

Business Management And Monitoring Report

Quarter 1 2018-19

Introduction

1. This report demonstrates the state of Oxfordshire County Council's (OCC's) business as regards progress towards Corporate Plan priorities at the end of Quarter 1 2018-19. This is the first report using the new OCC Corporate Plan and Outcomes Framework, and the first to focus fully on the high priority outcomes rather than the underlying measures.

Headlines

2. At the end of quarter 1 (30 June) 6 outcomes were assessed as Green, and 7 were Amber. The headlines are:
 - i. Roads – high-profile performance dips in Q3 and Q4 have been halted in Q1 as discussed in sections A and B of the report.
 - ii. Waste – consistently high performance which had dipped to Amber with a declining outlook in late 2017-18 has been successfully turned back to Green in Q1 as discussed in section A of the report.
3. Performance improvement/deterioration since Q4 2017-18 cannot readily be assessed at the outcome level given the 13 outcomes are newly created. However, the indicators beneath the outcomes offer a good degree of continuity. At that level, the dashboards show **performance improvement** in household waste, delayed transfers of care and the numbers of children's social care assessments, as well as a majority of Green indicators across the whole report. The dashboards also show **performance deterioration** in looked-after children (Green to Amber) as set out in section B of this report.
4. The **outlook** as presented in the dashboards is broadly positive, as might be expected at the start of the year.
5. Key achievements and constraints are set out in sections A and B of Annex1, arranged for the first time under the 6 priorities of the new OCC Vision. There are no Red-rated outcomes being reported for County Leadership Team in section C of the annex.
6. Dashboards at Annex 2 provide an account of the outcomes and indicators being used to measure progress towards the OCC Vision this year.
7. Annex 3 provides a summary of the financial position to the end of June 2018.

Business management update

8. OCC's quarter 4 performance (Jan-Mar 2018), including dashboards, was included in the Narrative Report in May for the first time. The Narrative Report accompanies the council's annual Statement of Accounts and, essentially, helps the reader to

understand what services and outcomes OCC delivered during the year. We will look again at the format and design of next year's Narrative Report to ensure it provides an accessible account of our activities to the general public.

9. Development of the new Outcomes Framework – the new arrangement of outcomes, indicators and measures designed to show progress towards the OCC Vision and Corporate Plan – took place in the first half of 2018. The resulting Framework was in place for use at the start of the new business year, and can be seen at the start of the dashboards later in this report. The Framework is the top level of a performance management structure which extends down to team and individual performance objectives. It will be kept under review throughout the year, and changes may be made as needed to ensure it reflects our ongoing business.

RECOMMENDATION

10. The Committee is RECOMMENDED to note the report.

29 August 2018

Report by: Ian Dyson, Assistant Chief Finance Officer (Assurance)
Contact Officer: Steven Jones, Corporate Performance and Risk Manager
steven.fairhurstjones@oxfordshire.gov.uk 07932 318 890

ANNEX 1 – PERFORMANCE REPORT – QUARTER 1 2018-19

Section A: Key achievements against Corporate Plan priorities in this quarter

Our new Outcomes Framework enables our performance to be reported against the six priorities in our Vision and Corporate Plan. Focusing on the outcomes of OCC's activities more effectively connects performance in different parts of the council and supports a more strategic view of progress towards our priorities.

Overall OCC ambition: “Thriving communities for Oxfordshire”

- Collectively, the performance dashboards at the end of this report indicate that we are making good progress towards the council's overarching ambition. The good work under way in 2017-18 has continued into the new business year. Particular highlights this quarter are included in the following narrative.
- Encouragingly, a report published by Grant Thornton in May (“Vibrant Economic Index: Building A Better Economy”) ranked Oxford and the four Districts in Oxfordshire within the top 70 (of 324) English local authority areas for vibrancy of their local community. The study considered a range of factors ‘beyond GDP’ to measure and understand what makes a place successful, such as prosperity, inclusivity, community trust and belonging, and health and wellbeing. While not reporting at the county level, the study's placing of Vale of White Horse (7th of 324), Oxford City (9th), South Oxfordshire (13th), Cherwell (60th) and West Oxfordshire (67th) is a positive sign that communities in Oxfordshire are thriving.

