

Division(s): All

CABINET – 18 JUNE 2019

BUSINESS MANAGEMENT AND MONITORING REPORT

April 2019

Report by Assistant Chief Executive and Director of Finance

RECOMMENDATIONS

1. The Cabinet is **RECOMMENDED** to:
 - a) **note the contents of this report;**
 - b) **approve a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 as set out in paragraph 22.**

Executive Summary

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

Introduction

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

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

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

6. This month's report is the first to use the new 2019-20 suite of outcomes, indicators and measures (the 'Outcomes Framework'). The report summarises performance, risk, human resources and finance. This reflects the move to monthly reporting for the council and a commitment to transparency and improved performance management, which is a work in progress and will continue to develop and be refined over the coming year.
7. Further performance information is provided in four annexes:
 - Annex A: performance
 - Annex B: risk
 - Annex C: human resources (HR)
 - Annex D: finance

Progress towards delivery of Oxfordshire County Council's Corporate Plan

8. Oxfordshire County Council's vision for Oxfordshire has 6 priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the council's actions. 48 performance indicators show whether or not the outcomes are being achieved. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards those ambitions, is called the Outcomes Framework.
9. The Outcomes Framework is the tool which enables us to regularly assess and report on progress towards our ambitions. Every month, each outcome and indicator is given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track and showing how confident we are that outcomes will be achieved. We consider both firm data and our own judgement in deciding RAG ratings.
10. The table below provides a snapshot of progress towards Corporate Plan outcomes in April 2019.

Corporate Plan Outcomes – Snapshot for April 2019

PRIORITY: WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY		
OUTCOMES	INDICATORS	RAG
Residents feel engaged with the county council	Number and value of opportunities for public engagement	Amber
	Rates of customer satisfaction	Amber
Our services improve and deliver value for money	Value for money through effective use of resources	Amber
	Improvement following external inspection/audit	Green
The use of our assets is maximised	Progress with One Public Estate Programme	Green

PRIORITY: WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY		
OUTCOMES	INDICATORS	RAG
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green
	Emergency response times	Green
	Prevalence of healthy lifestyles	Green
	Numbers of people receiving support for drug and alcohol dependency	Green
	Proportion of people walking & cycling	Green
People play an active part in their communities	Rates of volunteering	Green
	Prevalence of services provided by communities	Green
PRIORITY: WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT		
OUTCOMES	INDICATORS	RAG
Our quality of life in Oxfordshire is enhanced	Condition of highways	Green
	Funding secured through planning obligations	Green
	Levels of public transport use	Green
	Rates of access to cultural services	Green
Our local environment is protected	Percentage of planning decisions on time	Amber
	Levels of carbon emissions	Green
	Levels of energy use	Green
	Air quality	Amber
	Proportion of household waste re-used, recycled or composted	Green
PRIORITY: WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT		
OUTCOMES	INDICATORS	RAG
Children are given a good start in life	Prevalence of healthy children	Amber
	Sufficiency of early years places	Green
	Number of looked after children	Amber
	Numbers of children's social care assessments	Green
	Number of children the subject of protection plans	Green
	Number of children's cases held by permanent staff	Green
Children are able to achieve their potential	% of children with a place at their first preference school	n/a
	Percentage of children at good schools / settings	n/a
	Children missing education	Amber
	Levels of educational attainment	Green
	Meeting the needs of young people with Special Educational Needs and Disabilities	Amber
PRIORITY: WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED		
OUTCOMES	INDICATORS	RAG
Care services support independent living	Number of home care hours purchased	Amber
	Number of hours of reablement delivered	Green
	Number of people with control over their care	Green
	Number of people delayed leaving hospital awaiting social care	Green
	Proportion of older people supported in the community	Amber
Homes and places support independent living	Percentage of people living in safe and suitable housing	Green
PRIORITY: WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE		
OUTCOMES	INDICATORS	RAG
Strong investment and infrastructure are secured	Level of investment attracted	Amber
	Level of infrastructure investment required	Green
	Number of new homes	Green
	Levels of disruption to journeys	Amber
	Level of transport connectivity	Amber
	Level of access to online and digital services	Green
	Local businesses grow and provide employment	Employment rates
Business numbers		Green
Numbers of apprenticeships		Green
Levels of workforce		Green

11. In this report all outcomes and indicators are rated either Green or Amber, which means they are on track. This is a positive start to the year. No outcomes are considered at risk of becoming Red in the next reporting period (May). A full account of progress towards our Corporate Plan priorities is at Annex A.
12. This month's performance highlights for each theme in the Corporate Plan are:

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

- Residents' Survey rates improved towards the end of 2018-19: this is positive and we will continue to focus on listening to residents and addressing their needs in 2019-20.

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

- We responded to emergencies within target times more frequently during April than in any month over the past year.
- In April we made over 4 times the targeted number of Safe and Well visits to residents' homes. During Safe and Well visits our firefighters can provide advice and support to reduce the immediate risk of falls, fire, flood or power cuts, and can offer advice on issues such as health or crime.
- All indicators under the 'people are helped to live safe and healthy lives' and 'quality of life is enhanced' outcomes are rated Green.

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

- The overall recycling rate for 2018/19 was at 58.62% and is slightly higher than was projected. This is expected to maintain Oxfordshire amongst the top performing county councils.
- The 'condition of highways' indicator has been assessed as Green on the basis of positive performance data and confidence of progress towards the outcome.

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

- The number of children needing a formal social care assessment, becoming the subject of a child protection plan or being looked after are all decreasing as levels of early help increase.
- More pupils in Oxfordshire were offered their first preference schools this year than in the previous academic year.

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

- The quality of our adult social care providers remains higher than elsewhere, with 90% of providers good or outstanding.

- We support people to live independently and to have control over their own care. Over a third of people receive a direct payment to organise their own care compared to 28% nationally.
- Oxfordshire is considered a national leader in adult safeguarding, through the Making Safeguarding Personal agenda. This involves working with people to understand the outcomes they want following a safeguarding concern. Over 90% of people are defining the outcomes they want, which we are working to satisfy.
- The numbers of people delayed in hospital awaiting social care continue to be very low.

