OXFORDSHIRE
COUNTY COUNCIL

## *Notice of a Meeting*

# Performance Scrutiny Committee
## Thursday, 12 November 2020 at 10.00 am
## Virtual Meeting

*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.*

**Membership**

Chairman Councillor Liz Brighouse OBE
Deputy Chairman - Councillor Jenny Hannaby

| *Councillors:* | Nick Carter | Liz Leffman | Glynis Phillips |
| | Mike Fox-Davies | Jeannette Matelot | Judy Roberts |
| | Tony Ilott | Charles Mathew | Michael Waine |

*Notes:*   ***A pre-meeting briefing*** *will take place virtually 10am on Monday 9 November 2020*
***Date of next meeting:*** *10 December 2020*

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

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

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**For more information about this Committee please contact:**
Chairman                              -          Councillor Liz Brighouse
                                                  E.Mail: liz.brighouse@oxfordshire.gov.uk
Committee Officer                     -          *Colm Ó Caomhánaigh, Tel 07393 001096*
                                                  *colm.ocaomhanaigh@oxfordshire.gov.uk*

Yvonne Rees
Chief Executive                                                              November 2020

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

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

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

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

Scrutiny is NOT about:
- Making day to day service decisions
- Investigating individual complaints.

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

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

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

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*recycled paper*

# AGENDA

**1.      Apologies for Absence and Temporary Appointments**

**2.      Declarations of Interest -** Guidance note on back page of the agenda

**3.      Minutes** (Pages 1 - 8)

To approve the minutes of the meeting held on 10 September 2020 (**PSC3**) and to receive information arising from them.

**4.      Petitions and Public Address**

*This 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 Friday 6 November 2020****. Requests to speak should be sent to* [colm.ocaomhanaigh@oxfordshire.gov.uk](mailto: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.*

**5.      Police and Crime Commissioner and the Thames Valley Police Delivery Plan 2020-21** (To Follow)

10.10

This will be a presentation from the Chief Constable, Thames Valley Police followed by a verbal update from the Deputy Police and Crime Commissioner and both will take questions.

**6.      Safeguarding Missing Children** (To Follow)

11.10

Report by Director of Children's Services

This report is produced on an annual basis by Children's Social Care for scrutiny and challenge through the Oxfordshire Safeguarding Children Board's Sub Group for Child Exploitation.

The data suggests that across the reporting period, less children have gone missing less often within Oxfordshire when compared to statistical neighbours, regional and nationally.

In Oxfordshire, there are more instances of boys going missing compared to girls and

the majority of them are aged between 14yrs – 16yrs. All children reported missing more than once had a completed CE screening tool, which reassures that children frequently being reported missing are known and or open to Children's Social Care (CSC) services and that the Child Exploitation screen tool is widely adopted within the reviews of children whom are repeatedly going missing.

There are clear and robustly monitored processes in place for Oxfordshire children placed out of area who are reported missing.

Particular focus and attention is required for those areas that the data reveals have proportionately higher numbers of missing children than in other areas of the county and to ensure there is targeted action to reduce the numbers. The nature and concentration of fostering and residential children's homes within the area, means that the issues will not dissipate quickly. Partnership arrangements with placement providers require regular review to ensure that there are effective and robust strategies in place to safely and proportionately manage the joint responses required to safeguard children who go missing children. The LPA Detective Inspector and CSC Strategic Lead remain in regular contact to ensure this is kept under review.

When return home interviews are completed, they provide detailed context and are a rich source of intelligence for the partnership , which informs partnership activities and safeguarding responses. However, not all children have a return home interview recorded within statutory timeframes, this needs to be addressed promptly to ensure that all children who go missing are appropriately safeguarded, and that there is provision of services available in support for reducing the numbers of children who go missing in the county.

**The Committee is RECOMMENDED to note the report.**

## 7. Implementing the Family Safeguarding Model

11.40

This will be a presentation on the progress of Family Safeguarding Plus.

## 8. Business Management and Monitoring Report (Pages 9 - 64)

12.10

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

The report at Appendix 1 sets out Oxfordshire County Council's progress towards Corporate Plan priorities during September 2020.

The report will be considered at Cabinet's 17th November meeting.

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

## 9. Work Programme (Pages 65 - 66)

12:40

♻ *recycled paper* ♻

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

# 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.

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# PERFORMANCE SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 10 September 2020 commencing at 10.00 am and finishing at 1.20 pm

**Present:**

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

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

**Other Members in Attendance:**          Councillor Mark Grey (for Agenda Item 6)

**By Invitation:**          Richard Simpson, Independent Chair, Oxfordshire Safeguarding Children Board (for Agenda Item 7)

**Officers:**

Whole of meeting          Robin Rogers, Head of Strategy; Louise Tustian, Head of Insight and Corporate Programmes; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

| Agenda Item | Officer Attending |
|---|---|
| 6 | Claire Taylor, Corporate Director Customers and Organisational Development; Sam Shepherd, Policy Team Leader; Elena Grant, National Management Trainee |
| 7 | Lara Patel, Deputy Director – Safeguarding; Tan Lea – Strategic Safeguarding Partnerships Manager |
| 8 | Karen Fuller, Deputy Director Adult Social Care; Melanie Pearce, Service Manager Safeguarding |
| 9 | Grahame Mitchell, Deputy Chief Fire Officer |

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

**37/20 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS**
(Agenda No. 1)

There were no apologies.

**38/20 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA**
(Agenda No. 2)

There were no declarations of interest.

**39/20 MINUTES**
(Agenda No. 3)

The minutes of the meetings held on 9 July 2020, 30 July 2020 and 13 August 2020 were approved and signed.

On Item 28/20, Councillor Nick Carter noted that he had not received the requested data on Education, Health and Care Plans. Councillor Charles Mathew reported that he had had discussions with the Director for Children's Services on the matter and expected the data would be available soon. The Chairman asked for it to be circulated to all Members of the Committee.

On Item 33/20, Councillor Jenny Hannaby noted that Members had not received information on the Science Vale cycle scheme as promised and asked for that request to be followed up on.

On Item 36/20, Councillor Michael Waine noted that he is still pursuing an answer regarding delays in road maintenance.

**40/20 BUSINESS MANAGEMENT AND MONITORING REPORT - JULY**
(Agenda No. 5)

Louise Tustian introduced the report. She noted one indicator movement from Green to Amber for "Support for a strong local economy". One Red indicator remains from the previous report around infrastructure delivery support. That is linked to a change in a Leadership Risk (LR3) which is now more focused on that issue. Overall the Council is in a strong position given the current Covid-19 situation.

Members raised a number of points as set out below and it was AGREED that officers will provide responses to be circulated to all Members of the Committee.

Councillor Glynis Phillips asked

- for figures on the lower number of care home admissions (Agenda Page 26, fourth bullet point) and officers' views on the future of care homes if the trend continues.

- for the figures for trees planted by highways, whether replacing dead trees or planting new ones, given the Council's carbon commitments.

- for clarification on the percentages referred to in indicator 26 and if it means that 10% of the Council's own works on potholes are defective.

- if it would be better to say that figures are not available rather than include end of year forecasts under indicator 13 – household waste percentages.

- if the figure of 300 EV charging points, under indicator 11, refers to the whole county.

Councillor Charles Mathew asked that the original budget figures be included so that comparisons can be made to those figures and not just the revised budget figures.

Councillor Michael Waine asked for an update on the extra costs for school transport given the changes for Covid-19, what support will be forthcoming from central government and the shortfall.

He also noted that the Skanska subcontractor responsible for micro-asphalting is not operating and asked what would be the saving from that and what will happen to that budget. He asked if it would be transferred to next year so that the Council does not fall behind on that work.

Councillor Judy Roberts asked for information on new posts referred to under LR3. Infrastructure delivery impacts on the Growth Deal and many projects across the county and Members need to know who to go to with their queries.

The Chairman thanked officers for the report and asked that consideration be given to increase the font size in future reports to make them more accessible.

**41/20 INCLUDING EVERYONE: EQUALITIES, DIVERSITY AND INCLUSION FRAMEWORK**
(Agenda No. 6)

Councillor Mark Grey introduced the report. He outlined how OCC goes further than the requirements of the Equality Act 2010 in taking into account social and rural deprivation, carers and the armed forces. The importance of the issues has been highlighted by the Black Lives Matter campaign, the Covid-19 pandemic and recent reports on health inequalities. A joint approach is being taken with Cherwell District Council but the two councils will have their own action plans.

Elena Grant gave examples of the evidence base which will inform the Council's policies. Information has come from discussion groups, a data pack about equalities in our communities and HR equalities data. The final document will be accompanied by the data pack.

Samantha Shepherd gave a presentation in which she outlined the process being followed. It is planned to bring an action plan to the October Cabinet meeting. That will be followed by a wider engagement with stakeholders and the public.

Claire Taylor emphasised that the document before them was a draft. Officers were very keen to hear views from councillors, especially to ensure that local communities were reflected in the document. Officers were also aware that in some cases there are multiple impacts where characteristics are combined.

Councillor Tony Ilott asked what definition of poverty was being used. Councillor Grey responded that the measure for a child in poverty was being in a family with income below 60% of the UK average adjusted for family size.

Members suggested
- that the actions the Council can take as an employer or as a service provider be separated out.
- that it be made clearer where people can take complaints.
- that attention be given to rural deprivation given that 51% of the population lives in a rural setting.
- to ensure that those who are not so skilled at computers are still catered for.
- the need for a councillor champion.
- the Council can also be an influencer, for example with schools where there can be unconscious discrimination in out-of-school activities which are often unaffordable for some families.
- similarly, there can be issues accessing day centres and transport in general for those with mobility impairments.
- a seminar on the framework for all Members would be welcome.

Members also raised the following points which will be responded to by officers afterwards:
- How many unpaid carers are children?
- Has it ever been calculated how much cost young carers save the Council which would have to step in if they were not there?
- In relation to the figures for top first languages, how many primary school children are there in total in the county and could the same figures be made available for secondary schools?

Councillor Grey thanked officers for their work on the framework and thanked Members for their feedback. He concluded, stating that equality of opportunity will always be central to this.

## 42/20 OXFORDSHIRE SAFEGUARDING CHILDREN BOARD ANNUAL REPORTS
(Agenda No. 7)

Richard Simpson introduced the report. He stated that it had been an honour and a privilege to serve as Independent Chair but he had to step down from the position.

The Chairman thanked him for his service. She added that it had been very helpful having a Chair who worked for Barnardo's and she hoped that the organisation might be able to provide the next chair too. Richard Simpson responded that he would be available to ensure a seamless transition.

He emphasised that the report was dealing with the period pre-Covid-19. He thanked the OSCB Business Unit, and especially Kay Bishop, for compiling the report.

He highlighted a number of points from the report. He was very happy with the senior involvement of police and County Council in the partnership. The focus on the importance of school attendance was very welcome.

Their conference had been very child-centred but he was aware that more needed to be done towards greater involvement of children in setting the strategy. For the third year running they had provided around 10,000 training places and a new initiative to invite commendations for safeguarding work had been really appreciated.

He felt that more needed to be done to tackle neglect. There were too many Child Protection Plans resulting from neglect. OSCB also needs to respond to a criticism from Ofsted regarding some organisations not being properly represented at case conferences.

The immediate challenge will be in getting children back to school post-Covid. That needs to be watched closely and there are concerns regarding home education where the local authority has very little in the way of powers.

Tan Lea summarised the report and conclusions of the PAQA subgroup. They know that they need to keep on seeking to include the child's voice. They are aware of the importance of dealing with whole families but also the needs of the individual. The workload is complex and there is a real need to support the workforce in this. The Committee last year asked for a matrix of common themes from the work which has been provided in the Appendix. The top issues were managing demand especially in Mental Health, knife crime and exploitation, the importance of schools in keeping children safe and attendance at case conferences.

Lara Patel summarised the CRAG report. Two of the six current Serious Case Reviews have concluded. One has already been before the Committee. For the other, the communications plan is still being finalised but it is expected to bring it before the Committee by the end of the year. CRAG contributed to a national review focussed on exploitation and the learning from that review will help inform the development of a new youth justice and exploitation service which will go live in November. The Family Solutions Plus service, also starting in November, will have an additional focus on parental mental health, domestic abuse and drug and alcohol abuse issues.

Members expressed regret that the Independent Chair had to step down from the role and they raised issues which Richard Simpson and the officers responded to as follows:

- The main challenge for partners will be the demand for statutory services versus the cuts that are coming down the line. They need to work more closely together and pool resources to meet that challenge,
- If the government plan to provide mental health support in schools comes through that will help reduce demand on CAMHS by tackling issues earlier.

