

CABINET REPORT - 19 October

BUSINESS MANAGEMENT AND MONITORING REPORT August 2021

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

RECOMMENDATIONS

- a) To note August business management and monitoring report.
- b) To approve the virement set out in Annex C-2b;
- c) To approve the transfer of the Tax Income Guarantee Scheme grant to the Business Rates Reserve as set out in Annex C paragraph 77

Executive Summary

1. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2021/22 – August 2021. This Cabinet report will concentrate on the latest performance and risk position (August 21).

Introduction

2. 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.
3. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
 - a. Annex A: Performance August 21
 - b. Annex B: Leadership Risk Register August 21
 - c. Annex C: Finance August 21

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

Progress towards delivery of Oxfordshire County Council's Corporate Plan

6. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
7. This year's Outcomes Framework includes 6 outcomes, 26 Indicators (1 Annual, 4 Quarterly and 22 Monthly) and 98 measures (1 Annual, 12 Quarterly, 85 reported Monthly).
8. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.
9. Each month we use snapshot tables to indicate the main areas of change since the previous report. The report therefore shows that at end of August 2021 the 22 monthly indicators were rated as follows:

RAG	August	August %	YTD	YTD %
Green	10	46%	12	54%
Amber	6	27%	5	23%
Red	6	27%	5	23%

Indicator "OCC19 Children are supported to attend school" is being monitored over the Autumn Term starting in September. At present this indicator is not recorded, but frequency and target will be confirmed in January 2022.

10. The information below provides a snapshot of progress towards Corporate Plan outcomes during August 2021 (latest data and Year to Date position), including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.

We listen to our diverse residents to ensure that we can continuously improve our services

Performance highlights

- During August 4,918 contacts into our Customer Service Centre were recorded from all channels, of which, 4,318 contacts (88%) were resolved at first point of contact.
- FixMyStreet interface is at communicating to the public what we will and won't fix in line with our Highways Maintenance Policy. Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in August was 635. 56% are made up of:
 - 182 (29%) now repaired

- 167 (26%) don't warrant immediate action but have been placed onto our longer-term planning programme (Dragon, Drainage, resurfacing programmes)
- 9 (1%) waiting for Milestone to repair

Areas for improvement

- Three additional foster carers have been approved in August there is 2 left to obtain. The net increase in the month is 1 and so far, this year is 7. This remains below the expected position for the year to date. It remains difficult to attract new carers despite a raft of advertising and media coverage and their remains a significant risk to the year-end forecast which is amber

The below table illustrates the summary of performance for the indicators under the priority – **We listen to our diverse residents to ensure that we can continuously improve our services**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	August RAG	Change since July
Our services improve	1. Improvement Following Auditor Inspection	Green	No Change
	2. Listening to residents	Green	No Change
We deliver value for money	3. The Council is financially resilient	Green	No change
	4. Effective financial management and governance	Amber	No change

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Performance highlights

- Fire services across Britain could see a technological revolution in the coming years involving the launch into service of fire engines powered by hydrogen thanks to the start of a new research project. The project will see a hydrogen fuel engineering firm called ULEMCo partner with Oxfordshire County Council's Fire and Rescue Service to deliver the project; funding for this has been secured from Innovate UK under the Transition to Zero Emission project.
- People in Oxfordshire who donated items to help those currently being evacuated from Afghanistan are being thanked for their warm-hearted reaction to the situation. The generosity of Oxfordshire people to date means that no further donations are needed just now. Some of the items donated have already been distributed and gratefully received by arrivals at RAF Brize Norton from Afghanistan over recent days.

Areas for improvement

- In August 75.59% of emergency call attendance were made within 11 minutes and 87.98% were made in 14 minutes. The underperformance against set targets is due to the broadening of scope for this measure to encompass the full range of incidents we attend; we continue to investigate where we don't achieve the response standard to understand how we can improve. Our August response standards are reflective of our usual performance and there have been no fluctuations or outliers. 11 mins standard for the year is 76% and 14 mins is 88%. Of the 549 emergency incidents attended within Oxfordshire in August 66 were over our 14 minute response time and 68 were over 11 minutes and under 14 minutes. We are investigating those incidents to understand if they were in an area that could have been reached within the response time standard.

