of Q3 is 5076 and 4152.92 respectively, an overall increase of approximately 1% on Q3 last year. The overall change in headcount during Q3 is minimal, although there have been some transfers of services between directorates, including the move of Finance and Pensions to CODR and Community Safety into CDAI.

A detailed workforce profile showing a 5-quarter trend for each Directorate and Service area is available on the intranet on the Workforce Data webpages.

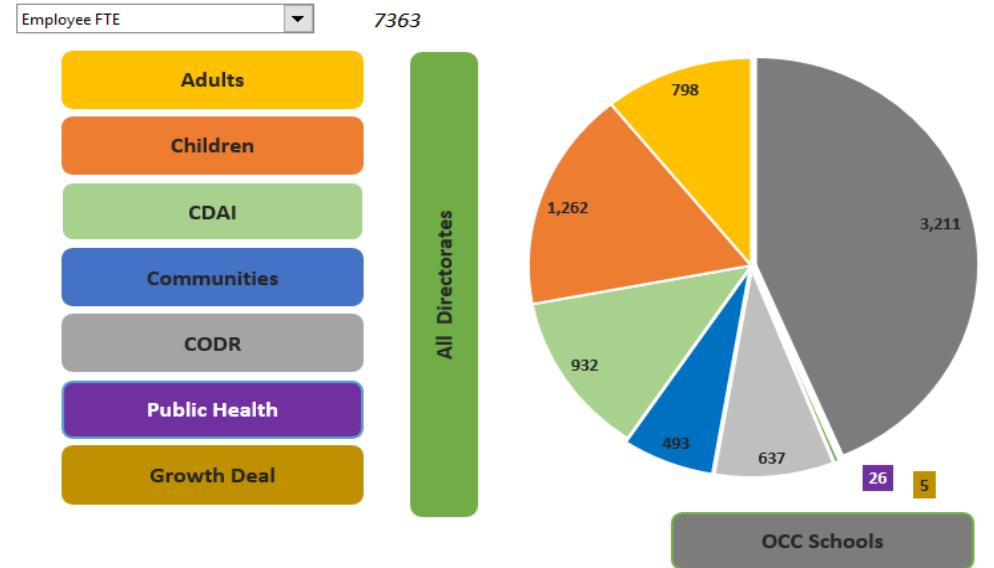
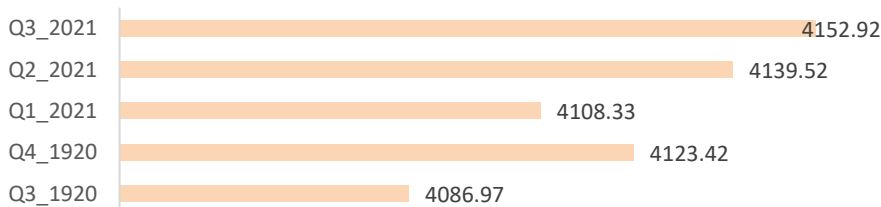


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Headcount - 5 quarter trend



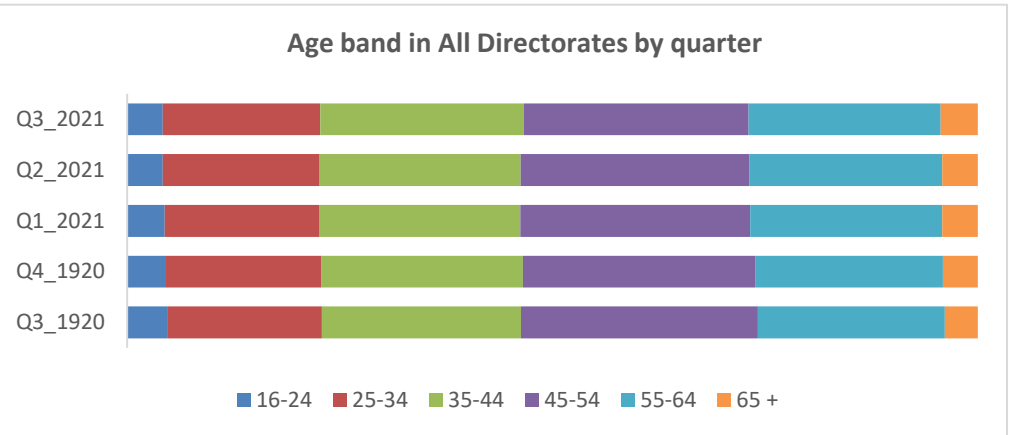
Employee FTE - 5 quarter trend



Age and Gender

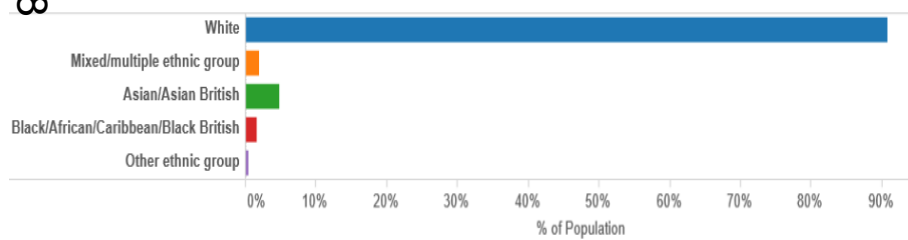
The workforce gender split remains consistent with two thirds women and one third men. The full time/part time split is more even across genders. 44.7% of the OCC workforce (excluding schools) are part time. The workforce age profile also remains stable and highlights a slightly older workforce with 53.4% of the workforce aged 45 years and over.

259 employees (5.1%) have temporary contracts and follow the above workforce trends except for age, where 67% (174) are aged between 16 and 44 years, and 33% (85) are aged over 45 years. Approximately 20% of contracts among the 16-44 age group can be attributed to apprenticeships.