- The Church of England Bishop asked to be involved and it was agreed that his representative should join the Safeguarding in Education Subgroup.
- County Lines is still a growing problem. It is important to work with the children involved but there is also a need to get to the actual drug dealers who are causing the problem.
- Young Carers are recognised as a vulnerable group. This year's Public Health audit focussed on them and PAQA will now look at how the champion model in schools is working.
- The return to school post-Covid will have to be watched closely. There has been a lot of scenario planning and communications with schools.

The Chairman asked if the Education Scrutiny Committee could pick up on the last point. Councillor Michael Waine, Chair of the Education Scrutiny Committee, agreed to that and stated that he had already had a very useful first meeting with the new Director for Children's Services.

The Chairman thanked the Independent Chair and officers for an excellent report. She stated that Richard Simpson had made progress in Children's Safeguarding in Oxfordshire in his period of office and Members thanked him for that.

## 43/20 OXFORDSHIRE SAFEGUARDING ADULTS BOARD ANNUAL REPORT
(Agenda No. 8)

Karen Fuller presented the report in the absence of Dr Sue Ross who was unable to attend for personal reasons. She thanked Melanie Pearce and Steve Turner for their work on the report.

Despite the pandemic, 95% of staff are up to date on training. All training has been made available online and this has been particularly useful to voluntary groups including those that emerged in response to Covid-19.

Healthwatch conducted a secret-shopper exercise on behalf of the Board which revealed that the 'shoppers' struggled to make a safeguarding referral. Changes have been made to the website based on the learning from that.

Three priorities have been identified with partners: people who do not meet the threshold for support, the challenge of information sharing and increasing complexity of cases. Also, the impact of Covid is still unknown.

The Board commissioned an independent report on the seven deaths of homeless individuals. A Task and Finish Group will be set up to look at the learning from that.

The following are the responses of officers to issues raised by Members:

- Discrimination abuse (Agenda Page 10) refers to abuse relating to an equality characteristic, for example LGBT. It is a requirement to report on this figure.
- Feedback that the report is light on background details and data will be taken on board with next year's report along with the specific request for information on repeat safeguarding cases.

- With regard to support for homeless people during the pandemic, some chose not to accept accommodation, some of those who did have left but some remain and work is ongoing with housing departments to find more long-term solutions for them.
- Two of the Safeguarding Adult Reviews relate to people who were receiving services – one through the mental health team and one through a locality team.
- The 41% of abuse in the category of neglect may have multiple factors. Generally, a Care Act assessment is recommended and that person or their carer is supported in minimising neglect.
- The percentages on Agenda Page 10 are a breakdown of the number of safeguarding concerns raised (5116).

The Chairman thanked officers for the report which will help the Committee to identify any issues that may need a closer look in which case they will be added to the work programme.

## 44/20 COMMUNITY SAFETY SERVICES ANNUAL REPORT
(Agenda No. 9)

Grahame Mitchell summarised the report. He highlighted that there had been 900 applications received to their first recruitment drive for years. The number of female firefighters has increased from 38 to 49 and there have been good numbers of female and BME participants as a result of positive action days.

Areas where improvement is still needed are false alarms, on-call availability and road traffic collisions. New areas covered include

- the Prince's Trust programme looks to support young people on the cusp of criminality, improving self-esteem and training qualifications, such as first aid certificates
- we continue to purchase fire appliances, agreeing a single specification collectively to save money.
- the cadets have been involved with trading standards in making test purchases, such as knives.

Graham Mitchell responded to Members' questions as follows:

- Any young person can apply to be a cadet. They have targeted Looked After Children and are currently hoping to attract children with Special Educational Needs or Disabilities, seeking a gender balance.
- Costs in dealing with flooding would generally be sought for a water main failure but the most common cause is surface water as a result of adverse weather. The priority is always to provide help to residents and businesses at the time.
- In relation to false alarms, 23% of the fire protection team's activity is conducting fire safety audits on premises with repeat false alarms. Information is shared with trading standards because if an organisation is not looking after its fire alarm, they may be falling short in other areas too.
- Volunteers offer cycling training in primary schools. Often parents of children who receive training go on to become volunteers.

- With regard to public reports in the area of road traffic enforcement, trading standards can take referrals – usually mobile phone pictures. There are costs in setting up such schemes but they are very effective.

Grahame Mitchell AGREED to the following actions:
- to circulate information about Fire Cadet Units;
- to circulate information on community reporting in traffic enforcement,
- to take feedback to officers on concerns about cycling proficiency in children of secondary school age;
- to arrange a meeting on plans regarding Thame Fire Station.

The Chairman thanked him for the report and asked that he pass on to his staff the compliments from Members on the activities in the area of community safety.

## 45/20 COMMITTEE WORK PROGRAMME
(Agenda No. 10)

Councillor Nick Carter asked about the OSCB succession plan. The Chairman AGREED to seek an update for the November meeting.

The proposed agenda for the November meeting was AGREED. The Chairman suggested that a longer meeting with a break would be needed to deal with that agenda.

The December meeting will deal with the budget and provision has been made to have a longer meeting than usual on that.

It was agreed to aim to take the Council's role as an accountable body and housing delivery together at the January meeting.

Other issues which will need to be added to the list are progress towards climate change targets and the Active Travel tranche 2.

.............................................................. in the Chair

Date of signing ................................................ 2020

**PERFORMANCE SCRUTINY COMMITTEE**

**12th November 2020**

**Business Management and Monitoring Report**
**September 2020**

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

**Recommendations**

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

**Introduction**

2. The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities during September 2020.

3. The report will be considered at Cabinet's 17th November meeting.

**Executive Summary**

4. The report at Appendix 1 is the Business Management and Monitoring Report for September 2020/21 and it contains:
   - Annex A – Performance Report
   - Annex B – Risk
   - Annex C – Finance

5. The report's tone and detail largely shows positive performance, but as we would expect still shows a number of services impacted by COVID-19. The overall risk profile is unchanged.

**Performance**

6. Generally, targets set in the Outcomes Framework have not been retrospectively amended considering COVID-19 pressures, as we wish to give the reader a true sense of how our priorities and pre-pandemic ambitions have been affected. Where targets are being revisited as a result of COVID-19 impacts, commentary in Annex A records this.

7. There were two performance score changes during September. **"Infrastructure delivery supports growth"** has changed from Red to Amber; and **"Enhanced digital connectivity for residents & businesses"** has changed score from Amber to Green

8. The measure **"Infrastructure delivery supports growth"** is reporting Amber for September, this is an improvement since last month There is a

robust plan in place to achieve 100% of the Capital Programme delivered in line with budget by end of March 2021 and a full review of the pipeline of work is ongoing currently to re-baseline the programme.

9. The report therefore shows that at 30th September the 27 indicators were assessed as follows:

| RAG | COUNT | % | COMPARISON WITH AUGUST RAG % |
|---|---|---|---|
| GREEN | 13 | 48% | 44% |
| AMBER | 13 | 48% | 48% |
| RED | 0 | 0% | 4% |
| GREY (NO DATA) | 1 | 4% | 4% |

**Risk management**

10. Since April the OCC Leadership Risk Register has been under review to reflect the new challenges brought by the coronavirus pandemic. The Register has been adopted by Silver and Gold commands as the mechanism for managing the most senior risks facing OCC at this time. Annex B of the report shows the latest Leadership Risk Register.

11. Annex 2 is the latest OCC Leadership Risk Register as revised on 21st October. No score changes were reported during September.

03rd September 2020

| | |
|---|---|
| **CLAIRE TAYLOR**<br>Corporate Director for Customers and Organisational Development | **LORNA BAXTER**<br>Director of Finance |

**Contact Officers**:
Louise Tustian, Head of Insight and Corporate Programmes – 07741 607452
Hannah Doney, Head of Corporate Finance – 07584 174 654

Appendix 1:  17th November Cabinet paper: Business Management and Monitoring Report, September 2020, which contains:
Annex A – Performance dashboard
Annex B – Risk
Annex C – Finance update

# APPENDIX 1
# CABINET REPORT
# BUSINESS MANAGEMENT & MONITORING REPORT
## September 2020
### Report by Corporate Director for Customers and Organisational Development and Director of Finance

### Recommendation

1.  To note this month's business management and monitoring report.

### Executive Summary

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

### Introduction

3.  The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.

4.  These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next 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, such as those delivering face to face services or services in particular locations such as highways, libraries and museums (those that are now open). Our fire service colleagues continue to deliver services across the county adhering to social distancing guidelines. When the fire service are using breathing apparatus equipment they wear this in addition to the face coverings. We are proud that our

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[1]  Corporate Plan and Medium Term Financial Plan:
https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf
Outcomes Framework and previous reports: https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports

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flexible and resilient approach has enabled us to continue to deliver vital services on which the people and communities of Oxfordshire depend.

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. For example, 27 out of 44 libraries across the county, the History Centre and the Oxfordshire Museum are now open, to receive in-person visitors, following NHS safety guidance, which includes limited number of visitors.

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.

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15. The information below provides a snapshot of progress towards Corporate Plan outcomes during September 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

- During September the Customer Services Centre recorded 9,576 contacts from all channels; 84% (8,030) of those contacts were resolved at first point of contact, against a target of more than 75%.

- The latest satisfaction survey undertaken by the Customer Services Centre (CSC) during September, reflected that 96.5% were happy with the service they received, 2.5% where Neutral and 1% was dissatisfied. 99% of customers where happy with the experience they received from individual officers.

### Areas for improvement

The Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date is reporting at 26% against a target of more than 50%. This measure is reported in arrears to enable the inclusion of a full month of activity. During August 464 public enquiries were recorded on FixMyStreet in relation to pothole and other carriageway issues; from those 23% are now repaired, 17% are waiting for officers' decision, 3% are waiting for Skanska to repair and 57% were closed with no action (9% were responsibility of other organisations, 45% didn't meet our intervention criteria, 40% don't warrant immediate action but have been placed onto long term planning and 6% were duplicates).

| 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 |

3

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

### Performance highlights

- Eleven call blockers have been fitted in the homes of vulnerable residents, stopping scam and nuisance calls. Research developed by National Trading Standards indicates that the fitting of these units will see a saving of £280k for residents and public services.

- We continue to exceed the local targets, and England averages, in the number of people receiving support to stop smoking or for drug and alcohol dependency; with 10.4% users of opiates, 47.2%  users of non-opiates and 54.8% users of alcohol only that left treatment successfully (free of dependence) who do not re-present to treatment again within 6 months. The data for the rate of successful quitters per 100,000 smokers over 18 years old will be published on December 2020.

### Areas for improvement

The Numbers of people helped to live safe and healthy lives, is still be affected by COVID-19. 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. However, our Emergency Planning Team has successfully taken on one work experience placement under the social distancing rules. Also, 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; affecting the data collection for the percentage of eligible population 40-74 who have been invited and/or received an NHS Health Check since April 2017. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.

| 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 | Green | No change |
| | 7.  Numbers of people receiving support to stop smoking or for drug and alcohol dependency | Green | No change |

4

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

### Performance highlights

- Work is about to start on a scheme that will open up a new route to benefit cyclists, pedestrians and other users along the A4095 in Bicester. The work, funded by Homes England and the Oxfordshire Housing and Growth Deal, is designed to address expected congestion between Howes Lane (A4095) and Bucknall Road, ensuring road capacity keeps pace with the housing and economic development in and around Bicester.

- People in Oxfordshire has been rated among the best in the whole of the country at recycling. Statistics released by Recycle Now show that through lockdown, Britain has become even more environmentally aware, with nearly 9 in 10 households saying they regularly recycle. The figures come from research carried out during lockdown and an omnibus survey completed in July. The four district councils and the city council in Oxford operate the kerbside collections of household recycling and waste, which Oxfordshire County Council then disposes of. In 2019, 58.62% of household waste was recycled in Oxfordshire overall against a national average of 44.8% according to figures from the Department for Environment, Food and Rural Affairs (Defra).

### Areas for improvement

The "Engagement with cultural services measure" continues to be affected by COVID-19. Normal Face to face programmes in our museums were not delivered this month, owing to COVID-19. The Oxfordshire Museum, with a 30% reduction in opening hours, welcomed 5,086 visitors to the site (in comparison with September 2019 which had 10,165) and 16 enquirers visited the Museums Resource Centre. Swalcliffe Barn remains closed to the public. Attendances at activities 38 (rate during September 2019 was 791). The History Centre re-opened to visitors, only during 50% of its pre-lockdown hours, with limited seating and pre-booking only. The service was unable to deliver or host events on site.

| 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 network | Amber | No change |
| | 12.  Air quality | Amber | No change |
| | 13.  Household waste re-used, recycled or composted | Amber | No change |

5

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

### Performance highlights

- More children in Oxfordshire have returned to school in September than the national average and figures are improving week on week. On the 2nd October 94% of primary and 90% of secondary children were in school compared to a national average of 87%

- We are beginning to see an increase in demand for social care. There were 2411 contacts into the MASH (multi-agency safeguarding hub) in September this year compared to 1611 last September. This rise is likely to move through the social care system and lead to an increase in the number of families we are working with.