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

- Co-production – working with service users and their families to develop social care services tailored to their needs – is going well, with four co-production products in progress and a body of Co-Production Champions being trained to continue and broaden this work.
- 72.4% of our adult social care service users are extremely or very satisfied with our services – above the national average of 64.7%.
- We are using our resources effectively to deliver value for money. We are on course to deliver 99% of our planned savings (target: 95%). Our General Balances are expected to be £25.7m at 31 March 2018 – £9.4m above our Risk Assessed Level (158%, target: 100%). 100% of our earmarked reserves are used as planned. Our forecast outturn variation to the end of May 2018 is an underspend of £1m (0.2%, vs. target of 1%). We forecast a 7% increase (target: 5%) in capital expenditure in 2018-19 due to the announcement in May 2018 of the Disabled Facilities Grant of £5.4m (which is passported to the City and District Councils) and £2.5m of LEP grant inclusions.
- We are currently carrying out a detailed review of the costs and liabilities related to our properties following the Carillion collapse in January, so that a robust financial plan can be considered by councillors in the autumn.

- Councillors at OCC and Cherwell District Council have approved a proposal for a partnership between the two local authorities, including the appointment of a joint Chief Executive. This will offer long-term opportunities to join up services for residents, reduce the costs of providing services, and secure investment in Cherwell to enable the continued growth in homes and jobs.

Priority: we help people live safe and healthy lives and play an active part in their community

- All our community safety activities have begun the year strongly, with emergency response times, fire prevention campaigns and 'safe and well' visits to the fore.
- Our support for people to lead healthy lifestyles remains strong. Preventative health care, through NHS health checks, continues the recent trend of good performance.
- A picture of the benefit which our support for healthy travel (walking and cycling) brings should begin to emerge during quarter 2. In quarter 1 we can see that:
 - 85.2% of Oxfordshire adults walk or cycle (for any purpose) at least once a month, with 40.2% doing so 5 times a week (Department for Transport data from 2015-16, due to be updated at the end of August).
 - 86% of 286,361 recorded journeys to school in the county (Oct 2017-Jul 2018) were made entirely or partially actively (walking/cycling at least 10 minutes).
 - a snapshot Transport Monitoring survey in Oxford (on one weekday, 07.00 to 19.00) recorded a total number (inbound and outbound, on main roads) of 7,687 cyclists.
- Our services to support people exiting treatment for drug or alcohol use are currently exceeding on all three targets.
- We are beginning to measure a number of things which demonstrate people "playing an active part in their community". Under the Oxfordshire Together programme 128 parish or town councils have devolved highways services, predominantly grass cutting at present (however other areas are being explored).
- In February 2018, OCC agreed to set aside £945,000 in 2018-19 and 2019-20 for a Councillor Priority Fund as part of our commitment to supporting local communities across Oxfordshire. Some Councillors have funded their priorities through direct services, while others have approached Parish Councils to identify needs in their local area, and others have invited applications from community groups before deciding how to apportion the funding. As this funding can be carried forward into the second year we may see a lower than expected allocation in the early months. The amount allocated by 30 June was £95,030 – 10% of the £945k – of which:
 - 62.7% was allocated to community groups (£61,064)
 - 21% was allocated to direct services (£20,500)
 - 16.2% was allocated to Town/Parish councils (£15,814)

Priority: we provide services that enhance the quality of life and protect the local environment

- We have taken significant steps to address the condition of highways in Oxfordshire, which is beginning to show positive outcomes. In quarter 1 this year, analysis shows that we are on target for overall condition of the A and B classified road network (32.48% against a target of 33%) and for repair of defects posing immediate risk of injury (over 99% within 24 hours). For the latter, this represents an improvement from the equivalent measure reported as Red (off target) in quarters 3 and 4 of 2017-18. We have achieved this by inserting more gangs (increase from 6 to 18 in quarter 1), more minor patching gangs, and reallocation of the 'dragon patcher' and the new 'multi-hog' repair vehicle.
- We are also forecasting that we will meet targets at year end for the total length of highway resurfaced and for the percentage of highway maintenance, construction, demolition and excavation waste diverted from landfill. Other highways commentary is included in section B below.
- Household waste is another area of performance which was reported as declining in the latter part of 2017-18 (from a very strong position, historically) and which has been improved in quarter 1. The percentage of household waste recycled, composted or re-used in the county has risen above target again (61% vs. 60%) and we have sent just 3.9% of our household waste to landfill, targeting a level below 5%.
- Our performance around reduction of carbon emissions and more efficient energy use remains strong. A recently-agreed investment of £40.8m to replace old street lighting columns with new energy-efficient LED lighting will result in cheaper energy bills and reduced maintenance requirements.
- Quality of life is greatly improved by having access to cultural services such as OCC's libraries and history services. The dashboards below show that in quarter 1 we saw good numbers of visitors and new joiners to our services.