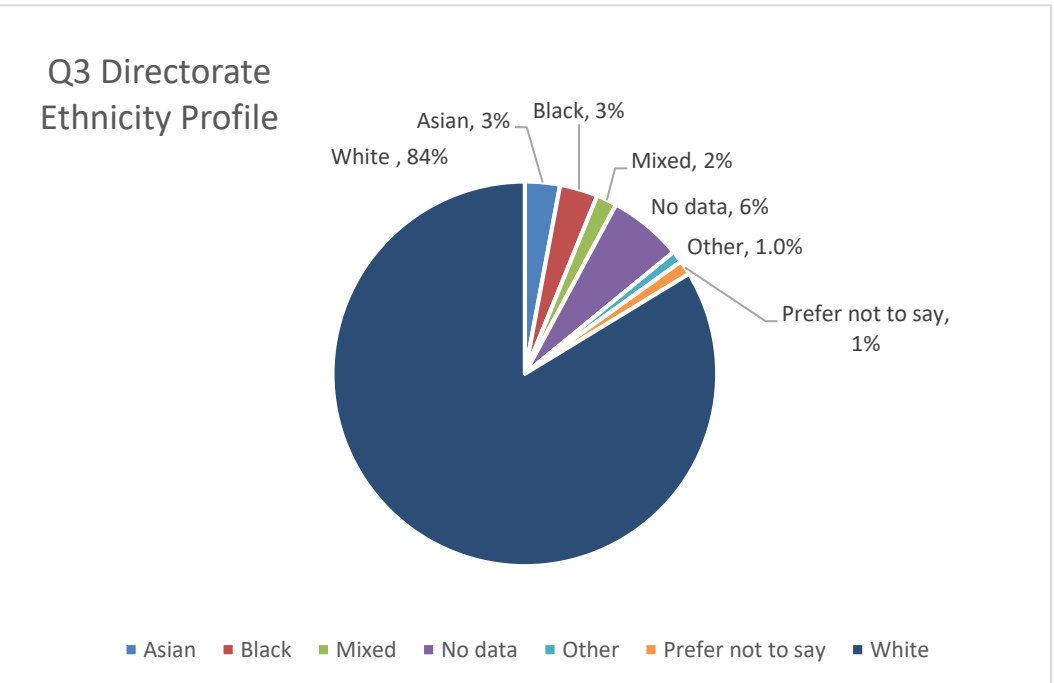
Ethnicity and Disability

The working population of Black, Asian and minority ethnic (BAME) in Oxfordshire per the 2011 census was 9.2%. (See below)



At OCC 8% of the directorate workforce are recorded as BAME, 84% are white (77% are white British, and 7% white other), and 8% remain undeclared. The proportion of BAME employees remains higher within our social care workforce at 11.87%. 62 employees (1.22%) have selected 'Prefer not to say' and there is no data held for 6.23% of the directorate workforce. We are working to reduce this.

Disability: 5% of the directorate workforce have recorded themselves as having a disability.



Apprenticeships

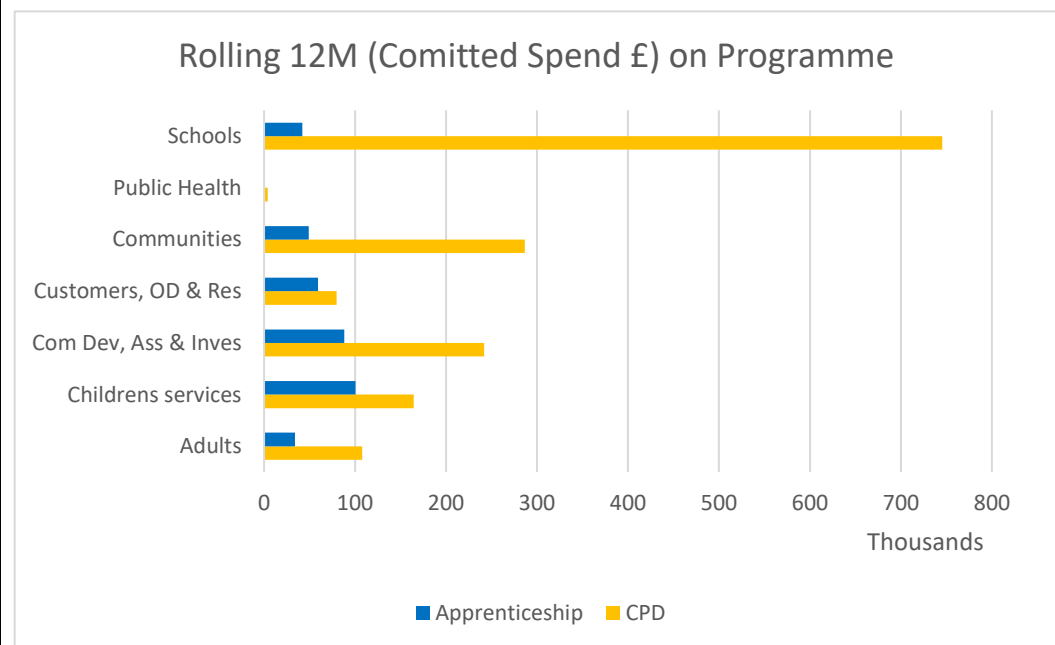
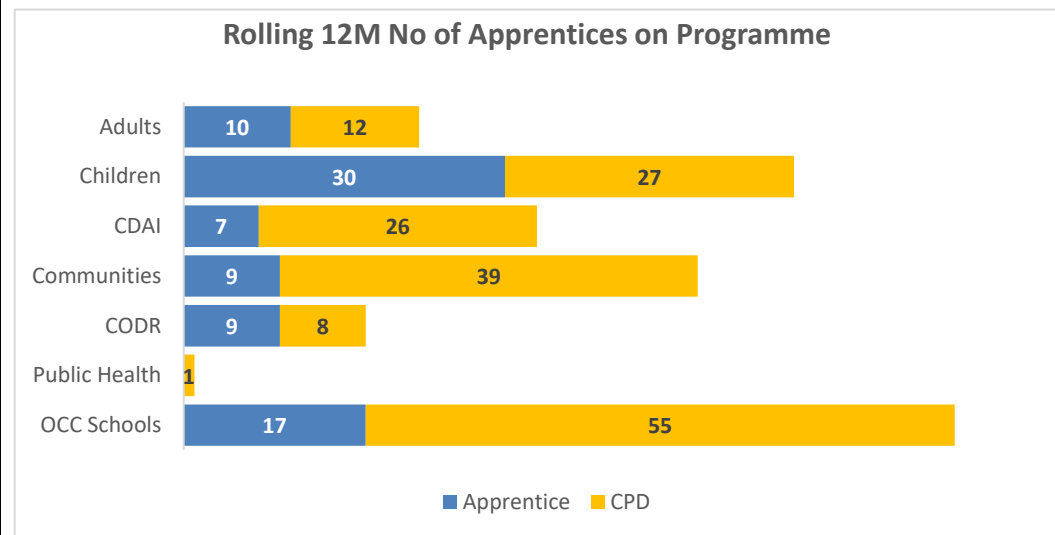
During the rolling year Jan – Dec 2020 there were 250 apprentices on programme, of these approximately 67% related to permanent staff undertaking CPD. The split across directorates and apprenticeships/CPD are shown to the right.