### Areas for improvement

In the last 12 months 50% of Education health and Care plans have been issued in 20 weeks. Performance has generally been improving with 56% of plans issued in 20 weeks in September. Even with COVID-19 requests this year remain at last year's level are at last year's level and 36% higher than 2018.

| 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

- To support people to live independently we are purchasing more home care, with 19% more hours of care purchased in September compared to the start of the year. This has helped us to help more of the people we support with long term care to stay in their own homes. At the start of the year 68% of the people we supported were

able to live in their own home with 32% in a care home. In the last 6 months this has risen to 71%.

- In the first 6 months of this year the number of requests for advice or support that have come into social work teams this year has increased by 21% compared to the same time last year. We continue to offer advice, signpost and provide one-off interventions where possible, and the number of people receiving on-going services is within 1% of the number at the start of the year.

### Areas for improvement

We want more people who may need care to have the opportunity for reablement (a short term intervention to help them to return to their previous level of functioning). As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract.

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

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

### Performance highlights

- The Business Safety Week was delivered between 7th and 13th September, with Oxfordshire Fire and Rescue Service encouraging business owners and 'responsible persons' to ensure they review fire risk assessments; urging Businesses across Oxfordshire that have had to make changes due to COVID-19 to make sure fire safety remains a top priority.

- The "Enhanced digital connectivity for residents and businesses" measure has changed its status from Amber to Green during September. Connections across Oxfordshire picked up markedly over the Summer with over 1,000 premises being connected. This quarter saw the closure of the Better Broadband for Oxfordshire Programme; this programme had an original target of 64,500 premises to be connected which now stands at over 79,000 achieved. The targeted percentage superfast coverage was 90%, is now standing at 97.9%, the targeted take-up of services was 20% and is currently above 74%. All achieved whilst accruing an underspend of c £3m.

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**Areas for improvement**

The measure "Infrastructure delivery supports growth" has changed its status, from Red to Amber during September. There is a robust plan in place to achieve 100% by end of March 2021 and a full review of the pipeline of work is ongoing currently to re-baseline the programme.

| PERFORMANCE SUMMARY | | | |
|---|---|---|---|
| OUTCOMES | INDICATORS | RAG | Change since last report |
| Everyone has access to good homes and jobs | 23. Infrastructure delivery supports growth | Amber | Red |
| | 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 | Amber | No change |
| | 27. Enhanced digital connectivity for residents & businesses | Green | Amber |

**Managing risk**

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 | 20 High Risk (R) | ↔ | Risk reviewed |
| LR2 | Safeguarding of vulnerable adults and children | 15 High Risk (R) | ↔ | Risk reviewed |
| LR3 | Capital Infrastructure Programme Delivery | 15 High Risk (R) | ↔ | Risk reviewed |
| LR4 | Local resilience, community resilience, cohesion | 8 Medium Risk (A) | ↔ | Risk reviewed |
| LR5 | Management of partnerships (non-commercial) | 6 Low Risk (G) | ↔ | Risk reviewed |
| LR6 | Supply chain management | 8 Medium Risk (A) | ↔ | Risk Reviewed |
| LR7 | Delivery of statutory duties | 4 Low Risk (G) | ↔ | Risk Reviewed |
| LR8 | Corporate governance | 2 Low Risk (G) | ↔ | Risk reviewed |

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| LR9 | Workforce management | 9 Medium Risk (A) | ↔ | Risk reviewed |
|---|---|---|---|---|
| LR10 | Organisational Change and Service Design | 12 Medium Risk (A) | ↔ | Risk reviewed |
| LR11 | Financial resilience | 15 High Risk (R) | ↔ | Risk reviewed |
| LR12 | Property and assets (maintenance cost) | 6 Low Risk (G) | ↔ | Risk Reviewed |
| LR13 | Health and safety | 8 Medium Risk (A) | ↔ | Risk Reviewed |
| LR14 | Business continuity and recovery | 8 Medium Risk (A) | ↔ | Risk reviewed |
| LR15 | Cyber security | 12 Medium Risk (A) | ↔ | Risk Reviewed. |
| LR16 | ICT Infrastructure | 8 Medium Risk (A) | ↔ | Risk reviewed |
| LR17 | COVID-19 – Community and Customers | 16 High Risk (R) | ↔ | Risk reviewed |
| LR18 | COVID-19 – Business Continuity | 20 High Risk (R) | ↔ | Risk reviewed |

18. The table above provides a summary of the Council's leadership risks at 21st October 2020. 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 September all leadership risks have been reviewed thoroughly, and there has been no score changes.

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

### Financial management

## 21. Summary of the Council's financial position

22. Based on expenditure to the end of September 2020 and includes the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.1m. There is also a net underspend on Corporate Measures of -£0.5m relating to additional interest earned. There is no change to the position reported last month.

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| Directorate | Latest Budget 2020/21 | Forecast Outturn 2020/21 | Forecast Outturn Variance September 2020 | Forecast Outturn Variance 2020/21 |
|---|---|---|---|---|
| | £m | £m | £m | % |
| Children's Services | 131.9 | 131.9 | 0.0 | 0.0 |
| Adult Services | 196.4 | 196.4 | 0.0 | 0.0 |
| Communities | 87.2 | 87.1 | -0.1 | 0.0 |
| Customers & Organisational Development | 27.0 | 27.3 | +0.3 | 1.1 |
| Commercial Development, Assets and Investments | 32.2 | 30.9 | -1.3 | -4.0 |
| **Total Directorate Position** | **474.7** | **473.6** | **-1.1** | **-0.2** |
| Corporate Measures | -493.0 | -493.5 | -0.5 | -0.1 |
| COVID-19 – Budget for costs and income losses | 18.3 | 18.3 | 0.0 | 0.0 |
| **Overall Surplus/Deficit** | **0.0** | **-1.6** | **-1.6** | |

23. The virements agreed by Council on 8 September 2020 included expenditure budgets in relation to COVID-19 costs to the end of July. 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 available in 2020/21 and will be used to fund these pressures. A virement will be requested as part of the next report to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised for the period August to October 2020.

24. The current forecast for general balances at 31 March 2021 is £30.3m, 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 £0.5m are returned to balances.

25. 83.5% of planned savings totalling £20.3m 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 expected to be delivered.

26. 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**

| WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY | | | | | | |
|---|---|---|---|---|---|---|
| OUTCOME | INDICATOR | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY |
| Our services improve | 1. Improvement following audit or inspection (GREEN) | ↔ | Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue) | 90% | 100% | We continue to progress our actions for improvement areas following the HMICFRS inspection and we have moved to closing some actions as completed. |
| | | | The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19). | > national average | 93% | 93% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally |
| | 2. Listening to residents (AMBER) | ↔ | Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date | > 50% | 26% | Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in August was 464. Of these: <br>• 107 (23%) are now repaired.<br>• 264 (57%) were closed without immediate action. Of this group:<br>  - 9% were the responsibility of other organisations<br>  - 45% did not meet our intervention criteria<br>  - 40% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes)<br>  - 6% were duplicates of other enquiries<br>• 81 (17%) are still awaiting a decision from officers.<br>• 12 (3%) are waiting for Skanska to repair<br>This information is reported in arrears to enable inclusion of full month activity |
| | | | Increase the number of FixMyStreet Super-User Volunteers from among members of the public | +4 per month | 1 | Impacted by COVID-19. However, during September the FMS SuperUser (SU) scheme received a lot of publicity through the Oxford media (TV & radio) holding roadside interviews with the Steeple Aston SU and Cllr Liam Walker successfully generating approx. 20 new SUs interested in being trained. In addition, Banbury, Bicester and Abingdon Town Councils are also interested which could generate a further 10 or more SU's.<br><br>Site training is still on hold whilst new developments to the FMS system are being progressed. Meanwhile we are sending out agreement contracts for signing and putting in place any pre-site training requirements.<br><br>Meetings have also been held with Oxford City/ODS who have expressed an interest in the SU scheme covering the inner ring road area. |
| | | | Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received | >85% | 96.5% | The Customers Service Centre undertakes a customer satisfaction survey one week every month.<br><br>Latest satisfaction survey – September – 116 customers surveyed out of 3,073 which is 4%.<br><br>96.5% were happy with the service they received from Customer Services.<br><br>2.5% where Neutral<br><br>1% was dissatisfied |

| | | | | | Target | Actual | |
|---|---|---|---|---|---|---|---|
| | | | | | | | 99% of customers where happy with the experience they received from individual officers. |
| | | | | Increase the % of callers whose enquiry is resolved at the first point of contact | >75% | 84% | 9,576 contacts recorded from all channels. 8,030 contacts (84%) were resolved at first point of contact. |
| | | | | Reduce the % of calls to the Customer Services Centre which are abandoned by the caller | <5% | 11% | During September, the Customer Services Centre received 16,186 inbound calls and made 8,057 outbound calls. Demand to the CSC has increased and the inbound call volumes are 5.85% higher than the same time last year. The complexity of calls in Adults Social Care, Births and Death enquiries has also resulted in an increase of over 6% in the average handle time. |
| | | | | | | | Registration (increased from 689 to 1,786) and Social and Healthcare Team (8% increase) calls continue to be high compared to September 2019. |
| | | | | | | | School admissions contacts continued to be high but are comparable to September 2019 due to the number of requests to change schools over the summer holidays. |
| | | | | | | | Residential Parking Permits has seen an increase in demand on the phone (1,277 calls) compared to September 2019 (855 calls). This is mainly due to new Controlled Parking Zones coming in, big zones renewing and the number of students moving to the area for Universities.  The number of permits to be produced is also high which staff are working through. This includes replacing all the temporary permits that were issues at the beginning of lockdown in March and during lockdown, where we could not be on site to print the permits. Staff are now on-site daily processing and printing the permits to be sent. |
| Our services improve and deliver value for money | 3.  The Council is financially resilient | G R E E N | ↔ | Financial indicators contained in the Financial Strategy are on track | 100% | 65% | 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 £30.3m at 31 March 2021. |
| | 4.  Effective financial management and governance | G R E E N | ↔ | 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% | n/a | There have been no completed internal audit reports on financial systems and processes at this stage of the year. |

| 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 | 3,080 | 2,930 | Since July we have continued to increase the number of physical visits for Safe and Well and have made significant progress to meet our expectations. We continue to ensure prioritisation for high risk households. However, the second wave of COVID-19 has prevented us from being able to increase the numbers of crews carrying out Safe and Well visits. During lockdown, a significant amount of work was undertaken by our Trading Standards team to directly reach those residents who may be more vulnerable to scams and financial abuse (including COVID-19 related scams). <br> Eleven call blockers have been fitted in the homes of vulnerable residents, stopping scam and nuisance calls. Research developed by National Trading Standards indicates that the fitting of these units will see a saving of £280k for residents and public services. |
| | | | Number of children better educated to live safer and healthier lives | 7,002 | 63 | 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. However, our Emergency Planning Team has successfully taken on one work experience placement under the social distancing rules. <br> Fire Cadet meetings re-started at the beginning of September after a five-month break in an online video meeting format. |
| | | | % 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% | 71% | 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. |

| | | | | | | |
|---|---|---|---|---|---|---|
| | 6. Timeliness of emergency response | G R E E N | ↑ | More people alive as a result of our "365 Alive" prevention, protection and emergency response activities | 533 | 272 | Despite the low number of Co-responding calls, we are on track in all other areas of the measure overall as Co-responding is only one element of the overall measure. |
| | | | | % of emergency call attendances made within 11 minutes | 80% | 89.27% | The response times to emergency calls continues in line with OFRS's expectations. |
| | | | | % of emergency call attendances made within 14 minutes | 95% | 97.01% | The response times to emergency calls continues in line with OFRS's expectations |
| | 7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency | G R E E N | ↔ | Rate of successful quitters per 100,000 smokers 18+ | > 3,564 | 1839 | The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19 on Quarter 1 2020/21. Quarter 2 data will be 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% | 10.4% | 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% | 47.2% | We continue to exceed local targets and England averages |
| | | | | Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment. | > 42.8% | 54.8% | We continue to exceed local targets and England averages |