<p>We support a thriving local economy by improving transport links to create jobs and homes for the future</p>
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- Our Better Broadband for Oxfordshire work continues to make strong progress. The programme installs fibre broadband infrastructure, giving some 80,000 homes and businesses access superfast broadband where this would never otherwise have been possible. This is a significant enabler for growth in the Oxfordshire economy, boosting business efficiency and reducing the cost of providing the council's customer services.

13. Areas for action and improvement:

- Despite the decrease in the numbers of looked after children, figures remain higher than similar areas, creating pressures on budget and workloads. Our continuing focus on increasing early help will further reduce demand on services. The development of a family safeguarding model within children's services has, in other parts of the country, led to a reduction in looked after children. Oxfordshire is developing such a model this year.
- Our performance on waste management remains strong but has fallen slightly short of our headline target (in line with national trends). We are working with our partner organisations and our Household Waste Recycling Centres to increase recycling and reduce residual waste.

Managing risk

14. OCC manages risk at operational (i.e. service-specific) and strategic levels. The latest Strategic Risk Register is summarised at Annex B. No strategic risks have been closed, or new risks added, over the last month.
15. The council's new Risk Management Strategy is due for approval in June. This will support our ongoing work to improve risk management activities.

Human resources (HR) data

16. In each monthly business report a snapshot of human resource data is provided. It is important to note that this information provides an overview of the organisation

at a point in time and that whilst the council collects and reviews a range of HR data it will not publish data where individuals may be identified.

17. Information about the size of the organisation is important, as a local authority staff are our biggest asset, cost and essential to the delivery of service. The data does not however set out the council's long-term workforce strategy or reflect other HR matters such as the level of case work currently underway.
18. OCC's staffing number at 31 March 2019 (including retained fire-fighters but excluding schools) was 4956 employees, equivalent to 4023.7 FTE. This compares with 4926 employees, equivalent to 3994.9 FTE for the period ending 31 December 2018.
19. A detailed breakdown of information by Directorate is included at Annex C.
20. During 2019 the council will be undertaking a full review of the HR function and how it works to support the long-term workforce requirements of the organisation. HR data and performance measures will also be included within this review. The ambition is to provide a quarterly HR update setting out progress against the delivery of the councils HR strategy and workforce plans. This will also provide year-on-year comparative information to provide greater context and trends over time.

Summary of the Council's financial position

21. There is a forecast directorate overspend of **£3.4m**. It may be possible to reduce the overspend further by using the unallocated corporate contingency of **£7.4m**.

Directorate	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance 2019/20	Forecast Outturn Variance 2019/20
	£m	£m	£m	%
Children's Services	113.7	116.9	+3.2	2.8%
Adult Services	184.0	184.0	0.0	0.0%
Communities	113.5	113.5	0.0	0.0%
Resources	28.9	29.1	+0.2	0.7%
Total Directorate Position	440.1	443.5	+3.4	0.8%
Strategic Measures	-440.1	-440.1	0.0	0.0%
Overall Surplus/Deficit	0	3.4	+3.4	

Main variations

22. An overspend of £2.5m is being reported for Special Educational Needs (SEN) Home to School Transport. An overspend of £3.4m was reported for 2018/19. £1.6m was added to the budget agreed by Council in February 2019 and as the overspend increased significantly towards the end of the Service & Resource Planning process last year, corporate contingency was also increased by £2.2m to meet the increasing demand in this area. To ensure the budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced, it is recommended that a temporary virement of £2.2m from the corporate contingency budget is made to the SEN Home to School Transport budget for 2019/20.
23. There is also a £9.7m overspend forecast on the Dedicated School Grant (DSG) – High Needs Block. This is mainly due to increasing demand for special school places and the need to place children at independent non-maintained schools. The forecast includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.
24. See Annex D for further details and commentary

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3 June 2019

ANNEX A – PERFORMANCE DASHBOARDS – to 30 APRIL 2019

PRIORITY: WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Residents feel engaged with the county council	Number and value of opportunities for public engagement	↑	% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	38% (Feb '19)	-	
			% of Residents' Survey respondents who say we act on residents' concerns				
		To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	38% (Feb '19)	-		
	Rates of customer satisfaction	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	45% (Feb '19)	-	
Our services improve and deliver value for money	Value for money through effective use of resources	↔	Achievement of planned savings	95%	79%	79% of the planned savings of £36.8m are expected to be delivered.	
			General balance outturn at the risk assessed level	>=100%	134.7%	The current forecast for general balances at 31 March 2020 is £26.0m. This is £6.7m higher than the risk assessed level of £19.3m as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February	
			Unplanned use of earmarked reserves	< £250k	<£250k	Reserves were £92.3m at 1 April 2019. As part of the Provisional Revenue Outturn Report, Cabinet has been asked to approve a revised use of reserves for 2019/20	
			Total Directorate outturn variation	=< 1% variation	0.8%	There is a forecast directorate overspend of £3.4m or 0.8%. This mainly relates to SEN Home to School Transport. Demand for this service continues to grow above expected levels.	
			Total outturn variation	0%	0.0%	£7.4m of the Corporate Contingency is currently unallocated. It may be possible to use this to offset the directorate forecast overspend of £3.4m.	
			Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report in the first month of the year.	
	Improvement following external inspection/audit	↔	Proportion of post-inspection/audit actions dealt with on time	100%	n/a	Her Majesty's Inspectorate of Constabulary and Fire & Rescue completed their inspection of the service in November 2018. We expect to receive the report in June 2019 in order to formalise our action plans	
			The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	Nat. average (84% Apr 19)	90%	The quality of social care providers in Oxfordshire remains consistently above the national average. This is supported by robust commissioning and contract management arrangements in the council	
	The use of our assets is maximised	Progress with One Public Estate Programme	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	-