The Levy paid in the past 12 month rolling period is £1,071,348 – of this approximately 40% comes from Schools. In addition there is a 10% top up from Government giving a total Levy fund of £1,178,352 for the period Jan - Dec 2020.

During the past 12 month period there were 78 new enrolments with a committed spend of £721,725 for the duration of these apprenticeships. These apprenticeships range from 1 year - 5 years. 29% of new enrolments in the 12 month period were within schools.

There were 158 active apprenticeships in Q3.

With the impact of Covid and the restrictions in place, new enrolments in Q1-Q3 of 20/21 were lower than anticipated with only 14 candidates commencing their apprenticeship in Q3, but we expect numbers to increase again once restrictions ease.



Apprenticeship Training Course	New starters in Q3
Team leader / supervisor, Level: 3 (Standard)	8
Cultural Learning and Participation Officer, Level: 3 (Standard)	1
Senior Leader Master's Degree Apprenticeship, Level: 7 (Standard)	3
Internal Audit Practitioner, Level: 4 (Standard)	1
Operations / departmental manager, Level: 5 (Standard)	1
Grand Total	14

Sickness Absence

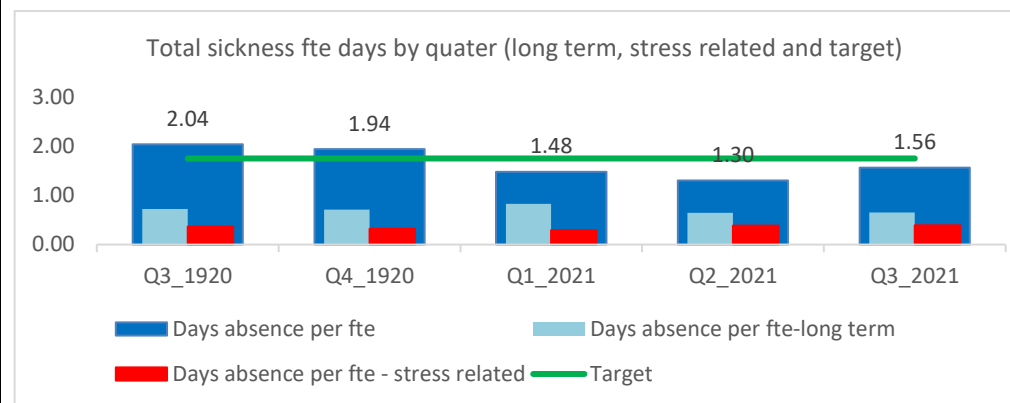
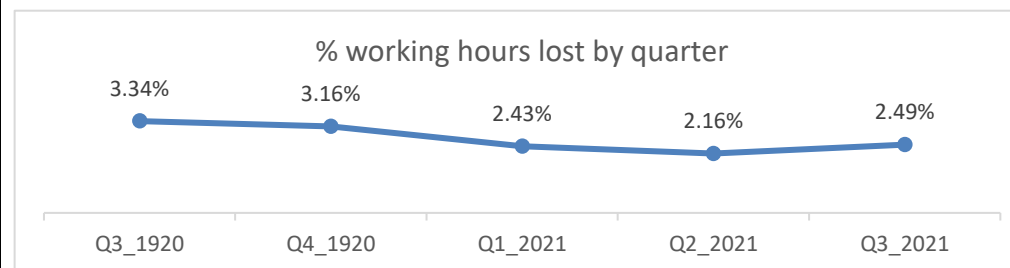
Recorded sickness absence increased during Q3 which follows the usual cyclical pattern but is significantly lower than for Q3 last year. The percentage of working hours lost to sickness absence has therefore also risen for the first time this year (2020/21) from 2.16% to 2.49%, but this remains a significant reduction on the same quarter last year (3.34%). It is likely that the reduction is a direct correlation to most staff working from home due to Covid, including those who were isolating but still working. It is thought that working from home with reduced commutes and the ability to work more flexibly may have positively impacted on reduced sickness absence levels. Other sectors are reporting similarly. The number of employees on long term sickness (20 days or more) has also increased in Q3.

The significant reduction in recorded absence in Q1 and Q2 (2020/21) plus the significant reduction in recorded absence for Q3 2019/20 compared to this quarter means that the rolling absence over the last 12 months has reduced to 6.75 days absence per fte – which is below the target rate of 7 days per fte.

Absence management, particularly short-term absence, is and will continue to be a focus for HR and the relevant management teams and a change to the way we are able to record absence through IBC from February 2021 should help to improve our proactivity.

The top 5 reasons for absence continue to include stress, anxiety and depression as the top reason, followed by muscular/skeletal, covid-19, gastrointestinal problems and operation/post op.

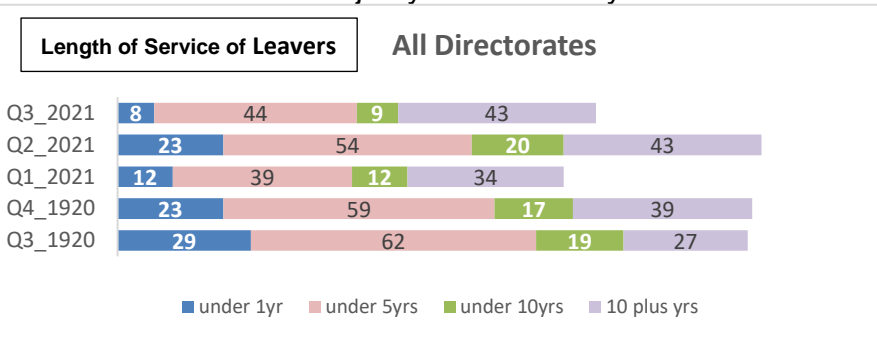
The % of stress related absence has increased in Q3 and this could in part, be related to the continuation of Covid. All staff required to return to the workplace have been risk assessed to ensure that the measures put in place to protect staff are appropriate.