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| WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT | | | | | | |
|---|---|---|---|---|---|---|
| OUTCOME | INDICATOR | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY |
| Our quality of life in Oxfordshire is enhanced | 8. Condition of highways (GREEN) | ↔ | Defects posing immediate risk of injury are repaired within 24 hours | 100% | 99.3% | Cumulative rate and covers all defects April to August. (Data is reported one month in arrears.) |
| | | | Defects creating potential risk of injury repaired within 28 calendar days | 90% | 99.2% | Cumulative rate and covers all defects April to August. (Data is reported one month in arrears.) |
| | | | Kilometres of highway resurfaced as % of total | 3.07% | 2.42% | The annual plan for 2020 total surfacing programme has been calculated as 3.07% of the network (excluding patching).  The figures from April to September are cumulative, therefore as at 30 September 2.42% of the network has been resurfaced. |
| | 9. Engagement with cultural services (AMBER) | ↔ | 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)- 55% b) -95.2%  History Service a) -74% b) -79% | Museum Service: Normal Face to face programmes were not delivered this month owing to COVID-19. The Oxfordshire Museum, with a 30% reduction in opening hours, welcomed 5,086 visitors to the site (September 2019 = 10,165) and 16 enquirers visited the Museums Resource Centre (September 2019=17). Swalcliffe Barn remains closed to the public. September 2019 =58). Attendances at activities 38 (September 2019 =791). Service not delivering 'activities' on site or as outreach  History Service: In-person engagement September 2020: 78 visitors (September 2019 = 298) 15 attendees at events (September 2020 = 73). History Centre re-opened 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 Overall online engagement in September down by 18.5% on same period last year, but social media interaction up by 49%.  History Service: Online/remote engagement September 2020 = 80,083 engagements representing a 11.5 % increase from September 2019. This includes answering 659 remote enquiries, an increase of over 300% on September 2019.  Library Services: Online engagement (social media and website visits) for September is 151,999 The figure for Quarter 2 (July/Aug/Sept) is 541,191 |
| | | | 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) -26% b) -60% c) -78.5% | A phased re-opening of the library network commenced in July 2020. a) Active users Sept 2019= 81,829.  Active users Sept 2020 = 59,954 – this is a reduction of 26.7%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output) b) New borrowers Sep 2019 = 2,754.  New borrowers Sep 2020 = 1,084. |

| | | | | | Target | Rate | Comments |
|---|---|---|---|---|---|---|---|
| | | | | c) Daily visits Sep 2019 = 219,422. Daily visits Sep 2020 = 47,274. The reduction is due to the service operating a gradual and phased re-opening after the lockdown restrictions have been eased during the COVID-19 pandemic. Anecdotally, there remains uncertainty amongst many customers and a reluctance to return to library visits at a normal frequency. | | | |
| **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% | Rate not available | This is an annual measure and is due to be reported in the October report. It is anticipated that predicted reduction will be achieved. |
| | | | | % of streetlights fitted with LED lanterns by March 2021 | 40% | 26.5% | As of 30 September, 15,781 LED lanterns have been converted from the 59,631 streetlights across the county over the past 6 years. This is 26.5% of the total streetlight assets. 282 were replaced during September. The capital programme commences in October with the 1st phase replacing 2,898 lanterns with LED equipment by the end of March 2021.<br>• The LED replacement programme has been reprofiled to be carried out over a 5-year period and to be completed by Summer 2025.<br>• The 1st two years of the programme are focused on the units with the most significant consumption and potential to save energy. |
| | | | | 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 | AMBER | ↔ | 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 | 150 for Park and Charge Project by end October 2021 | Rate not available | Park and Charge project was delayed due to COVID-19 impacts on project partners. The timing plan for charger installation has now been reviewed. It is planned to first do a pilot car park in Bicester - completion in January 2021. Remaining car parks (between 24 to 27) will then be installed between June 2021 and October 2021.<br><br>The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. Most factors are market and funding led. Although there are delays in projects, the EV strategy is moving well and there are new funding bids developing and funding being released that OCC's iHUB and partners would like to explore.<br><br>Annual target relates to the Park and Charge project only. This is being further reviewed. Success of charging installation is not under the control of OCC, but we can facilitate the project. (Note 150 relates to number of chargers - each charger is a twin socket making 300 charging spaces countywide). |
| | | | | % of highway maintenance construction, demolition and excavation waste diverted from landfill | 90% | 99.8% | Rate is the average for April to August (data is reported one month in arrears). |
| | 12. Air quality | AMBER | ↔ | Quarterly assessment of air quality as reported by District and City councils' air quality monitoring | Reporting only | Rate not available | There is limited air quality data, although improved reporting of the assessments is expected to be available from November. 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 will also soon be 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. |

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| | | | | | | |
|---|---|---|---|---|---|---|
| | | | | 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) 29.1% b) 30.11% c) 0.21% Total 59.42% | Figures are the forecast end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty; please note we use forecasts as the performance measures are based on tonnage and we do not yet know this for the whole year and won't until May 2021 when tonnage data for March 2021 has been verified. We produce the forecasts based on actual data for the previous months, i.e. for September reporting actual data for April - July 2020.  Waste tonnages currently continue to be influenced by the COVID-19 restrictions and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty / possible downturn and the rate of housebuilding. Waste tonnes for August seem to show movement towards expected levels. |
| | | | | % of household waste sent to landfill (forecasted end of year position) | < 3% | 2.6% | This end of year forecast is highly uncertain as insufficient data is currently available for accurate forecasting, and the percentage of waste landfilled is expected to increase. |
| | | | | % of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs). | > 59% | 65.18% | HWRCs re-opened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and is highly uncertain as insufficient data is currently available for accurate forecasting. The increase in August is mainly due to wood being sent to a different processor with a higher recycling rate. |

| WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT | | | | | | |
|---|---|---|---|---|---|---|
| OUTCOME | INDICATOR | OUT-LOOK | MEASURE | TARGET | RATE / LEVEL | COMMENTARY |
| Children are given a good start in life | 14. Prevalence of healthy children (AMBER) | ↔ | Number of expectant mothers who receive a universal face to face contact at 28 weeks | 78% | No Data | This target was achieved in 2019/20. However, it has been impacted by COVID-19. During Wave 1 some of the workforce were redeployed to the NHS response. In Quarter 1 all families were offered a contact but due to COVID-19 restrictions in lockdown, a number of families did not engage. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 72.7%. |
| | | | Percentage of births that have received a face to face New Birth Visit | 95% | 97.9% | This mandated check was prioritised by the service during Quarter 1. All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1703 births) |
| | | | Percentage of children who received a 12-month review | 93% | No Data | This target has been impacted by COVID-19, during wave 1 some of the workforce were redeployed to the NHS response. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 94% |
| | | | Percentage of children who received a 2-2½ year review | 93% | No Data | This target has been impacted by COVID-19. During Wave 1 some of the workforce were redeployed to the NHS response. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 94.4%. |
| | | | 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 wave 1 some of the workforce were redeployed to the NHS response. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 32.1%. 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 during Quarter 1. |
| | | | % 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 wave 1 some of the workforce were redeployed to the NHS response. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 87.5%. 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 | 788 | The number of children we care for was 775 at the end of August. This is 2 more than the start of the financial year, but 37 (5% lower) than the same time last year. |
| | 16. Number of children's social care assessments (GREEN) | ↔ | Level of social care assessments to not exceed the 2019-20 level | < 7,250 | 6064 | Whilst the annual figure is within target, this is a result of lockdown supressing referrals in Quarter 1. Quarter 2 has seen assessments steadily rising linked to Police referrals (domestic abuse) and return to school. Early indications of demand exceeding capacity. |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | 17. Number of child protection plans | **G R E E N** | ↔ | 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 | 539 | Although the trajectory is positive there is a risk that the number of children the subject of a plan may increase as people are unable to move through the system e.g. as family court sittings have reduced during COVID-19; and return to school is beginning to trigger child protection investigations. |
| **Children are able to reach their potential** | 18. Timeliness of completing Education, Health and Care Plans | **A M B E R** | ↔ | 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 Education and Health care plans have been issued in 20 weeks. Performance is generally increasing and was 56% for the month of September. Even with COVID-19 requests for EHCPs have not dropped. |

| WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED | | | | | | |
|---|---|---|---|---|---|---|
| **OUTCOME** | **INDICATOR** | **OUT-LOOK** | **MEASURE** | **TARGET** | **RATE / LEVEL** | **COMMENTARY** |
| Care Services Support Independent Living | 19. People needing short-term support can access an effective service | NOT RATED ↑ | Maintain the number of hours of reablement delivered | Targets will be set during Quarter 3 | 5184 | Figures are affected by COVID-19. |
| | | | Number of people receiving reablement | | 1261 | |
| | | | % of people who need no ongoing care after the end of reablement | | 42% | |
| | 20. Number of people with control over their care | GREEN ↔ | % of people with safeguarding concerns who define the outcomes they want | > 90% | 95.4% | 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. |
| | | | Number of people with personal budgets remains above the national average | > 90% | 92% | 92% 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% | 25% | 25% 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 40% nationally. |
| | 21. Number of people delayed leaving hospital | GREEN ↔ | Reduce the number of people delayed in hospital awaiting **health** care | 22 | 17 | 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 | 9 | |
| | | | Reduce the number of people delayed in hospital awaiting both **health and social** care | 26 | 4 | |
| | 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 | 24,304 | There has been a 19% 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 | 24 | 24 people so far in the year therefore pro rata 48 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% | 91.2% | 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% | 60% | 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 | 11 | 11 nominations in the year to date, though admissions are higher (at over 50) |

| 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) | 59% (position as at 30th Sept) | This measures the capital infrastructure major programme and means 59% 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 and a full review of the pipeline of work is ongoing currently to re-baseline the programme. |
| | 24. Number of new homes [AMBER] | ↔ | We support the delivery of new affordable housing starts by March 2021 [the target is being reviewed for confirmation in Summer 2020] | 1,322 homes to March 2021 | Rate not available | 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 extension, on a scheme by scheme basis to ensure delivery. A revised programme that meets the agreed target has been prepared and submitted to Homes England for their confirmation. |
| **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 | 1,709 | 1,247 | Performance has remained very strong in quarter two for business interventions from the Trading Standards team: from the number of weighing and measuring equipment that has been tested and verified, along with the number of businesses that have been advised during the investigation of complaints. The team has undertaken a significant amount of work to advise businesses of the COVID-19 business closure requirements, during lockdown and now the new requirements around the track and trace APP, 10 pm closure time etc. The fire protection team has started to return to auditing premises, this will be a slow and steady increase in work output as we have to ensure that the premises are COVID-19 secure as well as receiving all of the documentation to review prior to attending, in order to spend as little duration at the premises as possible. |
| | | ↔ | Rate of participation in innovation funding bids or new projects in support of the Smart Oxford programme | 20 | 23 | Rate is April to end of September. 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 first successfully secured funding this month is in partnership with Oxbotica and Oxfordshire. A Connected Autonomous vehicle project to scale up CAV vehicles and connected infrastructure on the network. The second new project for September is an exciting first of a kind pilot to trial the use of drones between care homes and pharmacy. Both new funds are from Innovate UK pots. |

| | | | | | Target | Rate | Comment |
|---|---|---|---|---|---|---|---|
| | | | | Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget | >75% | 82% | Rate is for September. 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. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID-19. The VPACH project that had been suspended has restarted with IUK approval we have one other, the V2Go project that is now expected to end early however, this is being programmed in from an OCC perspective. Some adult and social care projects have had to be put on hold over COVID-19 and restrictions in visiting care homes. |
| **Page 33** **People and communities have excellent transport and broadband connections** | 26. Level of disruption to journeys | A M B E R | ↑ | Reduce the number of failed utility works inspected | <15% | 14.7% | From 776 sample A/B/C inspections conducted in September (including all follow up inspections) 114 failed. This equates to 14.7% 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. |
| | | | | 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 September. 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 September by Highway Officers, and data confirms there were no Non-Compliant Defects.  September rate calculated as total number of return repairs/visits to own works (NCDs) 0 divided by Total potholes fixed 2,380 = 0% |
| | | | | 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 | 95% | 4-year inspection programme is in place and underway despite challenges with COVID-19. 95% of the planned annual programme for inspecting 84 parishes has been completed, meaning 79 parishes have been inspected as at end September. 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 October. |
| | | | | Average excess waiting time for buses on frequent services (minutes) | 5 mins | 1.8 mins | Service frequencies have been restored to pre COVID-19 levels as of 30th August. From September onwards increased levels of congestion may lead to lower levels of performance.  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 | G R E E N | ↑ | The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband | 79,600 | 79,258 | Rate is to end of September. Connections across Oxfordshire picked up markedly over the Summer with over 1,000 premises being connected. This quarter saw the closure of the Better Broadband for Oxfordshire Programme (BBfO) programme. This programme had an original target of 64,500 premises to be connected which now stands at over 79,000 achieved. Targeted percentage superfast coverage was 90%, now standing at 97.9%. Targeted take-up of services was 20% and is currently above 74%. All achieved whilst accruing an underspend of c £3m. |

| | | | | | | Openreach delivered their first structures this quarter under the DEfRA funded Businesses in Rural Oxfordshire (BiRO) programme. This measure is reported quarterly, with next update due end of December. |
|---|---|---|---|---|---|---|
| | | | | The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband | 99% | 97.9% | Rate is to end of September. 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. This measure is reported quarterly, with next update due end of December. |
| | | | | The % of premises in Oxfordshire without access to:<br>• At least Basic Broadband (at least 2Mb/s)<br>• OFCOM 'acceptable' broadband (10Mb/s) | <=0.1%<br><=0.5% | 0.26%<br>0.83% | Rates are to end of September. 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. This measure is reported quarterly, with next update due end of December.<br>• The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings or Hamlets.<br>• 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 Managed |
|---|---|
| **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. |



| 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. |

| 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 |

**Risk Matrix - Ratings (residual risk scores)**

| Impact | 1 - Unlikely | 2 - Possible | 3 - Likely | 4 - Very Likely | |
|---|---|---|---|---|---|
| 5 - Most severe | | | | LR2, LR3, LR11 | LR1, LR18 |
| 4 - Major | LR7 | | LR4, LR6, LR12, LR13, LR14, LR16 | LR10, LR15 | LR17 |
| 3 - Moderate | | | LR5, LR9 | | |
| 2 - Minor | LR8 | | | | |
| 1 - Insignificant | | | | | |

