



To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 18 August 2020 at 10.00 am

Virtual

Please note that due to guidelines imposed on social distancing by the Government the meeting will be held virtually.

*If you wish to view proceedings please click on this [Live Stream Link](#)
However, that will not allow you to participate in the meeting*

A handwritten signature in blue ink, appearing to read 'Yvonne Rees'.

Yvonne Rees
Chief Executive

August 2020

Committee Officer: **Sue Whitehead**
Tel: 07393 001213; E-Mail: sue.whitehead@oxfordshire.gov.uk

Membership

Councillors

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Steve Harrod	Cabinet Member for Children & Family Services
Ian Corkin	Cabinet Member for Council Business & Partnerships
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance

Liam Walker

Cabinet Member for Highways Delivery & Operations

Mark Gray

Cabinet Member for Local Communities

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Wednesday 26 August unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 15 September 2020

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *“You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself”* or *“You must not place yourself in situations where your honesty and integrity may be questioned.....”*.

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines.

<http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or glenn.watson@oxfordshire.gov.uk for a hard copy of the document.

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

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 12)

To approve the minutes of the meeting held on 21 July 2020 (CA3) and to receive information arising from them.

4. Questions from County Councillors

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. Petitions and Public Address

This Cabinet meeting will be held virtually in order to conform with current guidelines regarding social distancing. Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate these new arrangements we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. 9 am on Wednesday 12 August. Requests to speak should be sent to sue.whitehead@oxfordshire.gov.uk together with a written statement of your presentation to ensure that if the technology fails then your views can still be taken into account. A written copy of your statement can be provided no later than 9 am 2 working days before the meeting.

Where a meeting is held virtually and the addressee is unable to participate virtually their written submission will be accepted.

Written submissions should be no longer than 1 A4 sheet.

6. Business Management & Monitoring Report - Quarter 1 - April - June 2020 (Pages 13 - 38)

Cabinet Member: Deputy Leader of the Council and Cabinet Member for Finance
Forward Plan Ref: 2020/063

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

Report by Corporate Director Customers & Organisational Development and Director of Finance (**CA6**).

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities at 30 June 2020. A summary of overall performance and description of change is contained within the report.

The report contains two annexes:

- Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
- Annex B sets out the Leadership Risk Register which has been developed as part of the Council's work to strengthen risk and opportunities management.

Cabinet is RECOMMENDED to note the contents of the report.

7. Revised Budget 2020/21 (Pages 39 - 66)

Cabinet Member: Finance
Forward Plan Ref: 2020/114

Contact: Hannah Doney, Head of Corporate Finance Tel: 07584 174654

Report by Director of Finance (**CA7**).

On 21 July 2020 Cabinet agreed to ask officers to identify plans to address the potential overspend in 2020/21 arising from COVID-19 and report back to the next meeting with recommendations for action. This report sets out a proposal for a revisions to the budget for 2020/21 which is the outcome of that work. The revised budget will address the risk of overspend and reflects the additional costs incurred by the Council in the response phase to the COVID-19 pandemic and the additional funding that has been received from central government.

The Cabinet is RECOMMENDED to:

(a) approve the creation of the Council Tax Collection Fund Reserve

The Cabinet is RECOMMENDED to RECOMMEND COUNCIL TO:

(b) approve the savings set out in Annex 1

(c) approve the revised revenue budget for 2020/21 set out in Annex 2

8. Exempt Item

Item 9

In the event that any Member or Officer wishes to discuss the information set out in the Annex to Agenda Item 9, the Cabinet will be invited to resolve to exclude the public for the consideration of that Annex by passing a resolution in relation in the following terms:

"that the public be excluded during the consideration of the Annex since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

NOTE: The report does not contain exempt information and is available to the public.

THE ANNEX TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

Item 10

It is RECOMMENDED that the public be excluded for the duration of item 10 (since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to that item and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information on the grounds set out in that item.

THE INFORMATION RELATING TO THE EXEMPT ITEM HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS STRICTLY PRIVATE TO MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS ALSO MEANS THAT THE CONTENTS OF THE ANNEX TO ITEM 10 AND THE INFORMATION AT ITEM 11 SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.