The below table illustrates the summary of performance for the indicators under the priority – **We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	August RAG	Change since July
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	Red	Amber
	6. Timeliness of emergency response	Red	No Change

We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment

Performance highlights

- A new fleet of fully electric buses could be coming to Oxford after Oxfordshire County Council's proposals made the final shortlist in a government scheme. It would mean that up to 166 brand new electric buses could be introduced. If Oxford is successful in winning the requested funding, the electric buses would operate in an area stretching from Kidlington in the north to Sandford in the south, and from Cumnor in the west to Wheatley in the east. More than £78 million could be invested in the local public transport network should the bid for funding make it through the final round of the government's Zero Emission Bus Regional Areas (ZEBRA) scheme.
- In August, the History Service visitor numbers are 16% higher than predicted; seating capacity is still limited, but pre-booking, now, is not essential. Museums' visitors are up 17%, on forecast, but only 61% of the average set three years prior to COVID-19. Victoria County History had no physical talks, this month (as predicted) ; some talks are provisionally booked for autumn and spring.

Areas for improvement

- In August, 15 Kilometres of highway was resurfaced against the 18Km target. The annual plan target for 2021 total surfacing programme has been calculated as 3% of the network (excluding patching). As of 31st August, 2.59% of the network has been resurfaced (cumulative rate) and is on track against the target of 3%.
- In August 2021 a further 454 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 21,253. This means that 35.6% of the streetlights within the County are now fitted with efficient LED equipment. The target for the end of August was for 510 of the streetlights to have been converted. This means the number required to be converted for the year is 13,327. In year progress of 1783 lanterns installed leaves 11,544 still to be carried out to meet the annual target. The remaining 11,544 lanterns are programmed in for delivery before March 22 at which point the 55% target will have been met.

The below table illustrates the summary of performance for the indicators under the priority – **We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment.**

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

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

Performance highlights

- Despite the increase in contacts coming into the Multi-Agency Safeguarding Hub (MASH), entrants to the social care system are not growing as the family solutions plus model starts to take hold. The teams have adult facing practitioners who are working with parents to help address their needs, this includes supporting around 200 parents on substance misuse programmes, over 100 parents on domestic abuse programmes and close to 100 parents in mental health programmes. This means that children can continue to be

cared for in their own homes and that fewer need higher levels of social care intervention.

- We remain challenged overall by recruitment and retention. We have put a lot of work into recruiting new staff and have 15 newly qualified social workers starting with us in September.
- During the summer holidays a variety of activities and food programmes were available across Oxfordshire for children and young people, thanks to the county's £400,000 investment in the scheme. Activities include life skills and health care initiatives for children aged 5 to 16 years, such as swimming lessons, bike riding, creative arts and education around nutrition and cookery. Thirty thousand planned places were made available over the summer period for children aged 5-16 years eligible for free school meals. Organisations supporting the holiday activities programme included:
 - Oxford Hub – Blackbird Leys
 - Wilderness Pioneers – Oxford
 - Ignite Sport – Oxford, Farringdon, and Witney
 - Elite Sport – Didcot
 - Active Leaders – Sonning Common
 - Chinnor Rugby FC
 - Leys CDI – Oxford
 - GLL Leisure Centres

Areas for improvement

- Last year saw a 35% rise in contacts into the MASH, mitigated by the council funding 7 additional staff from COVID-19 funds. This year has seen an additional 20% growth in demand. The number of cared for children remains above target with fewer children leaving the care system. This increases the pressure on placements and means there are fewer placements for children entering the care system and moving within it. We would have expected around 145 children to have left the cared for system this year, but so far only 109 have left. High caseloads mean workers have less time to work with individual families.
- We are experiencing difficulties in securing placements for cared for children. The need to put in place temporary arrangements is putting additional pressure on our workforce
- Increasing workload is affecting retention. This is exacerbated by a national shortage of qualified and experienced social workers in child in need/protection teams and in educational psychologists. We are seeing high levels of turnover in key posts, such as social workers and Special Educational Needs officers, with people moving to other authorities. This leaves a high level of vacancies in some teams.
- Timeliness of Education, Health and Care Plans is below target and has been falling since October last year. This is being driven by increased demand for Statutory Assessment. The impact of the increased demand is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services to meet this demand for statutory assessment.