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

- Our service for looked after children had an Ofsted inspection in April 2018 which judged our service to be "good".
- Indicators relating to children's health remain predominantly good.
- Demand management measures continue to show good progress, i.e. early help assessments provided by partners have risen by 196% compared to our 16/17 baseline and Teams Around the Family are 439% higher than in 16/17.
- Impact has been seen on demand for Children's Social Care: MASH enquiries are continuing at 18% lower than in 16/17, referrals, assessments and child protection enquiries have all reduced compared to 16/17.

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

- 90% of social care providers in Oxfordshire are rated as 'outstanding' or 'good' by the Care Quality Commission (above the national average of 80%).
- Performance is above the national average for numbers of people with personal budgets (93% vs. 89% targeted) or direct payments (94% vs. 90%).
- In quarter 1 we continued to make progress in reducing the number of people delayed in hospital awaiting social care. The period saw an average of 13 people per day delayed in this way (the target is to reduce from 15 recorded in March 2018 to 13 by March 2019). Similarly, we reduced the number of people delayed in hospital awaiting both health and social care from an average of 50 per day in March 2018 to 41 in quarter 1 (targeting 42 by March 2019).
- 74% of Oxfordshire's older residents reported feeling safe, which is above our target of 70%.
- We have ensured that 89% of working age (18-64) service users with a learning disability are living on their own or with their family: this is above the national average (76%) as targeted.

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

- The OxLEP team has been active in securing investment evidence for 2017-18 and the Department for International Trade has now been able to report a record total of 98 Foreign Direct Investment (FDI) successes in Oxfordshire for last year.
- The Oxfordshire Growth Deal represents £215m of Government investment for new homes and infrastructure across Oxfordshire. The Growth Deal Programme Board has been mobilising all work-strands within the Deal including OCC leading on the mobilisation of the infrastructure programme. During Q1 an assurance exercise was undertaken of the infrastructure programme, reviewing the deliverability of the schemes against the housing trajectory. Work is underway with Homes England to agree an attribution methodology for the houses the infrastructure will support to unlock. This is expected to be agreed in Sept 2018. Work is also progressing developing the 2-5 year infrastructure programme that is scheduled to go through the Growth Board governance process in Q3 and Q4.
- We have submitted 4 investment bids under the Smart Oxford programme this quarter, one of which is the largest collaborative project we have been part of. This is a £40m Energy Systems bid with SSE as the lead and other partners including Oxford and Brookes Universities, and would mean £800k granted to OCC. We were also successful in our OmniCAV bid to Innovate UK £250k to OCC over 2 years to support the testing of autonomous vehicles ('driverless cars')
- Our work on ensuring that homes and businesses have access to superfast, ultrafast or full fibre broadband continues to perform well. The percentage of premises in Oxfordshire without access to at least basic or acceptable broadband (defined as 2Mb/s and 10Mb/s respectively) is being driven down ever closer to our March 2019 targets of <0.33% and <1.4% respectively.

- Business interventions from our Trading Standards team are higher than expected as local businesses are being advised as part of investigations of consumer complaints. There is a reduced demand from businesses proactively seeking advice, in line with previous years. This pattern could be an indicator of businesses using appropriate self-service advice rather than direct contact.

Section B: key issues currently affecting our ability to deliver our priorities

Priority: we provide services that enhance the quality of life and protect the local environment

- Our performance repairing and maintaining highway condition in the county should be seen in the context of the volume of defects and the extent of damage to our roads by winter conditions. Levels of road defects in April and May have increased by 60% compared to last financial year. However, in addition to the improvements noted in section A, this constraint is being addressed following the approval by council (in July, just outside quarter 1) of an additional £10m investment in highway maintenance. The extra £10m would pay for 46 miles of surface improvements (resurfacing, surface dressing, micro asphalt) and 52,000 sqm of patching, and is on top of the £8.5m already spent on carriageways and footway repairs. Reactive pothole repairs will continue as usual.
- Our target that 80% of District Council planning applications are responded to by us within the agreed deadline has been missed in quarter 1 (performance: 65%). The continuing increases in the volume of major planning applications, together with a number of strategic (very large/complex) sites running in parallel, a high volume of appeals and numerous pre-application enquiries, means that it has not been possible to attain the required target this quarter. We are, however, maintaining good working relations with the Districts during these challenging times and are also working to further improve system efficiencies.
- Our work carrying out Building Regulations consultation is low. This reflects businesses' demand for our services, which is currently low, which in turn reflects demand for new buildings in the county which would require this form of consultation.