THIS IS FOR REASONS OF COMMERCIAL SENSITIVITY.

THIS ALSO MEANS THAT THE CONTENTS SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.

9. Disposal of Development Sites to Oxford City Council (Pages 67 - 74)

Cabinet Member: Finance

Forward Plan Ref: 2020/106

Contact: Karen Lister, Head of Estates & Strategy Tel: 07875 441940/Steve Jorden, Corporate Director – Commercial Development, Assets and Investment Tel: 07881 588887

Report by Corporate Director – Commercial Development, Assets and Investment (CA9).

The information contained in the annex is exempt in that it falls within the following prescribed category:

3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information);*

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that a negotiation is ongoing and would prejudice the position of the authority in the process of that negotiation and the Council's standing generally in relation to such matters in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

The City Council are actively seeking new sites in order to deliver additional affordable housing to meet Growth Deal pipeline numbers. In addition, the City are seeking to bring forward their regeneration of Blackbird Leys. The County Council owns development sites in Oxford and also the Blackbird Leys Former Pool. Consequently, this has resulted in discussions between the two Councils on a subject to contract basis.

The negotiations are now complete, and this report details the provisionally agreed terms of the transactions. The report seeks approval for the disposal of three sites to the City Council as a named purchaser.

The Cabinet is RECOMMENDED to

- (a) ***Agree the principle of off-market sales to the City Council, as a named purchaser, of the following properties:***

- ***Part of Northfield Hostel for delivery of 100% affordable housing***
- ***Former Depot Site at Lanham Way for delivery of 100% affordable housing***
- ***Former Blackbird Leys Swimming Pool for incorporation into the regeneration scheme***

- (b) **To declare the Former Blackbird Leys Swimming Pool surplus to requirements.**
- (c) **Delegate authority to the Director for Property, Investment and Facilities Management and the Director of Law and Governance to agree appropriate terms.**

10. Exempt Minutes

To approve the exempt minutes of the meeting held on 21 July 2020 (CA11) and to receive information arising from them.

The information contained in the minute is exempt in that it falls within the following prescribed category:

- 3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information);*

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that a negotiation is ongoing and would prejudice the position of the authority in the process of that negotiation and the Council's standing generally in relation to such matters in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

CABINET

MINUTES of the meeting held on Tuesday, 21 July 2020 commencing at 2.00 pm and finishing at 3.54 pm

Present:

Voting Members:

Councillor Mrs Judith Heathcoat - in the Chair
Councillor Lawrie Stratford
Councillor Steve Harrod
Councillor Ian Corkin
Councillor Lorraine Lindsay-Gale
Councillor Yvonne Constance OBE
Councillor David Bartholomew
Councillor Liam Walker

Other Members in Attendance:

Councillor Liz Brighthouse
Councillor Glynis Phillips
Councillor John Sanders

Officers:

Whole of meeting Yvonne Rees (Chief Executive), Lorna Baxter, Director of Finance; Steve Jorden, Corporate Director of Commercial Development, Assets and Investment & Monitoring Officer; Sukdave Ghuman, Head of Legal; Sue Whitehead (CDAI)

Part of Meeting
Item

6, 8, 11a & 13
7
9
13
14

Name
Sue Halliwell, Director of Planning & Place
Owen Jenkins, Director of Growth & Economy
Tim Chapple, Treasury Manager
Paul Feehily, Corporate Director Planning & Growth
Eric Owens, Assistant Director, Growth & Place

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

51/20 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillors Gray and Hudspeth.

52/20 DECLARATIONS OF INTEREST

(Agenda Item. 2)

Councillor Corkin declared an interest on Item 14 on the grounds of being a non-executive director on the board of Graven Hill Village Development Co. Ltd, an arms-length business owned by CDC

53/20 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 16 June 2020 were approved and signed as a correct record.

54/20 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Mathew had given written notice of the following question to Councillor Constance, Cabinet Member for Environment (including Transport):

“How many trees has Oxfordshire County Council cut down in the last five years and how many of those were replaced. How many new plantings were there all together?”