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	6,248	See right	<ul style="list-style-type: none"> • Safe & well visits: April target – 305, actual as at 30 April – 1,415 • Trading Standards programmes for vulnerable adults & children: Q4 target – 2,500, actual as at 30 April – 2,383 • Gypsy & traveller site fire safety visits: Annual target – 90, 0 completed in April
			Number of children better educated to live safer and healthier lives	14,168	See right	<ul style="list-style-type: none"> • Work experience placements: Q4 target – 4, actual as at 30 April – 7 • Fire cadets: Q4 target – 3,040, actual as at 30 April – 2,742 • Trading Standards risk reduction activities for children & young adults: Q4 target – 650, actual as at 30 April – 250 • Fire prevention campaigns: April target – 913, actual as at 30 April – 133
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	1,000	See right	<ul style="list-style-type: none"> • Fatalities from primary fires: April target – 1, actual as at 30 April – 0 • Special service rescues: April target – 18, actual as at 30 April – 32 • Rescues from primary fires: April target – 1, actual as at 30 April – 2 • Co-responding calls: April target – 72, actual as at 30 April – 12. Co-responding ceased in all but one of our stations (Thame) from Sept 2017 due to National pay negotiations and the National position is still not clear.
			% of emergency call attendances made within 11 minutes	80%	92.12%	Our response rates within target time are higher this month than any month over the past year.
			% of emergency call attendances made within 14 minutes	95%	98.77%	
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	97%	99%	Our local targets have been exceeded. Quarterly benchmarking shows that Oxfordshire has exceeded South-East and England performance levels
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	49%	51%	
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 2,338	2929	We have exceeded our local target. We are targeting those most at risk.
			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%	9.7%	We have exceeded local targets and England averages through 2018/19
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>36.6%	49.4%	We have exceeded local targets and England averages through 2018/19
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>38.6%	55.6%	We have exceeded local targets and England averages through 2018/19
	Proportion of people walking & cycling	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey	Cycling 634,000	604,000	The cycling target represents a 5% annual increase over the baseline
Walking 3,000,000				2,941,000	The walking target represents a 2% annual increase over the baseline	
People play an active part in their communities	Rates of volunteering	↔	Number of environmental volunteer hours generated through county council activities (this is an annual measure, next due to be reported on in April 2020)	Reporting only	1784 hours (18-19)	In 2018/19 TVERC (Thames Valley Environmental Records Centre) activities generated 1264 hours of volunteer time (worth £17,064) and the Lower Windrush Valley Project 520 hours.
			Number of volunteer hours contributed to library, museum & history services		3,154 hours in total	<ul style="list-style-type: none"> • <u>Library</u> volunteer hours: 2,634 hours contributed (decrease compared to previous month takes closed days for Easter holidays into account). • <u>History Centre</u> volunteer hours: 139 hours contributed • <u>Museum Service</u> volunteer hours: 381 hours contributed
	Prevalence of services provided by communities	↑	Number of town or parish councils with devolved service responsibilities	Reporting only	129	129 councils had devolved service responsibilities at 31 March
% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services			See right		April: 44% of £1.89m allocated = £834,26, of which: <ul style="list-style-type: none"> • 65% to Community Groups = £536,702 • 12% to direct services = £105,225 • 23% to Town/Parish councils = £192,862 	

PRIORITY: WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	↑	A and B Classified road network where carriageway maintenance should be considered	33%	Not yet available	This figure is collected on an annual basis. The 2019/20 result will be available on completion of the 2019/20 condition survey (estimated completion is in July / August 2019).
			Defects posing immediate risk of injury are repaired within 24 hours	100%	Not yet available	This information will be reported from next month.
			Defects creating potential risk of injury repaired within 28 calendar days	90%	Not yet available	This information will be reported from next month.
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	Reporting only	Closed: 91.3% Open: 8.2%	91.3% = 2593 enquiries. 8.2% = 213 enquiries. This information is reported in arrears to enable inclusion of full month activity. This report provides the available March 2019 enquiries.
			Km of highway resurfaced as % of total	0.6%	2.18%	The target is due to be reviewed to account for additional investment into the county's Highways
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	Not yet available	This information will be reported from next month.
	Funding secured through planning obligations	↔	A minimum of 70% of S106 agreements involving contributions to county council infrastructure are completed within 6 months of District Committee resolutions	70%	80% (31 March)	<ul style="list-style-type: none"> One is a unilateral agreement: OCC is the planning authority, however a decision has not yet been agreed. The second is a deed of variation for an existing agreement therefore no new decision or monies secured for KPI inclusion.
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	64% (31 March)	
	Levels of public transport use	↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head 	34.8m 36.2	34.5m 35.8	Targets represent a 1% annual increase
			Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> Satisfaction with overall journey 	93%	92%	-
			Rail: Dec 2018 Oxfordshire Rail Station use as the Office of Rail & Road statistics	21.6m	20.6m	Target represents a 5% annual increase (based on 10% increase between 2017 and 2018)
	Rates of access to cultural services	↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% annual increase	Not yet available	<p><u>Library programs:</u> 682 programs targeting adults, children and class visits were presented.</p> <p><u>Museums Service programs:</u> 136 School children engaged in outreach and 236 adults reached through reminiscence sessions. 12 collections loaned out.</p> <p><u>History Service activities:</u> 419 remote enquiries.</p> <p>This data forms the baseline for year-end comparisons and information for this report moving forward.</p>
Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits			Upper quartile	Not yet available	-	
-Our local environment is protected	Percentage of planning decisions on time	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	58%	-
			50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	3 out of 3 applications were determined within target in April.

	Levels of carbon emissions	↔	Average 3% year on year reduction in carbon equivalent emissions from county council estates and activities	3%	Not yet available	2018/19 annual emissions data is being processed. We expect the figures to be published in September.	
	Levels of energy use	↑	% of streetlights fitted with LED lanterns by March 2020	22%	Not yet available	-	
	Air quality	↔	% rate of delivery against the Zero Emission Zone programme	80%	Not yet available	-	
	Proportion of household waste re-used, recycled or composted	↔	% of house hold waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total 60%	Not yet available	This information will be reported from next month.	
			% of household waste sent to landfill	5%	Not yet available	This information will be reported from next month.	
			% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres	59%	Not yet available	This information will be reported from next month.	
			% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%		