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

- The first quarter of 2018-19 has seen a rise in the number of looked after children (LAC) in Oxfordshire. This is due to a general increase in the levels of demand on Children's Services: the numbers of referrals, assessments and child protection cases have all seen increases in recent months, which drives the increase in the numbers of LAC. This should be seen in the context of national trends, which are also increasing, and which brings the proportion of LAC in the county in line with the average number in statistical neighbouring local authorities. The council prioritises the safety and wellbeing of vulnerable children and young people and

this has included improved practice and management oversight for LAC, as well as implementing a robust performance management framework for regular oversight and monitoring of this service.

- The “prevalence of healthy children” indicator is supported by 6 measures, all of which were assessed as ‘Green’ throughout 2017-18. The measure ‘number of expectant mothers who receive a universal face to face contact at 28 weeks’ is at 72.8% for quarter 1 against a target of 80%. We have decided to increase the target by 10% since quarter 4 of 2017/18. Our work with the health visiting services and local maternity services to improve performance includes ensuring that the health visiting service are informed about pregnant mothers before 28 weeks of pregnancy, as well as a stream of work through the contract review meetings to ensure that all women are offered a visit and that data recording is improved. The health visiting service is also recording reasons why women choose not to have a visit to provide additional insight. An improved performance against this indicator is anticipated by year end, but the aspirational target may be difficult to achieve.

Section C: key performance issues requiring intervention / decision

In this section we would explain any outcomes which Directors have rated “Red”. However, in quarter 1 none of the 13 outcomes in the Outcomes Framework have been assessed as Red.

The format of reporting is included below for information. A Red rating would indicate that an outcome might not be achieved by year end as things stand. Directors’ ratings may be based on factors including levels of performance and degree of risk.

1.	Outcome	n/a
	Indicator	n/a
	Measure	n/a
<p><i>For any Red outcomes, this section would include:</i></p> <ul style="list-style-type: none"> • <i>Description the outcome</i> • <i>Why it is assessed as Red (e.g. off target, unlikely to be achieved)</i> • <i>What has been done to correct performance</i> • <i>What other action is being proposed</i> • <i>What is the forward trajectory by which we expect to see performance improve</i> 		
Recommended action		<i>Any recommendations to County Leadership Team, and their decisions, would be recorded here.</i>