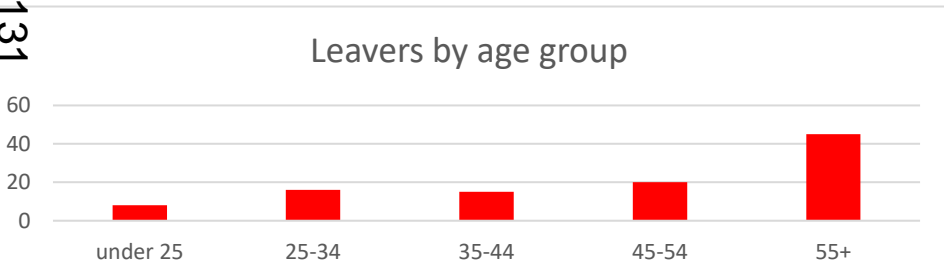
Short Term Sickness by Directorate for Q3	Headcount at end of Q3	No of staff on short term sickness Q3	% of staff on short term sickness Q3
Children	1531	311	20.31%
Adults	932	266	28.54%
Communities	552	79	14.31%
COD	816	184	22.55%
CDAI	1211	300	24.77%
Public Health	27	2	7.41%
Growth Deal	6	0	0.00
Grand Total	5076	1142	22.50%

Turnover

Turnover for Q3 for Directorates was 2% which is lower than the same period last year and could be due to the pandemic. Turnover for the rolling 12 month period was 9.4% for all Directorates, increasing to 15.9% when including schools. One academy transfer in Q3 accounts for the majority of involuntary turnover in schools.



33% of leavers during Q3 left with less than 1 years' service, 28.83% had between 1-5 years' service, and 41% had more than 10 years' service.

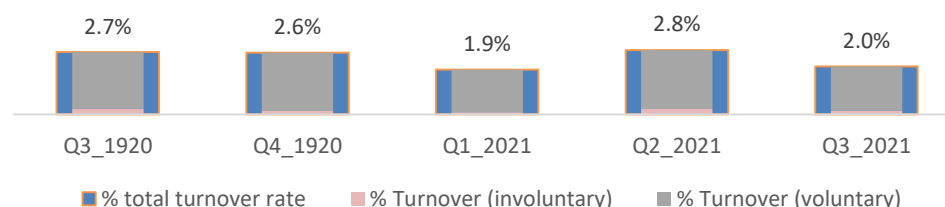


43% (45) of the leavers in Q3 were in the over 55 age group, of which 24 retired and 4 left for family commitments.

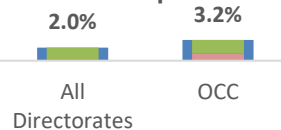
The average length of service of our employees is relatively stable, although appears to have slightly increased each quarter over the last 4 quarters.

Turnover continues to be lower than in Q3 2019/20 and the continued reduction in trend is likely to be impacted by Covid.

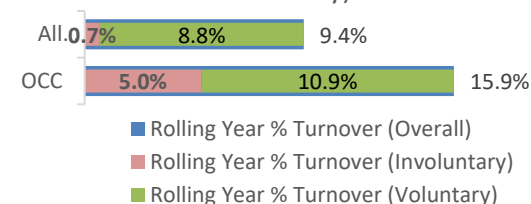
% of Turnover Rate in All Directorates by quarter



% total turnover in the last quarter



Rolling 12-mth turnover (voluntary vs involuntary)



Top 5 reasons or leaving in the last quarter

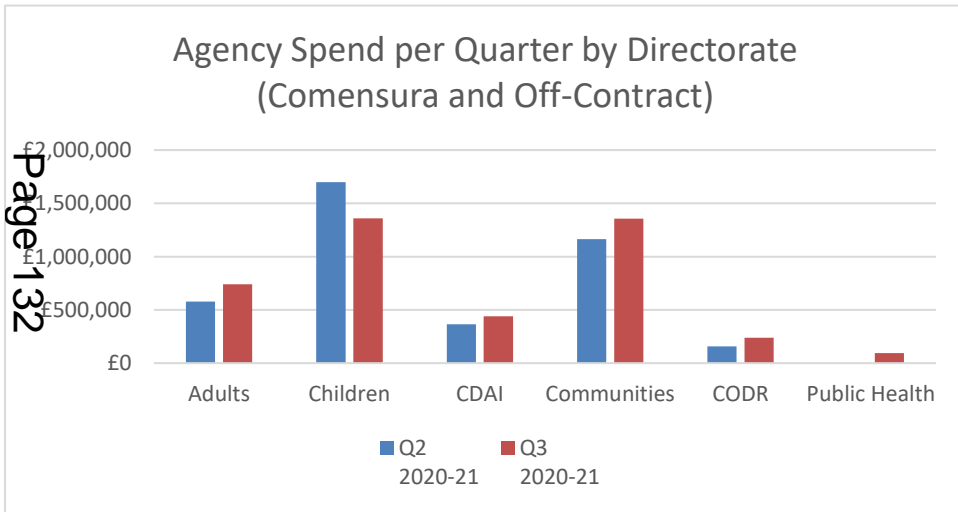


23% of leavers took up alternative employment (including with other LG bodies) and 18.75% left due to retirement (voluntary and normal retirement age). 16% left due to family commitments which includes those not returning after maternity leave and moving away. We are currently working towards improving our exit data and it's timing to help us understand why employees leave the Council.

Agency Spend (Comensura and Off Contract)

Agency staff expenditure (Comensura contract) has increased this quarter to £3,684,802 (an increase of £328,348).

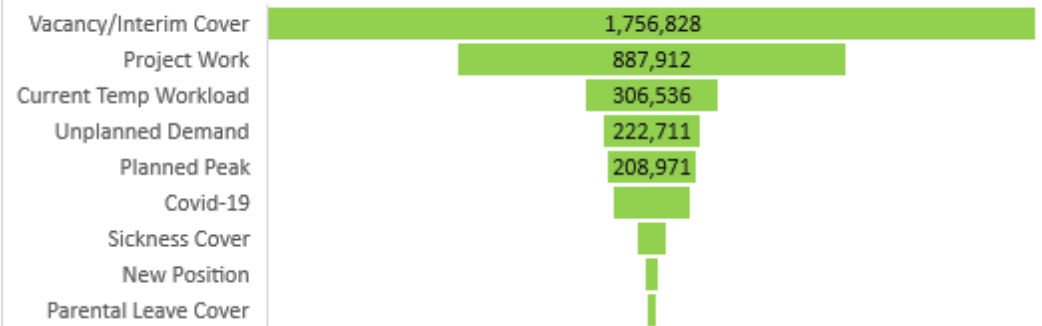
There were 157 new bookings this quarter of which half were to cover a vacancy. 25 new bookings (16%) were to cover Covid19 related absences, which is an increase on last quarter. At the end of Q3 there were 266 active bookings, an increase of 92.