PRIORITY: 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	Prevalence of healthy children	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	72.20%	Many factors have impacted negatively on this measure including missing midwifery notifications, patient choice, staff vacancies and babies being born early. An Action plan in is in place with the provider.
			Percentage of births that have received a face to face New Birth Visit	95%	98.40%	This indicator continues to perform well.
			Percentage of children who received a 12-month review	93%	93.40%	This indicator continues to perform well.
			Percentage of children who received a 2-2½ year review	93%	89.90%	Performance against this indicator has dropped: this is being actively reviewed at contract meetings.
			Babies breastfed at 6-8 weeks of age	60%	61.40%	Performance remains strong and significantly above the England average
			% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.00%	Performance remains strong against this local priority target
	Sufficiency of early years places		To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	95%	Data to term 4 (Easter 2019): 10,357 places taken up, out of forecast number of 10,864 3 and 4 year olds.
	Number of looked after children	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	771	The number has reduced by 9 in the month – so would more than hit the target to reduce by 50 – but is rated Amber because of the extent to which the number can vary and its impact on budget and workload
	Numbers of children's social care assessments	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1431	The figure is based on a rolling year. Rate continues to rise month on month and is expected to hit 1500 for 2019-20 by March 2020
			Not to exceed the level of social care assessments in 2018-19	6,250	5,208	Figure is based on projected figure for the year, based on April figure.
Number of children the subject of protection plans	↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	591	After 10 years of continued growth the number of children the subject of a child protection plan in Oxfordshire continues to fall. This is linked to greater and more effective early help being provided.	
Number of children's cases held by permanent staff	↔	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	74%	The latest figure is for 31 March. Figures reflect workload pressures and reduction in use of agency staff	
		Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	91%	The latest figure is for the end of March. Reduction in agency staff has a direct impact on caseloads for permanent staff.	
Children are able to reach their potential	% of children with a place at their first preference school	↔	% of children offered a place at their first preference primary school	Reporting only	93.1%	Although not rated, performance on these measures is high compared to elsewhere
			% of children offered a place at their first preference secondary school		85.8%	
	Percentage of children at good schools / settings	↔	% of children attending primary schools rated good/outstanding by Ofsted	Reporting only	83.8%	Following the launch of the Learner Engagement services in October, the education service are actively working with schools within a new Learner Engagement strategy overseen by the Learner Engagement Board. The Board has focused on persistent absence through the introduction of a behavior and attendance helpline for schools and are working in partnership with CAMHS (Children and Adolescent Mental Health Services) on their Oxford City pilot.
			% of children attending secondary schools rated good/outstanding by Ofsted		84.4%	
	Children missing education	↔	Persistent absence rates in primary schools (%)	6.8%	7.2%	
			Persistent absence rates in secondary schools (%)	12.2%	7.2%	
			Reduction in permanent exclusions to 44 or fewer	< 44	55	
	Levels of educational attainment		KS2: % of pupils reaching expected standard in reading, writing, maths	65%		Annual only measures. The 43% target for KS4 5-9 pass for English and Maths is being reviewed
			KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0		
			KS4: average attainment 8 score per pupil	48.2		
			KS4: average progress score	0.07		
			KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%		
			16-18: average point score per pupil (A level)			
16-18: average point score per pupil (Tech level)						
16-18: average point score per pupil (Applied General students)						
Meeting the needs of young people with Special Educational Needs and Disabilities	↑	Increase the proportion of Education Health and Care Plans that are completed within 20 weeks to be above the national average by March 2020	75%	55%	An action plan is in place and overseen by the SEND performance board. The action plan has been shared and signed off by the Department for Education and the Care quality Commission	

PRIORITY: WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Care services support independent living	Number of home care hours purchased	↔	Maintain the number of home care hours purchased per week	21,779 hours per week	21,237	After years of growth, home care hours have not risen for the last 2 years, due to market constraints. This is partly offset by the high levels of direct payments, but does have a potential knock on impact to care home admissions
	Number of hours of reablement delivered	↑	Maintain the number of hours of reablement delivered to 5750 per month	5750 hours per month	5,944	-
	Number of people with control over their care	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are given control over the way they want their care and support needs to be met
			% of people with safeguarding concerns who define the outcomes they want	> 90%	95.7%	
			% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	35%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	↔	Reduce the number of people delayed in hospital awaiting social care	Tbc – Awaiting agreement with NHS England	2.5	Targets for each area are agreed with the NHS but have yet to be agreed for 2019-20. However Social care delays have reduced significantly in the last 2 years and are below the national rate
			Reduce the number of people delayed in hospital awaiting both health and social care	Tbc – Awaiting agreement with NHS England	33	People awaiting 'both health and social care' are primarily awaiting reablement. Rates of reablement in Oxfordshire are lower than elsewhere
Proportion of older people supported in the community	↑	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	56.8	There has been an increase in the proportion of people supported in care homes, with constraints in home care supply as noted above	
Homes and places support independent living	Percentage of people living in safe and suitable housing	↔	Increase Extra Care Housing capacity to 4,500 flats by 2026	4,500 by 2026		The new Joint Assistant Director for Social Care and Housing is validating supply information with District councils. This will feed into the Market Position Statement and subsequently also revised targets for new Extra Care Housing developments
			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%	92%	Oxfordshire supports many more adults with a learning disability to live in their own home, than other areas of the country. This is sustained with high levels of supported living