Councillor Constance replied:

“Oxfordshire County Council have had to remove 2297 trees on the highway verge it is responsible for as Highway Authority. This figure includes some trees that have failed during adverse weather conditions (but not necessarily all) or due to factors beyond our control. In that period, the council have planted 75 trees. There has been no funding for tree replacements or new planting.

Currently there is no budget allocation for tree planting. The only tree related budget is for Highway Tree Maintenance.”

Councillor Susanna Pressel had given written notice of the following question to Councillor Walker, Cabinet member for Highway Operations & Delivery:

“The east riverbank along the Thames towpath above Osney Bridge behind Abbey Road was beautifully reinforced by the County Council about 10 years ago. It is part of the Thames Path and classed as highway. Unfortunately, in some places the timber has rotted or been damaged, and the bank has eroded or been scoured out. It is now quite dangerous in places and I fear that an accident could happen any day. This stretch of towpath is now really popular and well-used, especially by people exercising or avoiding public transport. If the temporary bus gates go in, it will be even more heavily used. Please can it be repaired urgently?”

Councillor Walker replied:

“This stretch of Thames towpath behind Abbey Road is being put forward as a potential scheme to be funded by the DfT Covid Recovery programme under Tranche 2.

If funding is secured from the Tranche 2 allocation, work will commence as soon as possible. If not, it will be added to the Infrastructure Operations capital programme and its priority will be assessed alongside other pending schemes.

In the meantime, Officers will continue to monitor the situation and are working with Oxford City Council, who now own this land, and the Thames Path National Trail team to remove encroaching vegetation to move use away from the river edge and reduce the risk this poses to the public. This section of Thames towpath is well known to us and as the Councillor notes, was repaired using a technique called willow spilling, which was promoted by the Environment Agency at the time but has had mixed results on this highly trafficked route”

55/20 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

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

Item	Speaker
Item 7 – Didcot Garden Town Housing Infrastructure Fund	Councillor John Sanders, Shadow Cabinet Member for Environment (inc Transport)
Item 9 – Treasury Management Outturn 2019/20	Councillor Glynis Phillips, Shadow Cabinet Member for Finance
Item 10 – Financial Monitoring Report – July 2020	Councillor Glynis Phillips, Shadow Cabinet Member for Finance Councillor Liz Brighthouse, Chairman of the Performance Scrutiny Committee
Item 11a	Councillor John Sanders, Shadow Cabinet Member for Environment (inc Transport)

56/20 OXFORDSHIRE GROWTH BOARD TERMS OF REFERENCE AND MEMORANDUM OF UNDERSTANDING

(Agenda Item. 6)

Cabinet considered a report that proposed a revised Terms of Reference (ToR) and Memorandum of Understanding (MoU) for the Oxfordshire Growth Board.

Councillor Heathcoat in introducing the report and moving the recommendations commented that the proposals were also going to the Cabinets/Executives of the City and District Councils in Oxfordshire. It had been considered and endorsed by Cherwell District Council Executive on 6 July.

RESOLVED: to

- (a) approve the Terms of Reference and Memorandum of Understanding at Annexes 1 and 2 respectively
- (b) delegate authority to the Chief Executive, in consultation with the Leader and the Growth Board, to make minor amendments to these documents as required to support the operational efficiency of the Growth Board's work.

**57/20 DIDCOT GARDEN TOWN HOUSING INFRASTRUCTURE FUND:
PREFERRED SCHEME ALIGNMENTS**

(Agenda Item. 7)

The Didcot Garden Town Housing Infrastructure Fund (known as HIF1) project is a vital package of highway measures to enable sustainable growth in the South Oxfordshire and Vale of White Horse district areas as identified in relevant policy documents. Following a public consultation on the preferred options that were identified during the feasibility design process and in response to a previous consultation exercise. Cabinet considered a report seeking approval of the preferred route alignment of the HIF1 project to allow the preliminary design to progress.

Councillor John Sanders, Shadow Cabinet Member for Environment (including Transport) broadly welcomed the proposed investment but queried the level of infrastructure provision when compared to the numbers of houses planned. Councillor Sanders commented that although there was provision for affordable homes, he was worried how affordable they would remain in a rising market.