OXFORDSHIRE COUNTY COUNCIL OUTCOMES FRAMEWORK: PRIORITIES, OUTCOMES AND INDICATORS

<p>We listen to residents so we can continuously improve our services and provide value for money</p> <p>Residents feel engaged with the county council</p> <ul style="list-style-type: none"> • Prevalence of services developed through co-production • Number and value of opportunities for public engagement • Rates of customer satisfaction <p>Our services improve and deliver value for money</p> <ul style="list-style-type: none"> • Value for money through effective use of resources • Improvement following external inspection or audit <p>The use of our assets is maximised</p> <ul style="list-style-type: none"> • Progress with the One Public Estate Programme 	<p>We help people live safe and healthy lives and play an active part in their community</p> <p>People are helped to live safe and healthy lives</p> <ul style="list-style-type: none"> • Number of people helped to live safe & well • Emergency response times • Prevalence of healthy lifestyles • Number of people receiving support for drug or alcohol dependency • Proportion of people walking & cycling <p>People play an active part in their communities</p> <ul style="list-style-type: none"> • Rates of volunteering • Prevalence of services provided by communities 	<p>We provide services that enhance the quality of life and protect the local environment</p> <p>Our quality of life in Oxfordshire is enhanced</p> <ul style="list-style-type: none"> • Condition of highways • Funding secured through planning obligations • Levels of public transport use • Rates of access to cultural services <p>Our local environment is protected</p> <ul style="list-style-type: none"> • Percentage of planning decisions on time • Levels of carbon emissions • Levels of energy use • Air quality • Proportion of household waste re-used, recycled or composted
<p>We strive to give every child a good start in life and protect everyone from neglect</p> <p>Children are given a good start in life</p> <ul style="list-style-type: none"> • Prevalence of healthy children • Number of looked after children • Number of children's social care assessments • Number of children the subject of protection plans • Number of children's cases held by permanent staff <p>Children are able to achieve their potential</p> <ul style="list-style-type: none"> • Percentage of children with a place at their first preference school • Percentage of children at a good quality school • Rates of school attendance • Levels of educational attainment 	<p>We enable older and disabled people to live independently and care for those in greatest need</p> <p>Care services support independent living</p> <ul style="list-style-type: none"> • Number of home care hours purchased • Number of appropriate safeguarding enquiries • Number of people delayed leaving hospital awaiting social care • Number of people with control over their care • Proportion of older people supported in the community <p>Homes and places support independent living</p> <ul style="list-style-type: none"> • Percentage of people who report feeling safe and well • Percentage of people living in safe and suitable housing 	<p>We support a thriving local economy by improving transport links to create jobs and homes for the future</p> <p>Strong investment and infrastructure are secured</p> <ul style="list-style-type: none"> • Level of investment attracted • Production of our Joint Statutory Spatial Plan • Number of new homes • Levels of disruption to journeys by congestion or roadworks • Level of transport connectivity • Level of access to online and digital services <p>Local businesses grow and provide employment</p> <ul style="list-style-type: none"> • Employment rates • Number of businesses • Number of apprenticeships • Levels of workforce

PRIORITY: WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY

OUTCOME	INDICATOR	Q4 RAG	Outlook	Note
Residents feel engaged with the county council	Prevalence of services developed through co-production	G	↑	4 co-production products are in development (target 5 by March 2019), and training of co-production champions is progressing well (target of 20 champions by end of July 2018).
	Number and value of opportunities for public engagement	n/a	↑	The latest figures from OCC's residents' survey show: <ul style="list-style-type: none"> • 38% of residents agree that people in the local area can influence decisions • 54% agree that the council acts on the concerns of local residents. • 45% were satisfied with the way the council runs things
	Rates of customer satisfaction	n/a	↔	72.4% of users of Adult Social Care services are extremely or very satisfied, which remains above the target of the national average (64.7%)
Our services improve and deliver value for money	Value for money through effective use of resources	n/a	↔	We are on target or better for all 5 measures beneath this indicator.
	Improvement following external inspection/audit	n/a	↔	CSS are currently working on an action plan that came out of their Operational Assurance Peer inspection in 2017. This is being supported by members from the Performance Scrutiny committee
The use of our assets is maximised	Progress with One Public Estate Programme	n/a	↔	All projects are at the initiation phase. Some adjustment to the original timelines has been proposed to government to enable more time at scoping stage.

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

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

OUTCOME	INDICATOR	Q4 RAG	Outlook	Note
People are helped to live safe and healthy lives	Number of people helped to live “safe and well”	G	↔	We have delivered fire prevention campaigns to more people than we had planned for this quarter. We are slightly below our expected numbers of people receiving safe and well visits. The service is focusing on the quality of the visits, due to the more complex needs of people requiring a safe and well visit.
	Emergency response times	G	↔	We have had no fire deaths this quarter and are below our target for RTC fatalities in this quarter. We are on target for our emergency response times, achieving 88.4% and 96.6%.
	Prevalence of healthy lifestyles	G	↑	Invitations to NHS Health Checks are proceeding well: 83.2% of the eligible population has been invited vs. target of 97% by year end, and take-up is 41.7% vs. the 42% expected for Q1.
	Numbers of people receiving support for drug and alcohol dependency	G	↔	3 of the 4 measures supporting this indicator are significantly exceeding targets at the end of Q1 – on numbers of people exiting treatment for drugs or alcohol (opiates: 9.4% vs. target of 6.6%, non-opiates 39.9% vs. 36.6%, alcohol 45.3% vs. 38.6%)
	Proportion of people walking & cycling	n/a	↔	Metrics and sources of data and information for this new indicator will be developed further for use in Quarter 2. The RAG rating is supported by data readily available at the end of Q1.
People play an active part in their communities	Rates of volunteering	n/a	↔	Volunteer hours in OCC libraries in Q1: 8,111. As intended, an annual reporting metric is being developed which will provide an estimate of the volunteer hours generated by environmental projects or services that we directly fund or support. This means around 7 projects/services including our 3 Areas of Outstanding Natural Beauty, Community Action Groups, Wychwood Project and Lower Windrush Valley Project. The number of hours is currently estimated to be at 40,000 volunteer hours per annum in Oxfordshire; a more accurate figure and baseline year will be reported in Q2
	Prevalence of services provided by communities	n/a	↑	As intended, measures here are for ‘reporting only’ in Q1, ahead of metrics being considered for use in Q2. The RAG rating reflects the current position and outlook.