Probability
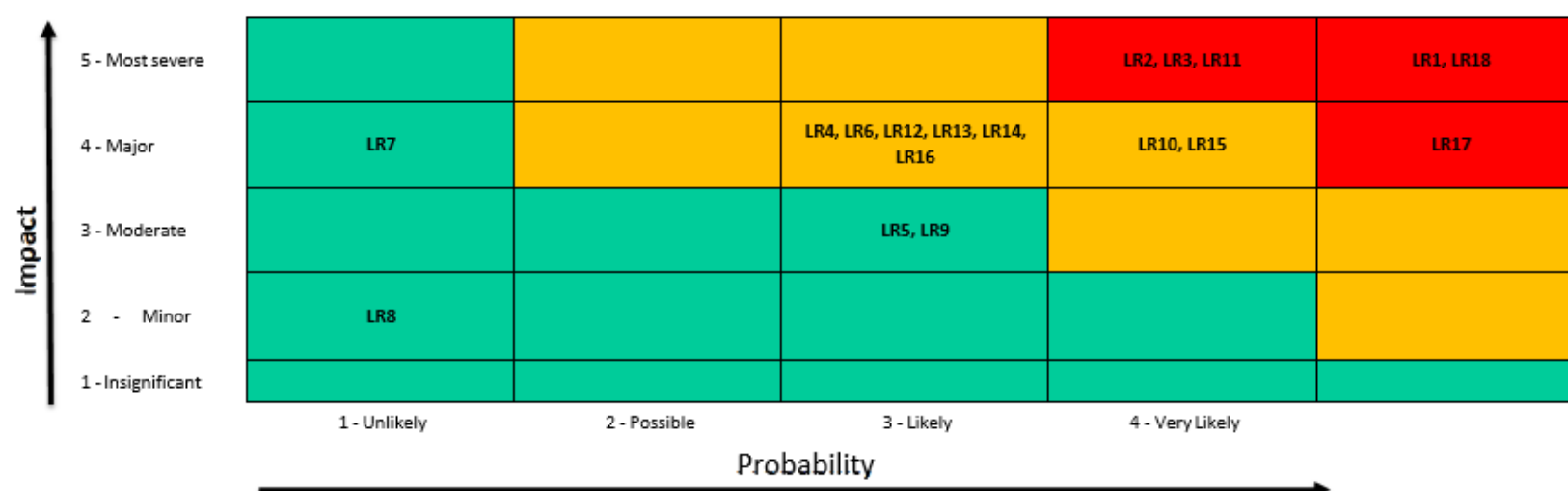
| Risk Ref | Risk Title | Residual Risk Score | Direction of travel |
|---|---|---|---|
| LR1 | Demand management: managing the impact of increased demand on council services | 20 | ↔ |
| LR2 | Safeguarding of vulnerable adults and children: ensuring there are effective arrangements in place for safeguarding | 15 | ↔ |
| LR3 | Capital Infrastructure Programme Delivery | 15 | ↔ |
| LR4 | Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension | 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 transparency. | 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 | 15 | ↔ |
| 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 | ↔ |

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| REF | Risk Title | Risk Cause<br>Description of the trigger that could make the risk happen | Risk Effect<br>Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent (gross) risk level (no controls) | | | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | | Mitigating actions<br>Further actions required | D'tion of travel | Comments | Last Updated |
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| | | | | | | Impact | Probability | Rating | | Impact | Probability | Rating | | | | |
| LR1 | **Demand management:** managing the impact of increased demand on council services | That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19, leading to more requests for children's 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.<br>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.<br>•Poor timeliness and prioritisation of services leading to poor engagement from partners and the community.<br>•Potential for legal requirements not being met.<br>•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.<br>•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 & Stephen Chandler | 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.<br>•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.<br>•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.<br>•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.<br>•All services are tasked with managing activities within allocated budgets.<br>•Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, an involve partners and the Voluntary and Community Sector. IMPOWER in October 2019 identified OCC as 5th most productive council for older people<br>•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.<br>•Children's Social care anticipate surge in referral to early help and children's social services when schools fully reopen in September. | 5 | 4 | 20 | •Recruiting new social care workforce, including those recently retired and others willing to train.<br>•Staff retraining and redeployment process in place to maintain provision, including children's residential care.<br>•Data-modelling of anticipated surge in demand as restrictions ease and year groups return to school.<br>•Internal service re-design to direct greater resource into the Front Door and child in need services. September has 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. Consequently, mitigating actions include proposals to retain a number of agency social workers whose contracts were due to end, subject to 6- weekly review of demand management data. Re-design early help partnership work to develop swift access to help in communities for children and families coming out of lockdown and rationalise resources across schools/agencies/MASH/VCS.<br>•Keep Transformation projects on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach.<br>•Our new Family Safeguarding model will reduce the numbers of looked after children in particular.<br>•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 impact: circa 100 families' needs addressed over 5 weeks. Networks are being reinstituted offering direct support to all schools from w/c 14.09.20.<br>•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 is being reviewed to ensure all roles are being utilised efficiently to absorb additional demand, and any additional temporary staffing requests are properly evidenced.<br>•Transformation to FSP is on-track to implement in Oct 20, with excellent levels of perm recruitment to ensure the service transitions safely, whilst reducing agency staffing costs in the long term in the mainstream teams. This prepares us well for any temp extra agency staffing that may be needed in the MASH to deal with potential 'surge' of children's referrals over the winter and spring.<br>•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.<br><br>Risk reviewed - Risk cause, risk effect, existing controls and comments updated. | 13/10/2020 |
| LR2 | **Safeguarding of vulnerable adults and children:** ensuring there are effective arrangements in place for safeguarding | Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the partial closures of schools and reductions in home visits. | •Potentially devastating impact to an adult, child, family and community.<br>•Reduced trust in the Council and partners.<br>•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 & Stephen Chandler | 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.<br>•Monitored monthly by CEF 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 priority children receive visits.<br>•Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries.<br>•Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards.<br>•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.<br>•Detailed guidance for social workers implemented to ensure high risk children receive home visits. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. | 5 | 3 | 15 | •Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework. Safety ratings for social care providers in Oxfordshire remains higher than elsewhere.<br>•Establishing our Community Resilience cell will help us understand local need and identify channels of support to meet that need. Implement provisions of the Coronavirus Act re care assessments, attending to priority cases.<br>•Weekly 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<br>•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.<br>•Work is underway to provide mental health training in schools to support returning children. | ↔ | •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.<br>•RAG ratings now reviewed monthly rather than weekly as a greater % of children are being seen via face-to-face visits to family homes, schools and placements. This is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers.<br><br>Risk reviewed - mitigating actions and comments updated. | 13/10/2020 |
| 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.<br><br>• Reduced delivery of affordable housing and related impact on the community<br>• 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.<br>• Additional strain on the highways network that could restrict the county's ability to improve productivity<br>• Lack of a strategic framework for future growth in the county.<br>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.<br>•Temporary additional skills and resources have been brought in to assist with the programme management of the major elements of the programs. | 5 | 3 | 15 | •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.<br>•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.<br>•The impact remains high; however, the probability is improving. This risk will however remain in place until work is further progressed to be able to give assurance that all programmes of work are fully resourced, processes are in place to ensure delivery and delivery is realised. | ↔ | •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.<br><br>Risk Reviewed- Mitigating actions updated | 07/10/2020 |

| REF | Risk Title | Risk Cause<br>Description of the trigger that could make the risk happen | Risk Effect<br>Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent (gross) risk level (no controls) | | | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | | Mitigating actions<br>Further actions required | D'tion of travel | Comments | Last Updated |
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| LR4 | **Local Community Resilience:** ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension. | Pandemic lockdown, relaxation and outbreak 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; 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. •Health Protection Board, MOAC and Surveillance Cell in place to manage local outbreaks and county communications | 4 | 2 | 8 | •Health Protection Board and Multiagency Operational Cell in place to develop and support Outbreak Planning. •Outbreak planning and Standard Operating Procedures completed and virtual table top review carried out at beginning of September Joint Oxfordshire System Comms supporting outbreak interventions Impacts of UK Transition being reviewed by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. | ↔ | Risk reviewed - further review may be required following expected announcements on 12th October. | 12/10/2020 |
| 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.<br>It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes)<br>• 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 | • 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 recovery structures in place to deliver Recovery strategy and on-going response to CV-19. • New liaison arrangements in-place with VCS for Covid-19 response to cover community response, VCS resilience and recovery planning. | 3 | 2 | 6 | • Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bilateral. • New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022. • Community development strategy and approach to be produced and implemented jointly with VCS and partners. • Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk | ↔ | Risk reviewed - Existing controls and mitigating actions updated. | 06/10/2020 |
| LR6 | **Supply chain management** ensuring effective delivery through the supply chain. | The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures. | Delays to meeting service requirements or service provision. | Lorna Baxter | Jeremy Richards & Simon Walkden | 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 is now providing ELT members and identified Contract Mangers a quarterly report of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. •This quarterly report is complemented with a monthly report which sets out any changes to supplier risk scores. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At •Risk Suppliers in accordance with the national guidance note PPN04/20. | ↔ | 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. Risk Reviewed - No changes | 14/10/2020 |
| LR7 | **Delivery of statutory duties** delivery of service and duties in compliance with requirements and responding to changes. | That the Council acts unlawfully by failing to deliver statutory responsibilities. | • Litigation/judicial review. • Financial penalties - Local Government Ombudsman/Regulators/Central Government. • Damages liability to residents and commercial counterparties. • Central Government intervention. | 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.<br>•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.<br>Risk reviewed - Existing controls and mitigating actions. | 14/10/2020 |