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

OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Strong investment and infrastructure are secured	Level of investment attracted	↑	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5M is required annually to maintain the carriageway asset in a “good” condition over the next 10 year period (2018/19 to 2027/28). £31.725M is 89.4% of the £35.5M target Initial investment is lower than expected due to slower growth within the County.
			We participate in 20 innovation funding bids to support the Smart Oxford programme	20	2	Projects successfully bid for in 18-19 are being developed now.
			Businesses given support by Trading Standards interventions/fire risk inspections	3,332	See right	<ul style="list-style-type: none"> • Fire safety audits completed: April target – 29, actual at 30 April – 132 • Trading Standards business interventions: Q4 target – 750, actual as at 30 April: 1,814 • Trading Standards business advice given: Q4 target – 640, actual as at 30 April: 476 • Building Regulations consultations responded to: April target – 132, actual as at 30 April: 98. This measure is demand led. We deal with this in the statutory timescales of 15 working days. • Trading Standards business newsletter recipients: Q4 target – 100, actual as at 30 April: 0. No newsletters were published last year, but we have now reached a working agreement for content to be provided for a joint newsletter with Cherwell regulatory services.
			% rate of delivery against the Growth Deal infrastructure programme	80%	Not yet available	Data and commentary against this measure will be available in the next monthly report, in line with the Partnership Reporting process
	Level of infrastructure investment required	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We have initiated development of the scope of work relating to this measure.
	Number of new homes	↔	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	Not yet available	Data and commentary against this measure will be available in the next monthly report, in line with the Partnership Reporting process
			We support the delivery of 464 new affordable housing starts by March 2020	464	Not yet available	Data and commentary against this measure will be available in the next monthly report, in line with the Partnership Reporting process
	Levels of disruption to journeys	↔	Failed utility inspections no higher than 15%	<15%	29%	The failure rate at 29% is higher than anticipated and has been highlighted with the utility works promoters. We are investigating becoming a permitting authority and resourcing additional capacity in the inspection of utility company work. The Network Management Team will continue to monitor all works promoted and take steps to drive the required improvements from utility companies.
	Level of transport connectivity	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will report on this subject in 2019-20 but need to determine the correct measure, which needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality. We intend to be ready to report on this in the June report.
	Level of access to online and digital services	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	77,114	-
			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	97.5%	97%	-
			The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> • At least Basic Broadband (at least 2Mb/s) • OFCOM ‘acceptable’ broadband (10Mb/s) 	<0.3% <1.2%	0.3% 1.23%	-

Local businesses grow and provide employment	Employment rates	↔	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	Reporting only	See right	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
	Business numbers	↔	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)		See right	Dec 2018 figures (next ONS update due in November 2019): Business births: 3,450 in 2017 (down 4% on 2016); business deaths: 3,130 in 2017 (down 2% on 2016). Business survivals: 48.7% surviving 5 years later (was 49.3%).
	Numbers of apprenticeships	↔	Number of apprenticeships employed by the county council and maintained schools	80	See right	The tally at the end of March was 121 apprentices. Data for April will be reported in the next monthly report.
	Levels of workforce	↔	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	Reporting only	See right	End of March 2019: 4023.7 FTE
Total spend on agency staff as proportion of our annual salary budget			See right		End of March 2019: 2.76% of annual salary budget.	

ANNEX B – RISK

The table below summarises the council's current assessment of our key Strategic Risks. These risks are being actively managed to reduce their potential impact.

Summary of Strategic Risks

Risk Ref	Risk Title	Current rating
1	Workforce for the future - county	High
2	Council Workforce - Internal	Medium
3	Environmental sustainability and quality of life	Medium
4	Growth and infrastructure investment	Medium
8	Demand Management	High
9	Safeguarding	High
11	Influencing on behalf of Oxfordshire	Low
12	Community cohesion	Low
13	Health and Safety	Medium
TP1	Transformation does not deliver sufficient value for money for our residents	High
TP2	Transformation does not improve the quality of services for our residents and businesses	High
TP3	Transformation costs our residents and businesses more money than it should	Low
CSC9	Children's Services activity levels	High

ANNEX C – HUMAN RESOURCES (HR)

Workforce data contained in this Annex replaces the quarterly Staffing Report presented to Cabinet. The data below provides a directorate by directorate breakdown, as in previous reports.

Workforce data contained in this Annex provides a snapshot of our workforce. It does not constitute 'performance' in the sense that it sets out delivery against targets. It aims to provide an overview of workforce data. The council is set to review its workforce plan and HR strategy during 2019 and HR data and reporting will be refined as part of this process.

Full-time equivalent (FTE), headcount and turnover

DIRECTORATE	FTE Employed at 31 March 2019 (Q4)	FTE Employed at 31 Dec 2018 (Q3)	Headcount at 31 March 2019 (Q4)	Headcount at 31 Dec 2018 (Q3)	Turnover (Q4)	Turnover (Q3)
ADULTS	746.4	734.7	875	860	2.40	
Adult Social Care	623.14	619.64	735	729	2.60	2.60
Joint Commissioning	123.29	115.02	140	131	1.40	3.80
CHILDREN	1225.5	1221.6	1504	1496	2.50	
Children's Social Care (inc ATV)	411.43	425.85	481	498	3.30	1.20
Safeguarding	355.72	348.62	426	413	1.20	1.90
Education	280.14	276.22	385	382	1.80	2.90
Admin and Director's Office	178.25	170.87	212	203	4.70	3.90
PUBLIC HEALTH	20.94	23.54	22	25	9.10	0.00
COMMUNITIES	1282.7	1263.8	1586	1572	2.40	
Planning and Place	144.71	138.34	155	149	1.30	3.40
Infrastructure	475.93	469.32	688	683	2.50	4.70
Capital Investment & Major Infrastructure Delivery	55.19	52.85	61	58	8.20	1.70
FRS and Community Safety (inc Retained)	606.89	603.24	682	682	2.10	2.60
RESOURCES	748.03	751.24	969	973	2.80	
Finance	110.42	112.42	122	124	2.50	0.80
HR	35.19	36.88	40	42	2.50	2.40
Law and Governance	206.65	207.30	264	265	6.10	1.90
Policy	47.75	49.94	50	53	4.20	1.90
Customer Experience	225.86	225.54	366	365	1.60	1.60
Digital and ICT	122.16	119.16	127	124	2.40	4.80
TOTAL	4023.7	3994.9	4956	4926	2.50	5.60

Please note: where employees are absent (e.g. on maternity leave or sickness), and have been temporarily replaced, both the absent employee and the temporary employee will have been counted.

Headcount refers to the workforce including full time, part time, temporary and permanent but excluding casual, external managers or contractors. Those with more than one job are counted for each job they occupy.

Turnover rate measures the number of leavers during a period divided by the headcount figure at the end of that period.