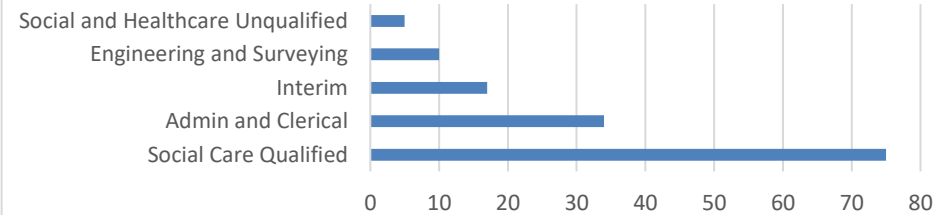
Off contract spend (agency usage outside of Comensura contract) has reduced by £67k to £541,271 in Q3. The majority of spend outside of the Comensura contract is within Communities and relates to expenditure to a company within the MHA framework that provide specialist contractors at an equally competitive rate.

Agency spend within Children’s Services has decreased by £340,000 this quarter, but the overall agency spend (Comensura and off contract) is £4,226,073 this quarter – an increase of £261,403 on Q2, and has returned to the level of Q3 last year.

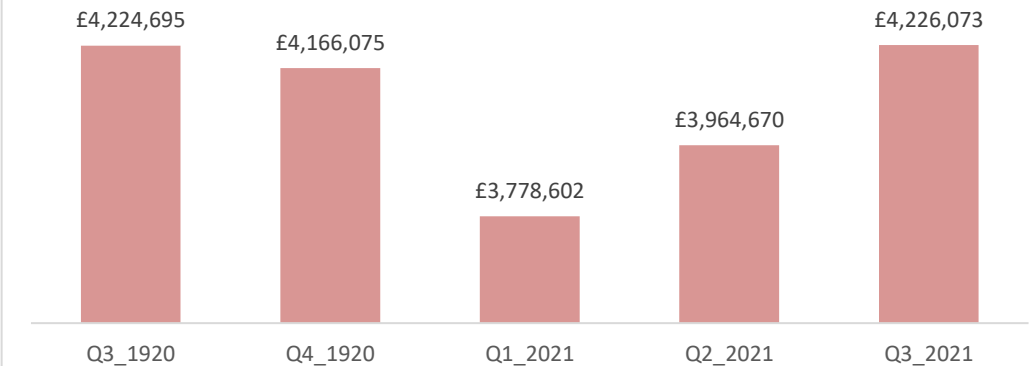
Cost and reason for cover (Comensura only) Q3



Top 5 Job Types provided by Comensura in Q3



Agency spend (incl off-contract spend) All Directorates by quarter



Covid-19 Absence report – up to 8 January 2021

Chart 1 shows a snapshot of the number of absent employees as at 8 January 2021.

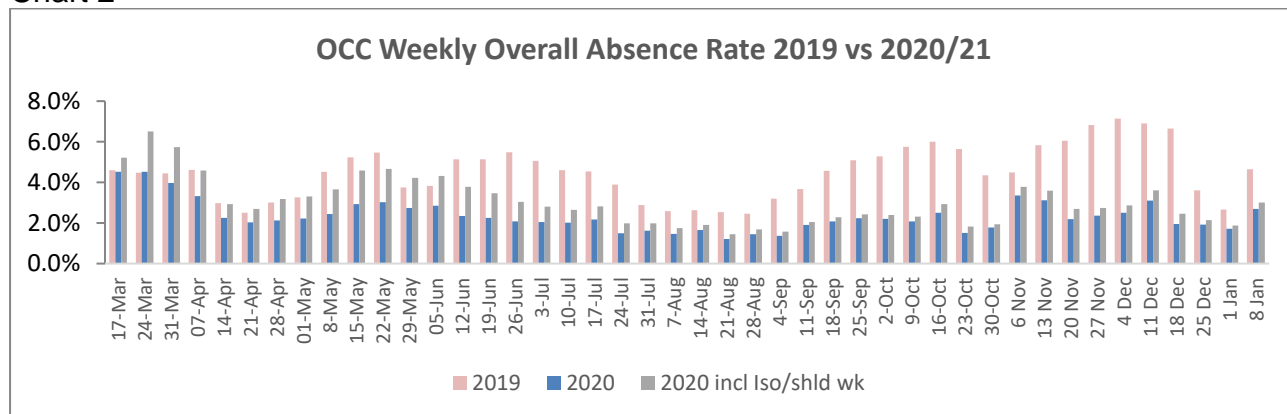
Chart 1

Directorate	COVID 19	Iso - wk	Iso-nwk	Other Sickness
Adult Services	5	3	0	27
Children's Services	7	4	0	33
CDAI	7	0	8	11
Communities	0	2	2	19
Community Safety	11	0	19	13
CODR	5	3	1	16
Public Health	0	0	0	0
Growth Deal	0	0	0	0
OCC Schools	10	21	26	72
Grand Total	45	33	56	191

Chart 2 shows the weekly absence rate compared to the same period last year for all Directorates and OCC Schools

In 2020, the main peak is towards the end of March with rates reducing in April until there is a second peak towards the end of May which reduces during June and starts to climb again significantly in November, reduces over the holiday period and is starting to climb again during the first week of January. Overall, absence rates in 2020 are significantly lower than 2019.