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT

OUTCOME	INDICATOR	Q4 RAG	Outlook	Note
Our quality of life in Oxfordshire is enhanced	Condition of highways	n/a	↑	This indicator uses a wider group of measures than in 2017-18. In Q4 2 of the 3 measures were rated Green (on target) while the third (% of the A and B road network where carriageway maintenance should be considered) was rated Red. Commentary on 2018-19 measures is in sections A and B of the main report.
	Funding secured through planning obligations	G	↑	Monies secured in S 106 agreement secured or completed during the first quarter equated to 100% of the sums identified in the corresponding Single Responses. This performance exceeds our target of 85%.
	Levels of public transport use	n/a	↔	As intended, metrics to support this new indicator will be developed for use in Q2. The RAG rating reflects that Oxfordshire bus operators score well in annual Transport Focus reports.
	Rates of access to cultural services	n/a	↔	Library visitors in Q1 - 565,279. New library joiners in Q1 - 5,816. Visitors to the Oxfordshire Museum during normal opening hours in Q1: 29,595, and to the Museums Resource Centre in Q1: 29. These are comparable with figures for the same period last year.
Our local environment is protected	Percentage of planning decisions on time	A	↑	Commentary on the constraints around work on District Council planning applications can be found in section B of the main report.
	Levels of carbon emissions	G	↔	Analysis suggests the target for 2017-18 is likely to have been exceeded (data due by end of August). Continuing programme of street lighting upgrades and projects to reduce emissions from travel are expected to deliver the target reduction this year. Ongoing grid decarbonisation will also contribute.
	Levels of energy use	n/a	↔	The annual target (as per the streetlight LED replacement project agreement) is for 2000 to be replaced this year, will bring performance to 18% (against a target of 20% by April 2019).
	Air quality	n/a	↑	Activities here are expected in Q2, including the establishment of an Air Quality Action Group with the District and City Councils, which will set the forward programme of work
	Proportion of household waste re-used, recycled or composted	A	↔	Commentary on performance is included in section A of the report.

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

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

OUTCOME	INDICATOR	Q4 RAG	Outlook	Note
Children are given a good start in life	Prevalence of healthy children	G	↑	5 of 6 measures supporting this indicator are Green in Q1. The 'number of expectant mothers who receive a universal face to face contact at 28 weeks' is at 72.8% for Q1 vs. 80% targeted
	Number of looked after children	G	↓	728 children were looked after at the end of quarter 1, against a target range of 660-710
	Numbers of children's social care assessments	A	↔	Social care assessments are slightly lower than the average for like authorities, and have reduced by 14% in 17/18 compared to the previous year. Q1 shows that we continue to be 7% lower than 16/17.
	Number of children the subject of protection plans	n/a	↑	The numbers are slightly high at 752, driven mainly by more children becoming the subject of a plan. The number was already seen to be reducing at the start of quarter 2.
	Number of children's cases held by permanent staff	G	↔	-
Children are able to reach their potential	Percentage of children with a place at their first preference school	n/a	↔	Annual reporting is due in Q3
	Percentage of children at a good/outstanding school	n/a	↔	Annual reporting is due in Q3. Q1 figures show that 84.2% of Primary children are at Good/Outstanding schools (target 94%) and 87.7% of Secondary school children (target 90%)
	Rates of school attendance	n/a	↔	Annual reporting is due in Q3. In Q4 2017-18 the two relevant measures (on persistent absence and permanent exclusions) were Amber and Red.
	Levels of educational attainment	n/a	↔	Annual reporting is due in Q3