Agency staff and costs







DIRECTORATE	Cost of Agency Staff £ (Q4)	Cost of Agency Staff £ (Q3)
ADULTS	£1,135,362	£788,306
Adult Social Care	£471,720	£572,688
Joint Commissioning	£663,642	£215,618
CHILDREN	£956,999	£1,112,035
Children's Social Care (inc ATV)	£699,310	£704,924
Safeguarding	£104,559	£209,986
Education	£133,352	£94,520
Admin and Director's Office	£19,778	£102,605
PUBLIC HEALTH	£3,448	£0
COMMUNITIES	£1,441,313	£1,396,911
Planning and Place	£529,901	£359,320
Infrastructure	£131,344	£443,388
Capital Investment & Major Infrastructure Delivery	£709,038	£535,306
FRS and Community Safety (inc Retained)	£71,030	£58,897
RESOURCES	£502,613	£397,141
Finance	£131,945	£141,002
HR	£0	£0
Law and Governance	£61,688	£55,687
Policy	£147,562	£55,095
Customer Experience	£103,054	£93,700
Digital and ICT	£58,364	£51,657
TOTAL	4,039,735	3,694,393

Top five reasons for using agency workers				
Reason	Q1	Q2	Q3	Q4
Covering a vacancy	52.30%	47.80%	42.76%	61.22
Interim Cover pending recruitment	15.50%	15.72%	11.72%	Inc in above
Unplanned demand	8%	7.55%	11.03%	13.26
Project work	5.75%	9.43%	8.97%	12.24
Sickness	5.17%	6.29%	5.52%	8.16
Most frequent job categories of agency staff (98 orders in Q4)				
Job Category	Q1	Q2	Q3	Q4
Manager, Admin and clerical	22.99%	37.03%	22.08%	7%
Social Care qualified	21.84%	29.63%	32.50%	70%
Engineering and surveying	7.47%	7.41%	8.75%	
Interim	-	-	5.83%	
Catering and hospitality	23.56%	5.55%	5.42%	
Procurement & Logistical	-	4.63%	-	
Manual / Passenger assistant	9.77%	-		7%

ANNEX D – FINANCE





Forecast outturn 2019/20 at April 2019

Key

 Red	 Improving
 Amber	 Stable
 Green	 Worsening

Children's Services

£3.2m (2.8%) forecast overspend

<p>Education & Learning</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £2.5m (10.1%) overspend</p> <p>Action Plan</p>	<p>£2.5m overspend forecast in relation to SEN Home to School Transport. This forecast is based on current demand along with average growth seen in recent years. There remains a risk that demand will remain high in 2019/20 and increase the forecast spend in this area.</p> <p>There is a potential pressure due to deficit balances in a school which has converted to academy status. The value is currently estimated at £0.1m and it is unlikely that this can be met from existing resources at this time.</p>
<p>Children's Social Care</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.6m (2.0%) overspend</p> <p>Action Plan</p>	<p>£0.6m overspend on Unaccompanied Asylum-Seeking Children due to costs exceeding grant funding received. As this is an unfunded new burden, any shortfall in funding will be met from either balances or contingency. The Council has recently been informed of an increase in the funding rate for Unaccompanied Asylum-Seeking Children under 18 effective from 1 April 2019. However, the detail of this needs to be fully calculated and the forecast will be updated once the impact is clear.</p> <p>As in previous years there remains a risk around use of agency staff in front line social worker teams due to ongoing issues in recruitment of experienced staff exceeding the available budget set aside for this purpose.</p> <p>There is a proposal to move to a new model of service delivery for Children's Social Care, which will require Cabinet approval. The savings associated with this are at risk until such time that the project proceeds.</p>

Children's Social Care Countywide Services**RAG rating** **Direction of travel** **Variation** £0.1m
(0.2%) overspend

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

At present there is no pressure identified in Corporate Parenting, with demand having been relatively stable and within the assumed budget for a number of months.

Savings in this area, placement mix, and demand need to be monitored carefully to identify any pressures as the year progresses.

Action Plan

Dedicated Schools Grant (DSG) Funded Services

High Needs DSG Block**RAG rating** **Direction of travel** **Variation** £9.7m
(18.4%) overspend**Action Plan**

£9.7m overspend against the in year High Needs Block Dedicated Schools Grant. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.

The variation is mainly the result of an increase in Education Health Care Plans, leading to spending pressures for mainstream schools and specialist provision. The increase in spend has been most significant in relation to specialist provision, in particular independent non-maintained special schools.

Adult Services

£0.0m (0.0%) break-even

Better Care Fund Pool

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

RAG rating



Direction of travel



Variation Break-even

Action Plan

No action plan required

The budget contributions and arrangements for managing variations to the pooled budgets in 2019/20 are expected to be agreed by the Joint Management Group for the Better Care Fund Pool in late May 2019. This report assumes aligned ownership of any under or overspends within the pool and does not include any variations against the health elements.

National priorities for the improved Better Care Fund (iBCF) are to support the following areas:

- Meeting adult social care needs
- Reducing pressures on the NHS
- Ensuring the local social care provider market is supported

The council will receive £10.4m iBCF grant in 2019/20 including £2.3m funding to support winter pressures. As agreed by the Joint Management Group in March 2019, £7.0m will be used to support demographic growth, inflationary increases in fees paid to providers, plus the on-going cost of additional social work capacity to support hospital discharges. £3.4m will be used to support and develop local market capacity through the development of technological and innovation pilots, support for local providers, and to develop and strengthen the local care workforce.

Subject to agreement by the Joint Management Group the council's share of the Better Care Fund held within the pool is expected to increase from £21.940m in 2018/19 to £22.510m in 2019/20.

£1.4m one – off funding for projects and activity to support hospital discharges and flow over the winter is available in reserves. The use of this funding will be agreed in June 2019 and will reflect learning and outcomes from the 2018/19 winter plan.

Adults with Care and Support Needs Pool**RAG rating** **Direction of travel** **Variation** £0.7m
(0.8%) overspend**Action Plan**

Mitigated by underspends in non – pool budgets.

Supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. Ahead of the agreement of contributions and the risk share arrangements for 2019/20 by the Joint Management Group, this report assumes the council is responsible for all the variation on this pool in 2019/20.

A forecast overspend of **£0.7m** relates to the social care element of placements in out of county schools and colleges for 18 to 23 year olds with Special Educational Needs (SEN). This is the estimated on-going effect of an increase in the average cost of placements in 2018/19.

Savings totalling £2.4m are built into the council's contribution to the pool in 2019/20. Work to implement these is progressing but there is a risk that an element may slip to 2020/21. An update will be included in the next report.

Non-Pool Services**RAG rating** **Direction of travel** **Variation** £0.7m
(5.1%) underspend**Action Plan**

Not required

Unallocated on-going base budget of **£2.4m** is currently being held outside the pooled budgets. **£1.7m** is funding built into the Medium Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.