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| LR8 | **Corporate governance** creating and embedding an effective and robust management and governance system that provides accountability and transparency. | That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements. | •Inconsistent, uncompliant or potentially unlawful actions/decisions. •Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting). •Elements of the Covid-19 response may be compromised or delayed. | Sukdave Ghuman | Glenn Watson | 2 | 2 | 4 | • Council governance framework is regularly reviewed and updated by senior managers and members. • Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. • System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. • Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. • Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. • Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. | 2 | 1 | 2 | •Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. •Annual Governance Statement process 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. •Constitution Review led by Monitoring Officer at both Oxon CC and Cherwell DC. | ↔ | Risk reviewed - Mitigating actions updated. | 14/10/2020 |
| LR9 | **Workforce management** long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services. | Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs. | Failure to manage the workforce and develop strategic HR plans may result in the following: • Recruitment and retention issues. • Increased costs of agency staff. • Increased costs in training and development. • Underperformance or lack of delivery. | Claire Taylor | Karen Edwards | 3 | 4 | 12 | • On-going monitoring of issues and HR data • Key staff in post to address risks (e.g. strategic HR business partners, reward manager) • Ongoing service redesign will set out long term service requirements. • Temporary dedicated resourcing support. | 3 | 3 | 9 | •Development and adoption of sector relevant workforce plans •Development of new People and Organisational Development strategy The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. •Development of new Learning & Development strategy, including apprenticeships. •Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. | ↔ | Risk reviewed - No changes | 06/10/2020 |
| LR10 | **Organisational Change and Service Design** ensuring there are effective plans and governance in place to deliver required organisational change. | The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance. The 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. | •The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. •It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. •Furthermore, inefficiencies may result in increased costs and/or lack of delivery of planned savings. •The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio, but it also requires the right capacity, skills and governance to ensure delivery. | Claire Taylor | Tim Spiers | 4 | 4 | 16 | • All projects identify benefits to be delivered and long-term financial implications (upfront costs and savings), supported by project plans. • Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process. • Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services. • All project resourcing considered monthly; roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity. • Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. • Where joint activity is planned the Partnership Working Group review progress and delivery. • Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. • CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. | 4 | 3 | 12 | • 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. | ↔ | •There will be delays to planned work. However, the full impact of Covid-19 on the organisational change and service redesign programmes and projects is still being assessed. •Monthly dashboards are now being produced and reported to CEDR. •Further work required to ensure programme of work is fully aligned as outlined in mitigating actions. Ongoing work is being undertaken as outlined in mitigating actions. Risk reviewed - Comments updated | 12/10/2020 |
| 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 | •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 2020s25 report of Chief Finance Officer. | 5 | 3 | 15 | •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. •The Government has provided funding but not sufficient to meet expected costs and reduced income for the year. As a result, a Revised Budget was approved by Council in September which identified £15m of in-year savings to meet the expected shortfall between government funding and the expected costs and reduced income. •The first claim relating to lost income on Sales, Fees and Charges related to COVID was submitted at the end of September and was in line with expectations and forecasts. •The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Budget and Business Planning process ha commenced and the first report to Cabinet in October for 2021/22 set out a scenario plan of savings linked to the economic impact of Covid in terms of the impact of both business rates and council tax. •CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding. | ↔ | •The impact of Covid19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long-term impacts beyond the current year; however, the financial pressures in year are clearer, and for 21/22. •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 - Mitigating actions and comments updated. | 15/10/2020 |

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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 Jorden | 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 - mitigating actions updated. | 08/10/2020 |
| LR13 | Health and safety: ensuring effective arrangements are in place to meet our duties | Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and wellbeing risk. | •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 | • H&S policies and procedures have been reviewed and a d o p t e d . • Risk Assessments completed including C O V I D -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 R I D D O R . • 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 | •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 T e a m . •Arrangements for supply and distribution of PPE is well established - no reported pressures. | ↔ | •Focus remains with ensuring services and buildings are COVID-Secure. Risk Assessments and Safe Systems of work in place to mitigate risks of COVID and other BAU operational hazards. •Monitoring arrangements in place and controls regularly reviewed in light of guidance changes. •Staff continuing to work from home where they can with ongoing support to support safe homeworking arrangements. | 14/10/2020 |
| LR14 | Business continuity and recovery plans Resilience to an additional significant disruption during the Covid-19 Response | A further disruption occurs that puts additional pressure on business continuity arrangements. | •Essential Council Services and Covid-19 •Response services are unable to be recovered within a reasonable time frame. •Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services. | Yvonne Rees | Rob MacDougall | 4 | 4 | 16 | •A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans. •Review of London Bridge undertaken by corporate leads (Command structure moving into Recovery on 1st August) •Health Protection Board, MOAC and Surveillance Cell in place to manage local outbreaks and county communications. | 4 | 2 | 8 | •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 •An urgent review of business continuity plan is currently underway and will be completed by end of October to adjust for COVID19 disruption and possible further outbreaks. •Outbreak planning and Standard Operating Procedures completed and virtual table top review carried out at beginning of October. | ↔ | Risk reviewed - updates to Existing Controls and Mitigating Actions. Further review may be required following expected announcements on 12th October. | 12/10/2020 |
| LR15 | Cyber security assurance that effective controls are in place to prevent security issues. | Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home. | •A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack. | Claire Taylor | Tim Spiers | 4 | 4 | 16 | • 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. •CDC are PSN accredited. •OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events. •Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled. | 4 | 3 | 12 | The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus's 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 is 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. Risk reviewed - Comments updated | 12/10/2020 |
| LR16 | ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose | The server infrastructure, backup and disaster recovery hardware are at or past end of life. | •There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. •We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home working during CV-19 response. •Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?). •Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response | Claire Taylor | Alistair Read | 4 | 3 | 12 | •All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. •The new backup service is operational. The cloud Disaster Recovery solution is configured and  running. •IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. •IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. | 4 | 2 | 8 | •Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19. •Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness. •Replacement datacentre, disaster recovery and backup solution are fully operational. •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. | ↔ | •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. Risk reviewed - Mitigating actions updates. | 06/10/2020 |

| REF | Risk Title | Risk Cause<br>Description of the trigger that could make the risk happen | Risk Effect<br>Description of the consequences of the risk, positive or negative | Risk Owner | Risk Manager | Inherent (gross) risk level (no controls) | | | Existing Controls<br>Description of actions already taken or controls in place to mitigate the risk | Residual risk level (after existing controls) | | | Mitigating actions<br>Further actions required | D'tion of travel | 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. | • Possible reductions in frontline service delivery, events, meetings and customer contact.<br>• Economic hardship impacting local business and potentially the local workforce.<br>• Impact on vulnerable residents who may find it harder to access services.<br>• Increased demand on both frontline and enabling services.<br>• Prolonged risk of social isolation and the mental and physical consequence thereof. | Claire Taylor | Mark Haynes | 5 | 4 | 20 | • Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services<br>• Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery.<br>• Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.<br>• Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened.<br>• Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols).<br>• Mutual aid with regional Thames Valley partners enables a tactical response to community resilience.<br>• Engagement with suppliers to manage impacts across the supply chain<br>• Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day<br>• Provision of additional body storage as temporary place of rest to support the current mortuary provision.<br>• Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance. | 4 | 4 | 16 | •Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.<br>•The nature of the risk is such that national public health guidelines will determine the councils 'response.<br>•The councils will enact any support schemes as set out by national government as they emerge.<br>•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.<br>•As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions<br>•Customer contact demand will continue to be monitored and resource allocated to key priorities Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20.<br>•Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan.<br>•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.<br>•Review of current BCP's underway.<br>•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.<br>•BCP review completed and lessons learnt incorporated within.<br>•Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.<br>•An Oxfordshire Local Contact Tracing Service has been introduced to contact cases of COVID-19 that NHS Test and Trace are unable to reach. These cases would then be advised to isolate and asked about details of their close contacts which would then be fed back into NHS Test and Trace for follow up. | ↔ | Risk reviewed - Mitigating actions updated. | 14/10/2020 |
| LR18 | Covid-19 Business Continuity: managing the ongoing impact of the pandemic on council operations. | Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis. | •Possible reductions in frontline service delivery, events, meetings and customer contact.<br>•Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.<br>•Requirement to reprioritise service delivery<br>• Assess critical services and consider alternative methods of delivery<br>•Requirement to offer mutual aid to partner organisations.<br>• Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. | Claire Taylor | Karen Edwards | 5 | 4 | 20 | • Business Continuity Plans have been reviewed, tested and are maintained and updated<br>• Remote working in place<br>• Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.<br>• Regular updates from Director of Public Health, shared internally and externally.<br>• Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).<br>• Regular communication messages following Public Health advice<br>• Sanitisers in washrooms/corporate buildings<br>• Weekly sickness monitoring implemented<br>• Agile working being tested further across services, ensuring equipment and access is in place.<br>• Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.<br>• Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary.<br>• Improved understanding of the risk factors across the workforce identified through COVID-19 data.<br>• Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. | 5 | 4 | 20 | •The nature of the risk is such that national public health guidelines will determine the council's responses. | ↔ | Risk reviewed - No change | 06/10/2020 |

## Forecast outturn 2020/21 at September 2020

Key:

| RAG status |
|:---:|
| ▲Red |
| 🟠Amber |
| ⭐Green |

### Children's Services

A breakeven position is forecast by Children's Services against a budget of £131.9m. The directorate forecast outturn includes up to £5.7m of costs relating to COVID-19, of which £1.3m have been funded to date.

An in year overspend of £11.5m is forecast for the High Needs DSG, against a budget of £58.4m, which will be carried forward against DSG balances and is being managed through the High Needs Recovery Project.

| **Education and Learning** <br><br> **Budget** £29.7m <br><br> **Variation** breakeven <br><br> **RAG rating** <br><br> 🟠 <br><br> **Outcomes Achieved** Yes | Variation <br> A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020. <br><br> Key Issues <br> 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 and reported in the next budget cycle. <br><br> Financial Impact of COVID-19 <br> To date additional funding of £0.3m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.1m. The forecast for this year is currently £0.3m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses. <br><br> Significant areas of spend to date are £0.088m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings. <br><br> There is a risk that demand for Education, Health and Care Plans will increase now schools have returned 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 £0.2m within Education and Learning as a result of the partial closure of schools. It is forecast that this will total £0.3m for the full year. Most is anticipated to be funded through the Ministry of Housing, Communities and Local Government's (MHCLG) Sales, Fees and Charges Income guarantee scheme, with the balance funded from the Covid-19 budget for costs and income losses.

The overspend reported excludes any impact of the recovery phase for Home to School Transport.  At the time of writing the School Transport Service has committed to an additional £0.240m of expenditure to fund extra transport capacity in the systems and anticipate further contingency to be released throughout the first half of the term.  On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations. The Council's allocation is £0.5m.  This is additional grant to help with the extra costs of providing Home to School Transport in line with the COVID-19 guidance.  Modelling is taking place to understand the financial impact of continued extra capacity throughout the school year.  Based on the forecast spend up to October, the expectation is that the unspent grant will be carried forward and applied to the period up to the end of the Autumn Term.

| Children's Social Care | Variation |
| --- | --- |
| **Budget** £30.8m | A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020. |

**Children's Social Care**

**Budget** £30.8m

**Variation** breakeven

**RAG rating** ⭐

**Outcomes Achieved** Yes

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

Key Issues
At present there are no variances reported in this area.

Financial Impact of COVID-19
To date additional funding of £0.074m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.211m. The forecast for this year is currently up to £1.1m. 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).

Additional spend on staff is now very likely following a significant increase in referrals and assessments following the period of lockdown and partial school closures. A large proportion of this demand is also forecast to flow through to

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| | longer-term plans for children and families. 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. £0.2m of this had previously be forecast within the Covid-19 forecast for the Council and therefore represents an increase of up to £0.5m. |
| **Children's Social Care Countywide Services**<br><br>**Budget** £65.5m<br><br>**Variation** breakeven<br><br>**RAG rating** ⭐<br><br>**Outcomes Achieved** Yes | <u>Variation</u><br>A breakeven position is forecast for this service following the virements agreed by Council on 8 September.<br><br><u>Key Issues</u><br>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.<br><br>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.<br><br><u>Financial Impact of COVID-19</u><br>To date additional funding of £0.814m has been allocated in relation to Covid-19 costs, with spend to date estimated at £0.926m. The forecast for this year is currently that there is £1.034m committed but spend could be as high as £3.510m. It is assumed that any shortfall in the budgets at present will be met from the Covid-19 budget for costs and income losses.<br><br>The main areas of spend to date have been in relation to support for families and young people. The costs breakdown in to £0.6m 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**<br><br>**Budget** £5.6m<br><br>**Variation** breakeven | <u>Variation</u><br>A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.<br><br><u>Key Issues</u><br>No variance is reported at this time.<br><br><u>Financial Impact of COVID-19</u> |

| **RAG rating** ⭐ | No variance is reported due to COVID-19 at this time. |
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**Outcomes Achieved**
Yes

**Dedicated School Grant**

| **High Needs** | Variation |
| --- | --- |
| | The variation forecast is a forecast overspend of £11.5m. |
| **Budget** £58.4m | |
| | Key Issues |
| **Variation** £11.5m (19.7%) overspend | 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. 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** 🔺 | |
| **Outcomes Achieved** Yes | |
| | Financial Impact of COVID-19 |
| | 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. |
| | It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. |
| **Early Years** | Variation |
| | £0.2m of COVID costs have been funded in the revised budget. |
| **Budget** £38.8m | |
| **Variation** breakeven | Key Issues |
| | The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend will be discussed at Schools Forum in November, so this is reported as breakeven at this time. |
| **RAG rating** 🔺 | |
| **Outcomes Achieved** Yes | |
| | 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.

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

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

## Adult Services

A breakeven position is forecast for Adult Services against a budget of £196.4m.

The directorate forecast outturn includes **£7.5m** of costs relating to COVID-19, an increase of £0.6m from the previous month.