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

PRIORITY: WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED

OUTCOME	INDICATOR	Q4 RAG	Outlook	Note
Care services support independent living	Number of home care hours purchased	n/a	↑	Q1 performance is slightly off target: 21,708 hours per week vs. target of 21,779 hours per week
	Number of appropriate safeguarding enquiries	n/a	↑	Q1 performance is slightly off target: 21% of safeguarding concerns result in a safeguarding enquiry (vs. target of >25%)
	Number of people with control over their care	n/a	↔	94% of people with safeguarding concerns can define the outcomes they want (target = national average i.e. 90%)
	Number of people delayed leaving hospital awaiting social care	A	↔	This indicator is discussed in section A of the report
	Proportion of older people supported in the community	n/a	↔	This indicator is discussed in section A of the report
Homes and places support independent living	Percentage of people who report feeling safe	n/a	↔	This indicator is discussed in section A of the report
	Percentage of people living in safe and suitable housing	n/a	↔	This indicator is discussed in section A of the report

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

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

OUTCOME	INDICATOR	Q4 RAG	Outlook	Note
Strong investment and infrastructure are secured	Level of investment attracted	n/a	↑	The assessment of Amber reflects minor shortfalls against some of the underlying measures, in line with expectations. Metrics for funding required to manage the current highway asset will be developed in Q2.
	Production of our Joint Statutory Spatial Plan	n/a	↔	-
	Number of new homes	n/a	↔	This indicator is discussed in section A of the report
	Levels of disruption to journeys by congestion/roadworks	n/a	↔	As intended, measures supporting this indicator will be developed in Q2. These are likely to support trend monitoring rather than firm targets.
	Level of transport connectivity	n/a	↔	As intended, measures in support of this new indicator are being developed for use in Q2.
	Level of access to online and digital services	n/a	↑	Slightly off target on the absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT (75,686 vs. target of 75,945) but forecast to be Green by the end of Q2.
Local businesses grow and provide employment	Employment rates	n/a	↔	Reporting only. 81.8% of Oxfordshire residents aged 16-64 in employment, vs. Apr 2017-Mar 2018 GB rate of 75% (source: ONS, retrieved from Nomis, 9 August 2018)
	Business numbers	n/a	↔	Reporting only. Oxfordshire business births: 3585 in 2016 (down 1% on 2015); business deaths: 3210 in 2016 (up 10% from 2015). Business survivals: 49.3% of businesses born in Oxfordshire in 2011 were still surviving 5 years later (South East 46%, National 44.1%)
	Numbers of apprenticeships	n/a	↔	There are 48 apprentices in posts, including six new starters in Q1.
	Levels of workforce	n/a	↔	Reporting only. <ul style="list-style-type: none"> OCC full-time equivalent (FTE) employees, excluding schools: 3644.2 at 30 June. Total OCC spend on agency staff in Q1 as proportion of our Q1 salary budget: 7.07%

OUTLOOK KEY: ↑ the outlook is positive/improving ↓ the outlook is negative/deteriorating ↔ the outlook is stable

ANNEX 3 - FINANCIAL REPORTS – position for June 2018

PEOPLE – CHILDREN’S SERVICES

	Success Indicator	Target	Position at end June 2018	On Target?	Notes
Financial Performance	Actual expenditure for Education & Learning is in line with the latest agreed budget	< 1.0% of net budget	Breakeven or 0%	Yes	
	Actual expenditure for Children’s Social Care is in line with the latest agreed budget	<1.0% of net budget	+£1.1m or +1.4%	No	£0.8m of the Children’s Social Care overspend relates Unaccompanied Asylum Seeking Children (UASC). As this is a new burden, the Council has not made provision in the budget for 2018/19 for any shortfall in government grant. If the full funding is not received, then it will need to be met from either balances or contingency.
	School Reserves (as at 31 March 2019)	-	£14.2m		
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved			

PEOPLE – ADULT’S SERVICES

Success Indicator		Target	Position at end June 2018	On Target?	Notes
Financial Performance	Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 1.0% of net budget	+£0.6m or 0.3%	Yes	This assumes full use of the Adult Social Care Precept.
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved			

PEOPLE - PUBLIC HEALTH

Success Indicator		Target	Position at end June 2018	On Target?	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 1.0% of gross budget	Breakeven or 0%	Yes	Funded by a ring fenced grant which is £30.5m for 2018/19.
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved			* Corporate savings position reported to Cabinet