Chart 2



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**Appendix 3
Apprenticeship Action Plan**

Action	Detail	By When	Status
Review Existing use of Apprenticeships	A short external review is underway to consider the current apprenticeship offer, areas for improvement and utilisation of the levy.	April 2021	In progress
Integration of Workforce Planning and Apprenticeships	Develop a workforce planning framework and toolkit embedding apprenticeships within it.	May 2021	In progress
	Develop local authority career pathways (not just within specific career disciplines) to build on broad-based entry-level positions e.g. customer service.	May 2021	In progress
	Make full use of staff data and reporting to target under -represented groups within our workforce.	June 2021	
	Ensure that when staffing structures are redesigned, apprenticeship roles and career pathways are considered.	May 2021	
	Consider all vacancies and where appropriate convert the post to an apprenticeship training post or include the apprenticeship standard as a CPD requirement within first 6 months of starting the role	March 2021	
	Identify hard to recruit or retain posts and develop schemes to grow our own talent pipeline e.g. social work roles.	May 2021	
	Develop an in-house apprenticeship network group to provide support for those undertaking apprenticeships with the potential to develop Action Learning Sets.	June 2021	
	A pilot of some in-house Maths and English tuition is underway with a provider to support those who do not hold a L2 in Maths and/or English or to refresh skills	March 2021	In progress

	<p>for those employees wishing to access an apprenticeship. *Note, the requirement to achieve a L2 in Maths and English whilst on programme or hold these qualifications to access an apprenticeship programme is often a blocker*</p> <p>Whilst not the intention at the outset of this pilot, we are able to align this to support those parents with home schooling who may have struggled with supporting their children during lockdown.</p>		
Communication and Engagement	Develop a full apprenticeship engagement plan, engaging with internal and external stakeholders.	May 2021	
	Engage with our current apprentices to explore why they applied to OCC and how we can encourage more applicants from the 18-24 age group. (Links with the EDI Action plan)	April 2021	
External Opportunities and Partnerships	Investigate the possibility of delivering our own training for Fire Fighter apprenticeships (starting with retained Fire Fighters) working as a sub-contractor to a registered OFSTED provider	June 2021	In progress
	Explore opportunities to use external placement organisations to encourage young people experiencing barriers to employment to apply for apprenticeship posts (e.g. care leavers and young people with disabilities).	June 2021	In progress

Apprenticeship Case Studies – Appendix 4

Principal Engineer

After completing a 2 year apprenticeship in 2009, I climbed the career ladder rapidly. I am now a Principal Engineer and manage a team of engineers that look after approving and adopting new roads built by external developers. My overall experience of being an apprentice at the council was absolutely brilliant. It was by far the best decision I could have made and enabled me to progress quickly through my career. I would thoroughly recommend it!

Technical Highways Engineer and winner of Shining star award at the Oxfordshire Apprenticeship Awards

I completed my apprenticeship in 2015, after which I successfully applied for a position in the Road Agreements Team, progressing from technician to engineer. I've also continued to progress in my studies – completing both a BTEC and HNC, before starting a degree in Civil Engineering with The Open University in October 2018. (these quals weren't undertaken via the apprenticeship route as the standards were not available at that time – they are now part of the career pathway). The apprenticeship was the best choice for me as it provided a good balance of work and education that was manageable, challenging and, above all, interesting. If you're considering an apprenticeship at Oxfordshire County Council, go for it! It's a chance not many get and is worth every minute."

Superintendent Registrar Technical Specialist

I joined the council in 2008 and since then I have been able to grow in my roles starting in Business Administration, moving to a Deputy Registrars position and recently being promoted to Superintendent Registrar Technical Specialist. My apprenticeship gave me excellent grounding and experience within the office working environment. It allowed me to develop my IT and communication skills, whilst obtaining a workplace qualification. It's given me confidence and belief in my abilities and to progress in my career. I would highly recommend an apprenticeship to anybody wanting to earn whilst they learn.

Current role EET Tracking Manager This case study is taken from an application for an apprenticeship award (which the applicant won)

I started at the county council in late 2009, on a Level 3 IT user apprenticeship. Upon finishing this I was offered a second apprenticeship in Business Admin and completed both within 18 months. These apprenticeships helped me to secure a permanent role in the county council as an Information, Advice and Guidance Officer. I have since worked up to the role of EET Tracking Manager.

I am a great advocate for apprenticeships, I believe they are a great way of learning key skills that directly help you in your role. They show potential employers that you not only have the qualification, but also the key work experience that they are looking for. As such, in all of my work with young people and their families I promote and encourage apprenticeships as a great way to further your career.

All of the apprenticeships that I have studied have had a huge impact on my career. Not only have they helped me climb the career ladder but also become more effective in my work. I learnt skills 10 years ago that I still use to this day, ICT techniques that have become key to an effective yet lean service as we went through budget cuts. My current apprenticeship has given me management tools, that with a smaller team, has helped see Oxfordshire report some of its best ever figures as well as being crucial in my role as a trustee for a local charity.

At university I achieved a decent grade, but looking back I regret not pushing myself harder to achieve more. At times I struggled to see how what I was studying was relevant and as such, did not put in the effort I should have. With an apprenticeship I have never had this issue, I could relate my learning directly to my role and also see how it would benefit me in my future career.

Divisions Affected – All

Cabinet - 23 February 2021

Recommissioning Services to Support Homeless Adults and Adults at Risk of Homelessness in Oxfordshire

Report by Corporate Director of Adult and Housing Services

RECOMMENDATION

1. The Cabinet is RECOMMENDED to agree the proposed approach to commissioning services to support homeless adults and adults at risk of homelessness in Oxfordshire.

Executive Summary

2. The Crisis housing led feasibility study completed in November 2020 and Oxfordshire Safeguarding Adults Board's review into the deaths of homeless people in Oxfordshire conclude that if we want to put an end to rough sleeping in Oxfordshire we need to change how we commission services, what we commission, and how we work together as a housing, social care and health system that prevents and resolves homelessness.
3. This report sets out how the partnership of six Oxfordshire councils and the Clinical Commissioning Group intends to re-commission services to support people who are homeless or at risk of homelessness including rough sleepers. Services will start 1st April 2022 and will look radically different to the current Adult Homeless Pathway and Floating Support services.

Evidence-based Approach

4. The approach to commissioning has been informed by: engagement with people who experience services; providers of support and accommodation services for people across Oxfordshire; and the Crisis housing led feasibility study, jointly commissioned by Crisis, and City and District Council partners. It will build on the existing partnership arrangements with Health and District/City Partners.
5. The Crisis study proposes how the homelessness and housing system in Oxfordshire can become housing led and puts forward recommendations as to

how Oxfordshire can deliver services which can ultimately end homelessness for single adults in Oxfordshire.

6. We have applied learning from the evaluation of the Trailblazer project and from the Oxfordshire Safeguarding Adult Board's (OSAB) thematic review of the deaths of homeless people.