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| **Better Care Fund Pool**<br><br>**Budget** £81.8m<br><br>**Variation** breakeven<br><br>**RAG rating**<br><br>⭐<br><br>**Outcomes Achieved** Yes | Variation<br>A breakeven position is forecast for the pool. No change from the previous month.<br><br>Financial Impact of COVID-19<br>Included in the breakeven position 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.<br><br>Because of a reduction in demand for care home placements there has also been a £0.4m increase in the forecast cost of vacant beds vacancies within the council's block contract arrangements.<br><br>Key Issues<br>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.<br><br>The existing arrangements for the Hospital Discharge Scheme 1 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.<br><br>New arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks until on-going care |

needs have been agreed, are now in operation. The funding for Hospital Discharge 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, so is more limited than for Scheme 1.

Although the underlying level of demand for care home placements has reduced in 2020/21, activity has remained fairly stable since last month. However, the people leaving the service during the month have been replaced by more expensive placements so forecast costs have increased. This increase is offset by an update to the forecast cost relating to Funded Nursing Care.

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

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| **Adults with Care and Support Needs Pool** | Variation<br>A breakeven position is forecast for the pool. No change from the previous month. |
| **Budget** £96.3m | |
| **Variation** breakeven | Financial Impact of COVID-19<br>Included in the breakeven position is **£2.0m** of expenditure relating to costs arising from the COVID-19 pandemic. |
| **RAG rating** ⭐ | These include a 10% payment made to contracted social care providers in April, May and June 2020. |
| **Outcomes Achieved** Yes | Key Issues<br>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 2019/20 health contribution to the pool was £16.4m. Because Oxfordshire Clinical Commissioning Group have been working under a temporary financial regime because of the COVID-19 pandemic, it has not been possible to confirm the health contribution for 2020/21. Pending that update, expected late in October, the forecast assumes the 2020/21 contribution has been rolled forward at the same level as in 2019/20.

A £0.2m increase in the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust has been offset by a decrease in the forecast cost of services needed to support people with High Functioning Autism; two service

users are now being recognised to be supported through the Outcomes Based Contract.

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.

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| **Non-Pool Services**<br><br>**Budget** £11.8m<br><br>**Variation** breakeven<br><br>**RAG rating** ⭐<br><br>**Outcomes Achieved** Yes | Variation<br>A breakeven position is forecast for this service. No change from the previous month.<br><br>Financial Impact of COVID-19<br>Included in the breakeven position is **£1.3m** of expenditure relating to costs arising from the COVID-19 pandemic. These include additional staffing costs and a contribution to Homelessness costs in Oxford City. This is an increase of £0.2m from the previous month to cover continuing Adult Social Care workforce pressures. The forecast assumes that this will be covered by the COVID 19 Budget for costs and income losses.<br><br>There is also a forecast loss of income of **£0.1m** due to the COVID-19 pandemic.<br><br>The forecast assumes that all the in-year savings agreed by Council in September will be achieved. |
| **Commissioning**<br><br>**Budget** £6.5m<br><br>**Variation** breakeven<br><br>**RAG rating** ⭐<br><br>**Outcomes Achieved**<br>- Yes | Variation<br><br>A breakeven position is forecast for this service. No change from the previous month.<br><br>Key Issues<br>The staffing element of the service is currently reporting a breakeven position although further work is needed to validate that. |

## Public Health

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

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**Variation**
Breakeven against £31.2m ringfenced grant

**RAG rating**



**Outcomes Achieved**
Yes

Variation
A breakeven position is forecast for this service.

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.

Key Issues

The forecast breakeven position is after taking account of £1.1m reductions in planned spend. This includes a **£1m** 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 and a further **£0.2m** reduction in spend on NHS health checks due to a mandated ceasing of the face to face service during the pandemic. There is also a **£0.2m** underspend relating to staff vacancies at the start of the year.

Offsetting these savings are cost pressures of **£0.1m** in residential rehabilitation for drug and alcohol users due to increased demand 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 council has 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.

## Communities

**£0.1m** (0.1%) forecast underspend compared to a budget of £87.2m, no change to the financial position previously reported.

| Planning & Place<br><br>**Budget** £4.9m<br><br>**Variation** £0.0m (0.0%) breakeven<br><br>**RAG rating**<br>⭐<br><br>**Outcomes Achieved** Yes | <u>Change from previous report</u><br>There is no change to the financial position previously reported.<br><br><u>Financial Impact of COVID-19</u><br>There is a forecast loss of income of £0.1m of Section 38 income due to the COVID-19 pandemic. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.<br><br><u>Key Issues</u><br>The breakeven financial position includes a shortfall on the Travel Planning team income target of £0.3m. In 2020/21 this will be mitigated through the use of Road Agreement income, however there could be a future impact next year. The is also a risk of increased costs due to planning appeals against South Oxfordshire District council linked to the delay in the Local Plan adoption. This could amount of £0.350m across 2020/21 and 2021/22 depending on the appeal process outcomes. |
|---|---|
| **Growth & Economy**<br><br>**Budget** £0.1m<br><br>**Variation** £0.0m (0.0%) breakeven<br><br>**RAG rating**<br>⭐<br><br>**Outcomes Achieved** Yes | <u>Change from previous report</u><br>There is no change to the financial position previously reported.<br><br><u>Key Issues</u><br>There is an on-going risk of a revenue pressure resulting from any reduction in the planned increase in capitalisation of salaries across Planning & Growth and/or not adopting new charge-out rates that do not accommodate service overheads, to support the planned increase cost of the Programme Office. |

| Communities Management

**Budget** £0.4m

**Variation** £0.0m (0.0%) breakeven

**RAG rating**

⭐

**Outcomes Achieved** Yes | Change from previous report
There is no change to the financial position previously reported.

Financial Impact of COVID-19
Included in the breakeven position is £0.1m of COVID-19 related expenditure covering Communities Directorate. This primarily relates to costs associated with re-opening the Household Waste Recycling Centres.

Key Issues
None to be reported |
|---|---|
| Community Operations

**Budget** £57.9m

**Variation** £0.0m (0.0%) breakeven

**RAG rating**

⭐

**Outcomes Achieved** Yes | Change from previous report
There is no change to the financial position previously reported. Although the income losses forecast as a result from the impact of COVID-19 have reduced.

Financial Impact of COVID-19
There is also a forecast loss of income of £3.0m of income due to the COVID-19 pandemic. This relates to parking and permit income (£1.9m), Supported Transport (£0.9m) and Waste Management (£0.2m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.8m pressure will be funded by the COVID-19 budget for costs and income losses.

Key Issues
The forecast for Waste Management remains breakeven, however, there are abnormal monthly fluctuations in spend, when compared to the seasonal trend and although this is being closely monitored the future forecast is likely to vary either up or down from the current prediction.

At the time of writing this report, the recovery phase for Home to School Transport, is underway and the current forecast reflects Government Guidelines, which is largely a return to normal operations. A. The risk still remains however, that social distancing restrictions may be reintroduced later in the year. .

The cost of additional transport needed for a limited number of larger schools requiring an increase in routes to satisfy current social distancing rules, will be funded for the first 6-weeks of the new Academic Year, by a Government grant. The forecast outturn for Mainstream Home to School Transport assumes a breakeven position and for SEND a -£0.7m underspend is forecast. This underspend is due to lower than expected growth and spend during - 2019/20 |

which was then built into the 2020/21 budget on an ongoing basis.

| **Community Safety**<br><br>**Budget** £24.0m | <u>Change from previous report</u><br>There is no change to the financial position previously reported. |
|---|---|
| **Variation** £0.1m<br>(0.4%) underspend<br><br>**RAG rating**<br><br><br>**Outcomes Achieved**<br>Yes | <u>Financial Impact of COVID-19</u><br>Included in the breakeven position is £0.1m expenditure relates to the costs arising from the COVID-19 pandemic. These include equipment costs, secondments to Ambulance services.<br><br><u>Key Issues</u><br>None to be reported |

### Customers & Organisational Development

**£0.3m** (1.1%) forecast overspend compared to a budget of £27.0m, no change to the financial position previously reported.

| **Corporate Services**<br><br>**Budget** £2.0m | <u>Change from previous report</u><br>There is no change to the financial position previously reported. |
|---|---|
| **Variation** £0.0m (0%)<br>breakeven<br><br>**RAG rating**<br><br><br>**Outcomes Achieved**<br>Yes | <u>Financial Impact of COVID-19</u><br>Included in the breakeven position is £0.2m of COVID-19 related expenditure covering COD Directorate. This includes staff costs for extending the Customer Service Centre operating hours, additional ICT needs to support home working, Occupational Health Assessments for non-school staff returning to work and Health & Safety costs for re-opening Libraries.<br><br><u>Key Issues</u><br>None to be reported |
| **Human Resources &**<br>**Organisational**<br>**Development** | <u>Change from previous report</u><br>There is no change to the financial position previously reported. |

| **Budget** £2.4m | <u>Key Issues</u> |
|---|---|
| **Variation** £0.0m (0.0%) breakeven | The review of unfunded posts is complete, and a paper presented to CEDR in September was agreed. |
| **RAG rating** ⭐ | |
| **Outcomes Achieved** Yes | |

| **Communications, Strategy & Insight** | <u>Change from previous report</u> There is no change to the financial position previously reported. |
|---|---|
| **Budget** £2.5m | |
| | <u>Financial Impact of COVID-19</u> |
| **Variation** £0.0m (0.0%) breakeven | There is a forecast loss of income of £0.02m due to the COVID-19 pandemic, relating to lack of provision of data assessment services. It is assumed that this pressure will be met from the COVID-19 budget for cost and income losses. |
| **RAG rating** ⭐ | |
| **Outcomes Achieved** Yes | <u>Key Issues</u> None to be reported. |

| **ICT & Digital** | <u>Change from previous report</u> There is no change to the financial position previously reported. |
|---|---|
| **Budget** £9.7m | |
| **Variation** £0.0m (0.0%) breakeven | <u>Key Issues</u> The 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 respond to increased demand. |
| **RAG rating** ⭐ | |
| **Outcomes Achieved** Yes | |

| **Culture & Customer Experience** | <u>Change from previous report</u> There is no change to the financial position previously reported. |
|---|---|
| **Budget** £10.4m | |
| | <u>Financial Impact of COVID-19</u> |
| **Variation** £0.3m (2.9%) overspend | |

| | |
|---|---|
| **RAG rating**<br><br>🟠<br><br>**Outcomes Achieved**<br>No | Included in the above position is £1.9m of COVID-19 expenditure. These include the setting up and ongoing 'hibernation' costs of the Temporary Place of Rest facility.<br><br>There is also a forecast loss of income of £1.6m of income due to the COVID-19 pandemic. This relates to closure of public libraries (£0.2m), cessation of music lessons (£0.6m) and cessation of all ceremonies and other Registration services (£0.8m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.4m pressure will be funded by the COVID-19 budget for costs and income losses.<br><br><u>Key Issues</u><br>Registration, Library and Music Services are gradually reopening and beginning to reintroduce chargeable services. It is likely that the services will continue to see less income than budgeted due to COVID19 restrictions and the ongoing effect of this is being closely monitored on a monthly basis |

## Commercial Development, Assets & Investment

**£1.3m** (4.0%) forecast underspend compared to a budget of £32.2m a change of - no change to the position previously reported.

| | |
|---|---|
| **Property & Community Facilities Management**<br><br>**Budget** £17.3m<br><br>**Variation** -£1.5m (8.7%) underspend<br><br>**RAG rating**<br><br>🟠<br><br>**Outcomes Achieved**<br>Yes | <u>Change from previous report</u><br>There is no change to that reported in the previous financial report.<br><br><u>Financial Impact of COVID-19</u><br>There is an underlying loss of income of £1.1m forecast due to the COVID-19 pandemic. This includes the loss of income on parent purchased meals across the Summer term and into the Autumn. It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.3m pressure will be funded by the COVID-19 budget for costs and income losses.<br><br><u>Key Issues</u><br>None to be reported. |

| **Law & Governance** | Change from previous report |
|---|---|
| | An overspend of £0.2m is reported. |
| **Budget** £5.7m | |
| | Key Issues |
| **Variation** £0.2m (3.5%) overspend | None |
| | |
| **RAG rating** 🟠 | |
| | |
| **Outcomes Achieved** Yes | |

| **Finance & Procurement** | Change from previous report |
|---|---|
| | There is no change to that reported in the previous financial report. |
| **Budget** £8.9m | |
| | Financial Impact of COVID-19 |
| **Variation** £0.0m (0.0%) breakeven | Included in the breakeven position is £1.3m of expenditure relates to the costs of PPE purchased in response to the COVID-19 pandemic. This central stock was for use across the Council to ensure all that all front-line workers met COVID-19 regulations. |
| **RAG rating** ⭐ | |
| | Key Issues |
| **Outcomes Achieved** Yes | 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 appointment to posts there could be an in-year pressure of up to £0.1m, this will be monitored and reported as appropriate. |

**Corporate Measures**

| | | £m | £m |
|---|---|---|---|
| **General Balances**<br><br>**RAG rating** | The current forecast for general balances at 31 March 2021 is **£30.3m,** 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 £0.5m are returned to 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 | | 1.6 |
| **Projected Level of General Balances at 31 March 2021** | | **30.3** |
| Risked Assessed Level of General Balances 2020/21 | | 23.4 |

| | |
|---|---|
| **Reserves**<br><br>**RAG rating** | On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be **£80.2m** at 31 March 2021 a increase of £0.2m from last month. The change reflects a decrease of £0.2m in the High Needs Deficit Reserve.<br><br>This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve that is subject to agreement by Council 8 September 2020.<br><br>This includes a £22.7m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £11.7m 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**<br><br>**RAG rating**<br> | Government grants totalling £387.9m will be received by the Council during 2020/21. This is an increase of £6.9m since the position reported last month. Changes this month include ringfenced grants relating to the second tranche of the Infection Control Grant (£6.3m) and the Food and Essential Supplies (Covid-19) Grant (£0.5m), both detailed below, and a grant from the DfE relating to Virtual School Headteacher (£0.1m). |

Infection Control Grant
The first tranche of the Infection Control Grant of £7.3m (part of the £600m national total) was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant total) and to support wider workforce resilience measures (25% of the grant).