The below table illustrates the summary of performance for the indicators under the priority - **We strive to give every child a good start in life and protect everyone from neglect.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	August RAG	Change since July
	15. We provide help early on so children are less likely to be in need	Red	No Change
	16. Number of looked after children	Amber	No Change
	17. Number of child protection plans	Amber	Green
	18. Timeliness completing Education, Health & Care Plans	Red	No Change

Indicator “OCC19 Children are supported to attend school” is being monitored over the Autumn Term starting in September. At present this indicator is not recorded, but frequency and target will be confirmed in January 2022.

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

Performance highlights

- We continue to transform adult social care, moving to a more community focused preventative way of working. Live Well Oxfordshire is our website with over 1600 services and is the place for residents and professionals to go for intuitive, user friendly information. This helps provide people with the ability to support themselves through personal, local and system assets. We are working and learning together so organisational barriers do not get in the way this is helping us reduce the number of people waiting for social care. The number of people waiting for an assessment is currently 1522, over 200 fewer than the start of the year.
- There is an ambitious system-wide focus on preventing homelessness. A new countywide Homeless Strategy has been signed up to by all Oxfordshire Local Authorities and Health partners with investment of £3.8m with more services being jointly commissioned. The new services will be going live in April 2022

Areas for improvement

- Demand across the health and social care system continues to rise. We continue to plan for winter and ensuring that we can help patients return home from hospital as soon as possible. Between April and August, we assessed 1313 people in hospital, a 13% increase on the same period last year and 30% more than 2 years ago.
The below table illustrates the summary of performance for the indicators under the priority - **We enable older and disabled people to live independently and care for those in greatest need**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	August RAG	Change since July
Care services support independent living	20. Number of people with control over their care	Green	No Change
	21. People needing social care are supported to stay in their own home	Green	No Change

We support a thriving & inclusive local economy that recovers strongly from the COVID crisis

Performance highlights

- The Trading Standards team have been involved in several cases of illegal tobacco resulting in successful court cases. They've also continued their work around age restricted products providing advice to businesses around sales of knives working with Thames Valley Police. 100% of building regulations consultations received have been responded to by the Fire Safety team within the statutory 15 days
- Participation in innovation funding bids or new projects in support of Living Oxfordshire, has resulted in the involvement on three new projects this month. Creation of a map detailing Energy Sector activities across the Oxford Cambridge Arc region - subcontracted through Living Oxfordshire. Also, the successful bid for E Cargo Bikes in Oxford, expansion of Pedal & Post ECargo bike fleet and creation of ECrago bike leasing scheme in Oxford. The creation of a Partnership between Oxfordshire and Future Generations Commission in Wales - Memorandum of Understanding finalised and workshop setup.

Areas for improvement

- Percentage of the Capital Programme is delivered in line with budget is reporting red for August. A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year. The expected year end outturn position is 87% of the budget against a target of 95%.

The below table illustrates the summary of performance for the indicators under the priority - **We support a thriving & inclusive local economy that recovers strongly from the COVID crisis.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	August RAG	Change since July
Everyone has access to good homes and jobs	22. Infrastructure delivery supports growth	Red	Amber
	23. Number of new homes	Amber	No Change
Businesses are able to grow and develop	24. Support for a strong local economy	Green	Red
People and communities Have	25. Levels of disruption to journeys	Green	No Change