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

£0.7m of this is offsetting the forecast pressure within the Adults with Care & Support Needs pooled budget. Since the spend within the pools is unpredictable, as it is largely demand led, any remaining balance is expected to be required to manage risks and pressures arising as the year progresses.

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

Commissioning

The service is currently reporting a breakeven position.

RAG rating 


Direction of travel 

Variation £0.0m
Breakeven

Action Plan
Not required

Public Health

£0m (0%) breakeven position

RAG rating  The service is currently reporting a breakeven position.

Direction of travel 

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

Action Plan
Not required


Communities

£0.0m (0.0%) forecast variance

Planning & Place

The service is currently reporting a breakeven position.

RAG rating 

Direction of travel 

Variation £0.0m
(0.0%) variance

**Community
Operations**

The service is currently reporting a breakeven position.

RAG rating 


Direction of travel 

Variation £0.0m
(0.0%) variance

**Property &
Investment**

Although a nil variance is reported at present, the plans for reshaping the service continues post Carilion and although this should bring about long-term savings and opportunities, there is a short term risk of financial pressures.

RAG rating 

Direction of travel 

Variation £0.0m
(0.0%) variance

Community Safety

The service is currently reporting a breakeven position.

RAG rating 

Direction of travel 

Variation £0.0m
(0.0%) variance

Resources

£0.2m (0.8%) forecast overspend

Resources

£0.1m Senior Management Review savings will be achieved by the savings from the shared OCC and CDC CE and Assistant CE posts.

RAG rating



Direction of travel



£0.05m of the overspend relates to the unfunded pressure of a Human Resources Business Partner.

Variation

£0.2m (0.8%)
overspend

£0.1m of the overspend relates to the unfunded costs of the interim Procurement team. The ongoing pressure will be addressed as part of Provision Cycle service redesign.

£0.05m of the overspend relates to insufficient funding to meet current activity within the Customer Service Centre following a recent budget adjustment with the Library Service.

Corporate Measures

General Balances

The current forecast for general balances at 31 March 2020 is **£26.0m**. This is **£6.7m** higher than the risk assessed level of **£19.3m** as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. As part of this, it was agreed to transfer **£6.0m** from balances at the start of the 2019/20 financial year to the Transformation Reserve.

RAG rating



Direction of travel



		£'000
General Balances at 1 April 2019		27,971
<u>Calls on balances</u>		
Agreed Transfer to Transformation Fund	-6,000	
Total Calls on balances		-6,000
Additions to balances :		
Underspend	+3,989	
		+3,989
Projected level of General Balances 31 March 2019		+25,960
RISKED ASSESSED LEVEL OF BALANCES 2019/20		+19,300
Level of surplus General Balances		+6,660

Reserves

Reserves were £92.3m at 1 April 2019. As part of the Provisional Revenue Outturn Report elsewhere on the agenda, Cabinet have been asked to approve a revised use of reserves for 2019/20.

RAG rating**Direction of travel**

Unplanned Use >£250k

Medium Term Financial Plan Savings

At least 79% of the planned savings of **£36.8m** are expected to be delivered.

RAG rating**Direction of travel**

% of savings expected to be achieved
95%

Total Directorate Savings	-21,672	
Corporate Savings	-15,157	
Total savings for 2019/20 Budget	-36,829	
Directorate Savings		
Delivered & Green	-14,036	65%
Amber Savings	-4,946	23%
Red Savings	-2,690	12%
	-21,672	
Directorate Delivered & Green Savings	-14,036	
Corporate Savings - all green	-15,157	
	-29,193	
Percentage Delivered & Green of 19/20 total	79%	

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

Original RAG Status	Percentage Green/Delivered	Target
Red	11%	70%
Amber	34%	90%
Green	100%	100%

Grants

The council receives ringfenced and un-ringfenced government grants totalling **£337.9m**. Of this total **£63.7m** relate to ring-fenced grants (excluding DSG). It is expected that 100% of these grants will be used during 2019/20.

RAG rating**Direction of travel**

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

The following table sets out average in-house cash balances and average rates of return for April 2019. The current forecast outturn position for in house interest receivable is **£2.5m**, which is in line with budget.

Month	Average cash balance	Average rate of return
April	£350.13m	0.913%

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

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

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.91%	>=0.98%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.75%	>=3.75%

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

Overall the indicators for collection of non-social care invoiced charges show good performance; all measures apart from collection rate exceed targets. The collection rate is lower this month due to the Music Service's January invoice run which is a high volume run and dropped into the 120 period this month; there have been some delays in this area due to need to recruit new staff.

	Target	April 19
Invoice collection rate	97.5%	95.73%
Avg. days outstanding	35	33
Debt requiring impairment	<£0.30m	£0.26m
Unsecure debt over 1 year	<£0.50m	£0.49m
Write offs as % of income Year to Date	<0.10%	0.00%

**Debt and
Loan Write
Offs &
Impairments
– Adult
Contribution
Charges**

All indicators for social contributions do not meet the current targets. These targets are intended to be stretch targets with objectives set to achieve by year end. This area of collection is challenging with increasing volumes of charges and complexity of work. There are several factors contributing to the increasing debt levels and work is underway across social care process to improve systems and pathways. Locally ASC Income objectives have been defined to improve efficiency & effectiveness.