As at 30 September, £5.4m was passed to care homes and £1.4m to domiciliary care providers to provide financial support with infection control measures. £0.4m was used to support external day time support providers to restart their services safely. Out of the total care home allocation £0.1m related to duplicate or dual registrations

Of the total passed to care homes, £0.1m was not spent on eligible activity and £0.2m had not been spent by the end of September. We are awaiting guidance from the Department of Health and Social Care (DHSC) about how these amounts should be handled.

A second tranche of Infection Control Grant of £6.3m (part of £546m national total) has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. 20% of the grant can be allocated at the discretion of the council in line with the relevant guidelines.

The council has received the first half of the grant, with the remainder expected to be available in December if the criteria have all been met. The funding is required to be fully spent by care providers by 31st March 2021. Each provider will be required to report on the use of the grant monthly from November onwards.

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 and the funding was received on 31 July. 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:

**Good Food Oxford - £15,000**

- Coordination of Community Food Networks
- Design and deliver of a remotely delivered training package for volunteers at foodbanks and larders
- Second release of the Food Access Map to incorporate post code search facility by user location
- Training volunteer Cooking Tutors in local areas

**Citizens Advice - £30,000**

- A project run jointly between the County's Citizen Advice organisations to enhance and expand the existing Benefits in Practice advice service
- The project will pilot a digitally enabled version of the *Benefits in Practice* project, building on existing objectives and established partnerships to improve access to quality, free, independent advice to those in most need across the whole county.
- This will include
- Digital access and coaching
- County-wide referrals system
- Evaluation

**SOFEA - £7,500**

- Support to continue the employment of a warehouse manager to manage additional volumes of goods through the crises period.
- Additional support to SOFEA will be available directly and through applications to VCS organisations that are customers of SOFEA supported to each of the City and District grant schemes.

Test and Trace Service Support Grant (£2.8m)
This grant is being used to support four pillars of activity agreed with the Health Protection Board:

- Surveillance to monitor COVID-19 activity
- Communication to minimise outbreaks
- Rapid testing in Oxfordshire
- Measures to interrupt transmission

To date there have been £1.5m of commitments recorded against this allocation.

Contain Outbreak Management Fund
This fund was established by the Department of Health and Social Care on 19 October 2020 to help local authorities put in place proactive containment and intervention measures. The funding will be paid to upper tier authorities with the expectation that it will be distributed to partners.

The grant allocations are linked to the Local COVID alert levels which were put in place on 12 October. Authorities at medium alert level will received funding of £1 per head of population. This increases to £3 per head for high alert areas and £8 per head for areas on very high alert.

Payments will be made on a one-off basis with a top up to higher levels of funding if local areas move into a higher alert category.

At the time of writing, the timing of payment of the grant is unknown. An update will be included in the next monitoring report.

Tranche 4 – COVID-19 Emergency Funding
On 21 October 2020, MHCLG announced the allocation of a fourth tranche of unringfenced funding to help local authorities manage the impact of additional costs and pressures. Of the total £1bn fund the Council's allocation is £3.9m. This will take the total ringfenced funding received by the Council to 34.9m. The additional grant will be included in the next monitoring report.

Sales Fees and Charges Income Guarantee Scheme
The first claim has been submitted for the Sales, Fees and Charges Income Guarantee Scheme for income losses of £1.4m up to 31 July 2020. The scheme allows Councils to claim 75% of income losses against 95% of the relevant income budgets. At the time of writing the outcome of the application and timing of the grant payment is unknown. Two further claims will be submitted during 2020/21 with the final claim covering the period to 31 March 2021 and including a reconciliation of the total losses for the financial year.

| Medium Term Financial Plan Savings | The 2020/21 budget agreed by Council in February 2020, includes planned savings of **£20.3m** of which £14.2m relates to Corporate saving plans and £6.1m relates to Directorate saving plans.  Overall, 83.5% 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**

▲

**% of savings expected to be achieved**
79.9%

**Directorate Saving Plans**

■ Green & Delivered    ■ Amber    ■ Red

£14.2m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.
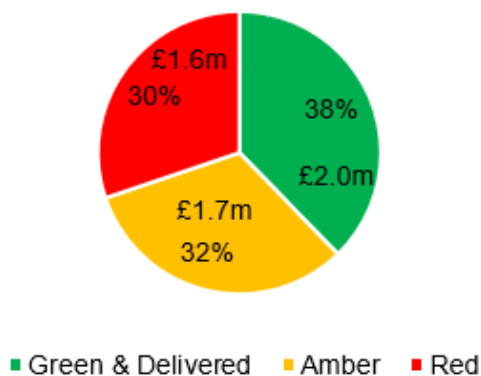
£2.0m, 38%, of Directorate savings plans have been or are forecast to be delivered by year end.

£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.

Some of the service redesign savings due to be achieved in 2020/21 have been temporarily funded as part of the in-year savings proposals. Permanent savings proposals will be included in the 2021/22 Budget and Business Planning process.

The Revised Budget agreed by Council on 8 September 2020 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. The reported position assumes that 100% of the in year savings will be achieved by year end.

| **Strategic Measures** | The following table sets out average in-house cash balances and average rates of return for September 2020. The current forecast outturn position for in house interest receivable is **£3.0m**, which is **£0.5m** above budget. |
|---|---|

**RAG rating**

| Month | Average cash balance | Average rate of return |
|---|---|---|
| September | £396.24 | 0.88% |

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.1m**, which is a breakeven position. This is £0.8m below the original budget which has been reduced to reflect the impact of Covid-19 on the performance of the external funds.

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

| Performance Indicator | Actual | Target |
|---|---|---|
| Average interest rate achieved in-house compared to treasury Management Budgeted Rate | 0.88% | >=0.85% |
| Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund) | 3.20% | >=3.75% |

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. The remaining £1.5m budget to fund the Green Book and Hay pay awards have now been agreed at 2.75%, 0.75% higher than the budgeted amount od 2%. Pay budgets relating to these pay awards will be increased in November to correspond with the payments being made to employees which will include a backdated increase to 1 April 2020.

The virements agreed by Council on 8 September 2020 included creating expenditure budgets to fund COVID-19 costs that had been incurred or committed to at the end of July. A virement covering the period to the end of October 2020 will be included in the next report. The total financial impact of COVID-19 is forecast to be £50.9m 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.

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 as we move towards the autumn and winter.

As set out in the Corporate Debtors section below there is likely to be an increase in the debt impairment at the end of the year. This would need to be funded by Corporate Contingency or General Balances.

| | |
|---|---|
| **Debt and Loan Write Offs & Impairments**<br><br>**Corporate Debtors**<br><br>**RAG rating**<br>🔺 | The impact of Covid-19 on overall debt levels remains, as reported in previous months this is primarily linked to settlement of S106 invoices. Issues collecting income linked to financial hardship from both business and individuals accounts for £1.1m of the total debt balance. There is potential that aged and bad debt will be impacted at year end requiring additional funds to be added to top up the debtor impairment.<br><br>The average collection rate has started to return to pre-Covid 19 levels; in March 20 the rate was 93.7%. The collection rate based on the value of invoices for this period is 97.8%.<br><br>Debt requiring impairment is slightly reduced this month but still well above target; as with last month the majority is linked to S106 arrears. As reported, collection of contributions was paused for these cases in line with government guidance; the service has agreed revised settlement dates on some schemes, however, some are still to be resolved. It is likely that these will not be settled before December. |

|  | Target | Jul | Aug | Sep |
|---|---|---|---|---|
| Invoice collection rate | 97.5% | 89.2% | 83.6% | 92.2% |
| Avg. days outstanding | 35 | 20 | 25 | 25 |
| Debt requiring impairment | <£0.30m | £1.12m | £1.08m | £1.05m |
| Unsecure debt over 1 year | <£0.50m | £1.03m | £1.05m | £1.03m |
| Write offs as % of income YTD | <0.10% | 0.00% | 0.00% | 0.00% |

| | |
|---|---|
| **Debt and Loan Write Offs & Impairments**<br><br>**– Adult Contribution to Care Charges**<br><br>**RAG rating**<br>🔺 | The invoice collection rate continues to be stable with no material movement; as reported work is underway to meet the target rate by the end of the year. The Days Revenue outstanding has increased, this aligns with the increasing aged and bad debt.<br><br>Disruptions to case work are still in effect due to Covid-19 (C19) and levels of bad debt requiring impairment (DRI) have increased slightly for the third consecutive month; the current DRI balance is now £0.162m above the balance held.<br><br>The ASC Income team are working through a detailed action plan linked to reducing the level of bad debt by year end. This includes escalating cases quickly to the cross-department debt panel (made up of management representatives from social care, safeguarding, finance, fraud). Progress has been made on several cases and learnings are being taken forward to inform process changes or staff training in both operational and finance teams. |

|  | Target | Jul | Aug | Sep |
|---|---|---|---|---|
| Invoice collection rate | 92% | 90.6% | 90.3% | 90.3% |
| Avg. days outstanding | 100 | 114 | 115 | 116 |
| Debt requiring impairment | <£2.00m | £2.88m | £2.95m | £2.97m |
| Unsecure debt over 1 year | <£1.60m | £3.88m | £4.09m | £3.88m |
| Write offs as % of income YTD | <1.0% | 0.17% | 0.17% | 0.88% |

**PERFORMANCE SCRUTINY COMMITTEE**

**PROPOSED WORK PROGRAMME**

| ITEM | NOTES |
|---|---|
| **10 December 2020** | |
| Business Monitoring Report | To consider the monthly business monitoring report. |
| Budget and Business Planning Briefing | Report from the Director of Finance, content to be confirmed |
| **14 January 2021** | |
| Business Monitoring Report | To consider the monthly business monitoring report. |
| Budget and Business Planning Briefing | Report from the Director of Finance, content to be confirmed |
| Local Transport Connectivity Plan (LTCP) | To enable detailed scrutiny regarding the subsections of the LTCP.  Includes feedback on Tranche 2 from localities. |
| Oxfordshire Fire & Rescue Service's Community Risk Management Plan 2021/2022 | For review and comment ahead of Cabinet Member decision in February |
| **11 March 2021** | |
| Business Monitoring Report | To consider the monthly business monitoring report. |

| TO BE SCHEDULED | |
|---|---|
| ITEM | NOTES |
| COVID-19 Response: Digital Democracy | To receive an update on the implementation of virtual meetings and digital democracy in order to follow government COVID-19 guidelines |
| Minerals and Waste Strategy (provisional item) | Councillor Mathew requested that the Committee is provided with an update on the development of the Council's minerals and waste strategy. |
| Housing Delivery | To receive a report in relation to the delivery of housing via the Growth Deal and the ways in which the county can ensure that the houses that are needed are delivered e.g. key worker housing, extra care. |

| Staff turnover and retention | To receive a report from the Chief Executive and Corporate Director for Customers and Organisational Development in relation to staff turnover and retention. |
|---|---|
| Income generation | Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation. |
| Council workforce | How the Council is meeting its Investors in People standard, ensuring its workforce is diverse and representative of local communities, and building workforce resilience, including its relationship with Unison. |
| Use of s.106 monies | Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments. |
| Investment Strategy | Scrutiny of the Council's Investment Strategy |
| The Council's role as an Accountable Body | TBC: To gain a greater understanding of the Council's role as an accountable body particularly in relation to the Growth Board and Local Enterprise Partnership. Requested for January along with 'housing delivery' |
| Progress towards climate change targets | Added at September meeting |