COMMUNITIES

	Success Indicator	Target	Position at end of June 2018	On Target?	Notes
Financial Performance	Actual expenditure for Place and Planning is in line with the latest agreed budget	< 1.0% of net budget	0% or Breakeven	Yes	
	Actual expenditure for Infrastructure Delivery is in line with the latest agreed budget	< 1.0% of net budget	2.9% or £1.4m	No	Street Lighting are forecasting an overspend of £0.7m and Defects are overspending by £0.5m. Both areas are involved in projects that are looking at ways investment could be made to achieve savings.
	Actual expenditure for Property and Investment is in line with the latest agreed budget	< 1.0% of net budget	2.4% or £0.7m	No	Supported Transport are forecasting an overspend of £0.7m. An ongoing Fleet project is looking at ways to further reduce this pressure and the results will be reported in future months.
	Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	< 1.0% of net budget	0.3% or £0.1m	Yes	
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	96% achieved			

RESOURCES

	Success Indicator	Target	Position at end June 2018	On Target	Notes
Financial Performance	Actual expenditure is in line with the latest agreed budget	< 1.0% of net budget	+£0.7m or +1.7%	Yes	Legal services are forecasting an overspend of +£0.4m. This is due to increased Counsel spend as a result of Childcare proceedings. Also there is an overspend on the Blue Badge Service of £0.1m due to the loss of external income.
	Number of 2018/19 budget virements requested requiring Council approval as they were a change in policy	-	None		
	Planned savings for 2018/19 assumed in the MTFP have been achieved	91% achieved			* Corporate savings position reported to Cabinet

* The Financial Monitoring report for May2018 was considered by Cabinet on 17 July 2018. The report incorporates Business Strategy savings that were agreed by Council in February 2018 and previous years. At this stage of the year, at least 99.0% of the planned savings are expected to be delivered. Progress against delivery of savings will be monitored on a regular basis and where savings are not expected to be achieved they have been reviewed as part of the 2019/20 Service and Resource Planning process.

CORPORATE

Success Indicator	Target	Position at end June 2018	On Target?	Notes
Actual expenditure for the Council is in line with the latest agreed budget	< 1.0% of net budget	-0.1% or -£0.3m	Yes	Forecast to the end of May 2018 is an underspend of £0.3m or 0.1%. This represents a directorate overspend of £4.6m off set by unallocated contingency budget of £4.9m
Non - Schools Reserves (as at 31 March 2019)	-	£59.5m		
General balances as a proportion of the original gross budget (£788m for 2018/19)	-	£25.0m or 3.2%		
Total reserves as a proportion of the original gross budget (£788m for 2018/19)	-	£73.7m or 9.4%		
Capital programme use of resources compared to programme agreed in February 2018	90%	93%	Yes	
Capital programme expenditure realisation rate		2%		
Year to date debtor invoices – all	48 days	40 days	Yes	High value invoices are being more closely managed which has positively impacted the days revenue is outstanding
Percentage of debtor invoices cleared in 90 days - Social Care Clients	94%	89%	No	This is in line with figures from same period last financial year.
Percentage of debtor invoices cleared in 90 days	97%	96%	No	Slight improvement on 17-18 averaged which was 95.73
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.75%	0.78%	Yes	
Treasury Management Indicators – Average Annualised Return	3.54%	3.05%	Yes	

achieved compared to Benchmark Rate (*) (Pooled Fund)				
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(*) Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged).

Value for money through effective use of resources	Achievement of planned savings	95%	Katy Jurczynszyn & Emma Greenland	99% expected to be achieved
	Achievement of general balance outturn in accordance with risk-assessed level	100% of risk assessed level		153% of Risked Assessed Level. General Balances are expected to be £25.0m at 31.3.2019 which is £8.7m above the risked assessed level.
	Use of earmarked reserves	100% of planned use		100% planned used
	Outturn variation by Directorate	1% variation by directorate		Forecast to the end of June 2018 is an underspend of £0.3m or 0.1%. This represents a directorate overspend of £4.6m off set by unallocated contingency budget of £4.9m
	Capital outturn variation compared to original programme	5%		7% - The forecasted 7% increase in capital expenditure in 2018/19 is due to the announcement in May 2018 of the Disabled Facilities Grant of £5.4m (which is passported to the City and District Councils) and £2.5m of LEP grant inclusions.