Risk Management

11. The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from services to the leadership level due to the potential scale of their impact. The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.
12. The 2021/22 Risk opportunities and management strategy has been reviewed and refreshed, reflecting on the risks associated with the corporate plan and priorities of the council. The scoring matrix has changed to a 5 x 5 matrix, further details included in Annex B.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	26/09/2021 - Comments updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	09/09/2021 - Mitigating actions updated
LR3	High needs block funding	15 Medium Risk	↔	26/09/2021 - Potential impact, controls and mitigating actions updated
LR4	Recruitment and Retention of Childrens Social Workers	16 High Risk	New	New
LR5	Insufficient placement availability for children we care for.	20 High Risk	New	New
LR6	Safeguarding of vulnerable adults	10 Medium Risk	↔	17/09/2021 - No changes
LR7	Demand management - Adults	12 Medium Risk	↔	24/09/2021 – Controls updated
LR8	Capital Infrastructure Programme Delivery	20 High Risk	↑	30/09/2021 - Inherent and residual score increased, mitigating actions and comments updated.
LR9	Local resilience, community resilience, cohesion	8 Medium Risk	↔	17/08/2021 - No changes
LR10	Management of partnerships (non-commercial)	6 Low Risk	↔	24/09/2021 - No changes
LR11	Supply chain management	8 Medium Risk	↔	13/09/2021 - No changes
LR12	Corporate governance	2 Low Risk	↔	29/09/2021 - Changes to controls, mitigations and comments
LR13	Workforce management	9 Medium Risk	↔	18/08/21 - Comments updated
LR14	Organisational Change and Service Design	12 Medium Risk	↔	15/09/2021 - Comments updated
LR15	Financial resilience	10 Medium Risk	↔	29/09/2021 - No changes
LR16	Health and Safety	8 Medium Risk	↔	24/09/2021 - No changes
LR17	Business Continuity and recovery plans	8 Medium Risk	↔	11/08/2021 – Comments updated
LR18	Cyber security	12 Medium Risk	↔	14/09/2021 - Comments updated
LR19	ICT Infrastructure	8 Medium Risk	↔	14/09/2021 - Comments updated
LR20	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	9 Low Risk	↔	09/09/2021 - Description, impact and controls updated

LR21	Construction, Resources and Skills Shortages	16 High Risk	↔	30/09/2021 - No changes
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13. The table above provides a summary of the Council's leadership risks at 30th September 2021. Risks are assessed for both their likelihood (on a scale of 1-5) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B.
14. There was one score change on the Leadership Risk Register during August "LR8 Capital Infrastructure Programme Delivery" has increased its residual score from 15 (medium risk) to 20 (high risk). Two new risks have been added LR4 Recruitment and Retention of Children's Social Workers and LR5 Insufficient placement availability for children we care for.

Financial Management

Summary of the Council's financial position

15. This report is the third financial monitoring information for the 2021/22 financial year and covers the period up to the end of August 2021. This report is on an exception basis, focusing on key risk, issues and areas of emerging pressures.
16. The table below sets out that there is a forecast overspend of £1.4m or 0.3%. Further detail is set out in the directorate sections below. Where variations to the budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget £m	Forecast Spend £m	Variance £m	Variance %
Children Services	139.7	141.5	1.8	1.3
Adult Services	198.8	198.8	0.0	0.0
Public Health	0.2	0.2	0.0	0.0
Environment & Place	61.1	62.2	1.1	1.8
Customers, Organisational	33.3	33.0	-0.3	-0.8
Commercial Development, Assets,	50.3	49.1	-1.2	-2.4
Total Directorate Budgets	483.4	484.8	1.4	0.3
Corporate Measures	-483.4	-483.4	0.0	0.0
Total Forecast Position	0.0	0.0	1.4	0.3

17. General Balances at 31 March 2021 were £34.6m and are forecast to be £33.2m by 31 March 2022 and reflect to the current forecast directorate overspend of £1.4m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.
18. The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end.
19. £2.6m or 16.4% are rated amber. These mainly relate to the £2.0m savings in Adult Social Care reducing the demand pressures in the pools by 1%. By

increasing the focus on maximising use of residential and nursing beds available

through existing block contracts and minimising the length of any vacancies and looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible spend was reduced by around 1% in the second half of 2020/21 with an on-going full year effect of £2.0m from 2021/22. The process to maintain the saving is on-going so the saving is currently shown as amber until there is more certainty about the position later in the year. However, the forecast spend across the pools is being managed within the funding available.

20. £1.3m or 8.3% are rated red. £1.2m relate to savings within Environment and Place and predominately relate to the delay in the realisation of the Community Redesign saving of £1.2m. In-year mitigations are being found to minimise the financial impact.
21. The budget pressures arising from the non-delivery of savings form part of the Directorate positions reported above.
22. See Annex C for further details and commentary.

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