Housing-led

7. It is proposed that we adopt a Housing Led approach to ending homelessness which aims to move people into their own homes as quickly as possible and provides them with the support they need to make it work.
8. The key elements to this are: people have a right to a home; flexible support is provided for as long as it is needed; housing and support are separated ideally; individuals have choice and control; the service is based on people's strengths, goals and aspirations; an active engagement and a harm reduction approach is used.
9. In summary, the overarching areas that we propose to commission include: intensive case management for Housing First; a proportion of shared / dispersed housing with a clear identity and function; fluctuating support – flexible and responsive; specific provision e.g. gender, substance misuse; floating support – flexible and responsive, and that may require a specialist approach; outreach services to rough sleepers; stepdown houses and embedded housing workers to support discharge from hospitals; multi-disciplinary roles to deliver services from a countywide assessment hub.

Accommodation

10. The provision of accommodation will be prioritised. For people who are rough sleeping a rapid rehousing approach will be followed. Where supported accommodation is required, this should be time limited with a focus on moving people into settled accommodation as quickly as possible, rather than making moves into different supported accommodation through a 'pathway' approach.
11. A move into settled accommodation should be made with the necessary support in place, rather than waiting for someone to become 'tenancy ready'.

Alliance approach to commissioning

12. We are exploring an Alliance approach to commission and contracting.

13. In summary, an Alliance model is a form of partnership. There is a higher level of collaborative decision making and shared responsibility for all activities than is usually seen in most partnerships which leads to improved outcomes. Instead of being a group of organisations who each separately undertake their part, coming together occasionally to review progress and report to each other, an Alliance is a more intensive collaboration where everything from planning, implementation, overall financial responsibility, risk and day-to-day management is shared by a group of providers.

Targeted benefits of the proposed commissioning approach

14. Our commissioning approach is a necessary factor in achieving what is set out in our county-wide homelessness and rough sleeping strategy which will lead to:
15. Improved outcomes for people through commissioning the right services for homeless adults, with more adults living independently outcomes and not returning to homelessness.
16. Prevention of care and health needs escalating to higher levels.
17. Systematic collaboration and partnership working with people using services, districts, health, social care and the voluntary sector to match the right accommodation and support solution.
18. Creating the environment to support the delivery of high-quality flexible and responsive services by developing a workforce development programme.
19. The development of high-quality services for people who are homeless in Oxfordshire.
20. Maximising of capacity and improved capability within the supported housing market.
21. Avoidance of hospital admissions.
22. Facilitation of swift and safe hospital discharges and improved flow across the system.
23. A high-quality workforce that is adequately trained and supported.

Corporate Policies and Priorities

24. We are committed to working under the (draft) Oxfordshire's Homelessness and Rough Sleeping Strategy 2021-26 to improve outcomes for people.

25. All local authority and health partners are committed to county wide working and to developing a system for responding to homelessness that is integrated and operates as a county wide system.
26. There is also a commitment to integrating the 'homelessness system' with the health and social care system, particularly mental health services, public health commissioning and accommodation-based (floating) support.
27. The proposal directly contributes to Oxfordshire County Council's aims set out in our Corporate Plan to: create thriving communities for everyone in Oxfordshire where people live safe, healthy lives and play an active part in their community and provide services that enhance the quality of life in our communities, and protect the local environment.
28. The commissioning of services proposed directly contributes to Oxfordshire's Health and Wellbeing Board's priority to improve the resident's journey through the health and social care system (as set out in the Care Quality Commission action plan).

Financial Implications

29. **Provisional budget envelope**
30. Based on our current county funding level and what, in principle, the City and Districts are proposing is in scope of this commissioning exercise, the total funding available is £3.14m. A summary of this is set out in the table below.

Organisation	Current Housing Related Support pool contribution per year	Provisional annual funding from 1/4/22 per year
Oxfordshire County Council	£250,000 (plus £590,000 for floating support and £100,000 for support to adult survivors of childhood exploitation)	£940,000
Oxford City Council	£219,030	£1,230,437
Oxfordshire Clinical Commissioning Group	£150,000	£423,117 (includes consolidation of funding for step down house and embedded housing worker which are currently funded year to year)
Cherwell District Council	£84,930	£353,930
South Oxfordshire District Council	£48,970	£69,370

Vale of White Horse District Council	£48,970	£69,370
West Oxfordshire District Council	£44,700	£53,700
Total	£846,600	£3.14M

31. The Alliance approach will need to include governance arrangements that underpin the contracting and operational framework for the Alliance. These arrangements, that will be set out in a partnership agreement, will include an Alliance Leadership Team that will be accountable for directing and leading the Alliance and will include the Commissioner. Any additional costs to the council associated with managing and maintaining those arrangements will need to be shared by the Alliance.
32. The Alliance approach will need to be underpinned by robust financial risk sharing and open and transparent monitoring arrangements between the parties to the Alliance. The overall funding envelope will be agreed by the council and its commissioning partners. The alliance will need to work within that funding envelope and take collective action to ensure that agreed outcomes are achieved within the available funding.

Kathy Wilcox, Finance Business Partner, kathy.wilcox@oxfordshire.gov.uk
25.01.2021

Legal Implications

33. To achieve the objectives under the model described above, it is proposed that the Council will enter into a Service Contract with each of the participating Alliance Providers as the Alliance itself will not be a separate legal entity. The Service Contract will describe the purpose, functions and governance arrangements and require each Provider to comply with the “alliance principles” to ensure Service delivery and to set out each Provider’s collective responsibility to secure the best outcome for the Service User. It is confirmed that the “alliance principles” will include an express obligation to ensure that nothing in the “alliance principles” shall restrict the Council’s compliance with its statutory obligations under procurement law and will also require that each Provider shall take appropriate responsibility to ensure compliance with competition law. This approach will de risk any sharing of information through the Alliance which could, potentially, give rise to unfair advantage (e.g. pricing information / risk appetite).
34. It is noted that whilst each participating provider, together with the Council, shall be a member of the Alliance leadership team, through which collective governance responsibility of delivery of the Services through the Alliance will be determined within the financial envelope, responsibility to determine the financial envelope itself will be retained by Council (together with its partners (i.e. Oxfordshire City and District Councils and CCG)).