RAG rating



**Direction of
travel ↓**

	Target	April 19
Invoice collection rate	92%	89.42%
Avg. days outstanding	100	101
Debt requiring impairment	<£2.00m	£2.80m
Unsecure debt over 1 year	<£1.60m	£2.65m
Write offs as % of income Year to Date	<1.0%	0.47%

Business Management Report
Position to the end of April 2019
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Childrens						
Gross Expenditure	368,782	355,800	369,137	372,338	3,200	G
Gross Income	-255,037	-414,700	-255,452	-255,452	0	G
	113,745	-58,900	113,686	116,886	3,200	R
Resources						
Gross Expenditure	40,330	58,200	40,388	40,638	250	G
Gross Income	-11,487	700	-11,486	-11,505	-19	G
	28,843	58,900	28,902	29,133	231	G
Communities						
Gross Expenditure	175,434	-162,800	175,271	175,271	0	G
Gross Income	-61,968	162,800	-61,805	-61,805	0	G
	113,466	0	113,466	113,466	0	G
Adults						
Gross Expenditure	204,376	-600	204,376	204,376	0	G
Gross Income	-20,349	600	-20,348	-20,348	0	G
	184,027	0	184,027	184,027	0	G
Public Health						
Gross Expenditure	29,950	100	29,950	29,950	0	G
Gross Income	-29,950	-100	-29,950	-29,950	0	G
	0	0	0	0	0	
Directorate Expenditure Total	818,872	250,700	819,122	822,573	3,450	G
Directorate Income Total	-378,791	-250,700	-379,042	-379,061	-19	G
Directorate Total Net	440,081	0	440,081	443,512	3,431	G

Business Management Report
Position to the end of April 2019
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income £000	Projected Year end Variation to Budget underspend - overspend + £000	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000		-6,000	-2,011	3,989	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500		-1,500	-1,500	0	
Contingency	7,629		7,629	209	-7,420	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-8,419	0	
Strategic Measures Budget	29,208	0	29,208	25,777	-3,431	
Unringfenced Government Grants	-18,743		-18,743	-18,743	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
Council Tax Requirement	369,065	0	369,065	369,065	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget	On track to be within +/- 1% of year end budget Estimated outturn showing variance in excess of +/- 1% of year end budget
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Business Management Report
Position to the end of April 2019
Budget Monitoring

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
					underspend - overspend +	
					£000	
CEF1 Education & Learning						
Gross Expenditure	79,259	197,800	79,457	81,957	2,500	R
Gross Income	-54,797	-90,900	-54,888	-54,888	0	G
	24,462	106,900	24,569	27,069	2,500	R
CEF2 Children's Social Care						
Gross Expenditure	34,717	-1,265,600	33,451	34,051	600	R
Gross Income	-3,352	-91,000	-3,443	-3,443	0	G
	31,365	-1,356,600	30,008	30,608	600	R
CEF3 Children's Social Care Countywide Services						
Gross Expenditure	55,690	1,640,300	57,330	57,430	100	G
Gross Income	-3,882	-325,800	-4,208	-4,208	0	G
	51,808	1,314,500	53,123	53,223	100	G
CEF4-1 Delegated Schools						
Gross Expenditure	154,133	-93,000	154,040	154,040	0	G
Gross Income	-154,133	93,000	-154,040	-154,040	0	G
	0	0	0	0	0	G
CEF4 Other Schools						
Gross Expenditure	38,570	-600	38,569	38,569	0	G
Gross Income	-38,354	100	-38,354	-38,354	0	G

Business Management Report
Position to the end of April 2019
Budget Monitoring

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
	216	-500	216	216	0	G
CEF5 Children's Services Central Costs						
Gross Expenditure	6,413	-123,100	6,290	6,290	0	G
Gross Income	-519	-100	-519	-519	0	G
	5,894	-123,200	5,771	5,771	0	G
Directorate Expenditure Total	368,782	355,800	369,138	372,338	3,200	G
Directorate Income Total	-255,037	-414,700	-255,452	-255,452	0	G
Directorate Total Net	113,745	-58,900	113,686	116,886	3,200	R

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Position to the end of April 2019
Budget Monitoring

Communities Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
EE1 Planning & Place						
Gross Expenditure	11,862	-166,200	11,696	11,696	0	G
Gross Income	-6,577	166,200	-6,411	-6,411	0	G
	5,285	0	5,285	5,285	0	G
EE2 Community Operations						
Gross Expenditure	124,284	0	124,284	124,284	0	G
Gross Income	-48,224	0	-48,224	-48,224	0	G
	76,060	0	76,060	76,060	0	G
EE3 Property & Investment						
Gross Expenditure	12,822	0	12,822	12,822	0	G
Gross Income	-4,324	0	-4,324	-4,324	0	G
	8,498	0	8,498	8,498	0	G
EE4 Community Safety						
Gross Expenditure	26,466	3,400	26,469	26,469	0	G
Gross Income	-2,843	-3,400	-2,846	-2,846	0	G
	23,623	0	23,623	23,623	0	G
Directorate Expenditure Total	175,434	-162,800	175,271	175,271	0	G
Directorate Income Total	-61,968	162,800	-61,805	-61,805	0	G
Directorate Total Net	113,466	0	113,466	113,466	0	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

Business Management Report
Position to the end of April 2019
Budget Monitoring

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEO1 Corporate Services						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	2,298	0	2,298	2,298	0	G
CEO2 Law & Governance and Human Resources						
Gross Expenditure	11,223	44	11,267	11,317	50	G
Gross Income	-5,070	1	-5,069	-5,069	0	G
	6,153	45	6,198	6,248	50	G
CEO3 Corporate Finance & Internal Audit						
Gross Expenditure	7,388	1	7,389	7,539	150	R
Gross Income	-2,599	0	-2,599	-2,618	-19	G
	4,789	1	4,790	4,921	131	R
CEO4 Assistant Chief Executives						
Gross Expenditure	19,421	13	19,434	19,484	50	G
Gross Income	-3,818	0	-3,818	-3,818	0	G
	15,603	13	15,616	15,666	50	G
Directorate Expenditure Total	40,330	58	40,388	40,638	250	G
Directorate Income Total	-11,487	1	-11,486	-11,505	-19	G
Directorate Total Net	28,843	59	28,902	29,133	231	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Position to the end of April 2019
Budget Monitoring

Adults Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
					underspend - overspend +	
					£000	
SCS1 Adult Social Care						
Gross Expenditure	196,700	-600	196,699	196,699	0	G
Gross Income	-18,999	600	-18,998	-18,998	0	G
	177,701	0	177,701	177,701	0	G
SCS2 Joint Commissioning						
Gross Expenditure	7,676	0	7,676	7,676	0	G
Gross Income	-1,350	0	-1,350	-1,350	0	G
	6,326	0	6,326	6,326	0	G
Directorate Expenditure Total	204,376	-600	204,376	204,376	0	G
Directorate Income Total	-20,349	600	-20,348	-20,348	0	G
Directorate Total Net	184,027	0	184,027	184,027	0	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