Bede Murtagh – Legal Services, Contracts solicitor
bede.murtagh@oxfordshire.gov.uk - 25.01.2021

Staff Implications

35. None identified.

Equality & Inclusion Implications

36. We will undertake an Equality Impact Assessment as part of the commissioning process. Commissioning services in the way we propose will reduce inequalities and disadvantage, in terms of access to services across the county. People will receive more consistent services wherever they are in Oxfordshire.

Sustainability Implications

37. None at this stage.

Risk Management

38. We will have a risk management plan which will sit alongside the commissioning activities.
39. Initial risks identified are around the commissioning and contract management resource that will be in place in the short term and the risks associated with moving from a dependence on supported accommodation to other housing options such as Housing First, if not managed effectively and within a realistic timetable for transition.
40. Initial risks identified are associated with moving from a dependence on supported accommodation to other housing options such as Housing First, if not managed effectively and within a realistic timetable for transition.

Contact Officer: Gillian Douglas, Assistant Director Housing and Social Care Commissioning
gillian.douglas@oxfordshire.gov.uk
07503259834

Division(s): N/A

CABINET – 23 FEBRUARY 2021

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 16 March 2021

<ul style="list-style-type: none"> ▪ Tenant Fees Act 2019 (and Associated Legislation) - Financial Penalty Enforcement Policy To seek approval of the adoption of a regime of financial penalties for breaches of relevant legislation. 	<p>Cabinet, Deputy Leader of the Council 2021/005</p>
<ul style="list-style-type: none"> ▪ Business Management & Monitoring Report - January 2021 To note and seek agreement of the report. Joint Responsibility: Deputy Leader of the Council and Cabinet Member for Finance. 	<p>Cabinet, Deputy Leader of the Council and Finance 2020/140</p>
<ul style="list-style-type: none"> ▪ Oxfordshire Electric Vehicle Infrastructure Strategy To seek approval of the adoption of the Oxfordshire Electric Vehicle Infrastructure Strategy and its policies. 	<p>Cabinet, Environment 2020/157</p>
<ul style="list-style-type: none"> ▪ Oxford Zero Emission Zone Pilot Formal Consultation To make decisions on the scheme following consultation on a Zero Emission Zone Pilot in Oxford. 	<p>Cabinet, Environment 2020/173</p>
<ul style="list-style-type: none"> ▪ Delegation Under an Agency Agreement of a Number of Lead Local Flood Authority Responsibilities To seek: <ul style="list-style-type: none"> (a) agreement of the delegation of Ordinary Watercourse Regulation powers and Flood Investigations to the City and District Councils in Oxfordshire; (b) agreement and sign, by authorised officers of Oxfordshire County Council and the City and District Councils, the draft agency agreements (Appendix A); and (c) authorisation that the Assistant Director for Strategy and Infrastructure to make such minor amendments as necessary to bring the agreements into operation and maintain them until further notice. 	<p>Cabinet, Environment 2021/003</p>

<ul style="list-style-type: none"> ▪ Releasing Development Strategy in Didcot and Surrounding Villages in the Vicinity of HIF1 Schemes To seek approval to a development strategy to accommodate a proportion of development prior to HIF1 being open for public use. 	Cabinet, Environment 2021/018
<ul style="list-style-type: none"> ▪ Capital Programme Monitoring Report - January 2021 Financial report on capital spending against budget allocations, including any necessary capital programme approvals. 	Cabinet, Finance 2020/139

Cabinet Member for Environment, 25 March 2021

Topic/Decision

Portfolio/Ref

<ul style="list-style-type: none"> ▪ Banbury: Castle Quays Area - Proposed Prohibition of Entry and Turning Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2020/187
<ul style="list-style-type: none"> ▪ Radley: Church Road - Proposed Zebra Crossing To seek approval of the proposals. 	Cabinet Member for Environment, 2020/110
<ul style="list-style-type: none"> ▪ The Oxfordshire County Council Developer Guide to Infrastructure Delivery and Contributions To seek approval of the final draft, following consultation and update, of The Oxfordshire County Council Developer Guide to Infrastructure Delivery and Contributions prior to publication. 	Cabinet Member for Environment, 2021/004
<ul style="list-style-type: none"> ▪ Abingdon: B4017 Bath Street - Proposed No Waiting Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2021/006
<ul style="list-style-type: none"> ▪ Ambrosden: Ploughley Road - Proposed Traffic Calming Measures To seek approval of the proposals. 	Cabinet Member for Environment, 2021/007
<ul style="list-style-type: none"> ▪ Bicester: Various Sites - Proposed Waiting Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2021/008
<ul style="list-style-type: none"> ▪ Cherwell and West Oxfordshire: Various Sites - Proposed New and Deleted Disabled Persons Parking Places (DPPPs) To seek approval of the proposals. 	Cabinet Member for Environment, 2021/009

<ul style="list-style-type: none"> ▪ Henley: A4155 Marlow Road - Proposed Puffin Crossing To seek approval of the proposals. 	Cabinet Member for Environment, 2021/010
<ul style="list-style-type: none"> ▪ Henley: Greys Hill - Proposed Zebra Crossing To seek approval of the proposals. 	Cabinet Member for Environment, 2021/011
<ul style="list-style-type: none"> ▪ Oxford: Informal Consultation on Proposed Additional Controlled Parking Zones (CPZs) To seek approval of the proposals. 	Cabinet Member for Environment, 2021/012
<ul style="list-style-type: none"> ▪ Steventon: Hanney Road - Proposed Traffic Calming Build Out with Road Hump To seek approval of the proposals. 	Cabinet Member for Environment, 2021/013
<ul style="list-style-type: none"> ▪ Tiddington: A418 Thame Road - Proposed Puffin Crossing To seek approval of the proposals. 	Cabinet Member for Environment, 2021/014
<ul style="list-style-type: none"> ▪ Upton: Chilton Road and A417 - Proposed Prohibition of Motor Vehicles and Toucan Crossing To seek approval of the proposals. 	Cabinet Member for Environment, 2021/015
<ul style="list-style-type: none"> ▪ Bicester / Chesterton: Wendlebury Road - Proposed 30mph Speed Limit To seek approval of the proposals. 	Cabinet Member for Environment, 2021/016
<ul style="list-style-type: none"> ▪ Witney: Various Sites - Proposed Waiting Restrictions To seek approval of the proposals. 	Cabinet Member for Environment, 2021/017

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