He asked whether there was a timetable for the funding. Finally, Councillor Sanders queried whether there were plans for the developments to be zero carbon emission homes as it was easier and cheaper to build this in from the start.

Councillor Walker, Cabinet Member for Highway Delivery & Operations responded to the comments pointing out that the whole report was about the provision of infrastructure. He thanked Councillor Sanders for his comments and advised that there would be an all councillor briefing on 29 July where councillors would be able to feed such comments in.

Eric Owens, Assistant Director, Growth & Place introduced the contents of the report highlighting the four projects set out in the report.

Eric Owens responded to questions and comments from cabinet members:

- The timescales set out in the report were tight but achievable. There were margins built in but there were also risks as there would be with any major undertaking of this size: this was why officers were working hard to ensure robust programme control.
- In relation to concerns expressed by Councillor Lindsay-Gale on the impact of the proposals on Nuneham Courtenay Eric Owens recognised that officers were alive to the need for future solutions to meet those concerns.

During discussion Cabinet:

- Supported the proposals and commended officers for the considerable work done to bring it to this stage. .
- Highlighted the importance of the proposals in achieving economic and social prosperity, particularly in the context of recovery from the pandemic.

RESOLVED: to:

- (a) Approve the identified preferred alignments as illustrated in Figure 1 as the basis to progress into the next stage of scheme design for the four schemes that constitute the Didcot Garden Town Housing Infrastructure programme.
- (b) Note the various optioneering exercises that have informed the preferred alignments set out in paragraphs 24 to 30.
- (c) Note the findings of the recent consultation exercise set out in paragraphs 31 to 36 which sought the views of local people and other stakeholders to be taken into consideration in the next stage of design, yielding a predominantly positive response to the preferred scheme alignments.

NB: Slight variations to alignments maybe required during the next design phase. Any significant changes would be brought back for decision or managed through the CPO process as necessary.

58/20 HOUSING INFRASTRUCTURE FUND - A40 (HIF2) PUBLIC REPORT

(Agenda Item. 8)

N.B. The report does not contain exempt information and is available to the public. Exempt information is contained in the confidential annexes at Item 13 of the agenda.

Oxfordshire was successful in bidding for the Housing and Infrastructure Fund (HIF) for West Oxfordshire A40 Smart Corridor. The County Council has now met all the contract pre-conditions which enables the Grant Determination Agreement Heads of Terms to be agreed and the legal agreement drafted.

Cabinet considered the report seeking authority for the Chief Executive to have delegated authority to progress the project.

Sue Halliwell introduced the contents of the report explaining the background to the current position reached following close working with Homes England.

Councillor Constance, Cabinet Member for Environment (including Transport) moved the recommendations.

RESOLVED: to:

- (a) Subject to the confirmation from Homes England that the contract pre-conditions have been met and due diligence has been completed to manage programme and financial risk to the Council, authorise the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Environment to:
 - i) approve any final detailed amendments of the drafted Heads of Terms.
 - ii) approve the Grant Determination Agreement (GDA);
- (b) Subject to the satisfactory completion of recommendation (i) approve the inclusion of all three elements (identified in para. 4 and Appendix 1) of the programme into the Capital Programme and report the governance of these projects at a HIF2 programme level with an overall budget provision of £102m subject to the implementation of the grant determination agreement with Homes England;
- (c) Note the draft Heads of Terms (Annex 1) that form the basis of grant determination agreement between Homes England and Oxfordshire County Council for West Oxfordshire Housing Infrastructure Fund Grant Award; and
- (d) Note the Assurance Framework (explained in para 27) which sets out the background to the Housing Infrastructure Funding process and establishes the approach to reporting and monitoring implementation.

59/20 TREASURY MANAGEMENT 2019/20 OUTTURN

(Agenda Item. 9)

Cabinet had before them a report that set out the Treasury Management activity undertaken in the financial year 2019/20 in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, Prudential Indicator Outturn, Investment Strategy, and interest receivable and payable for the financial year.

Councillor Glynis Phillips, Shadow Cabinet Member for Finance highlighted aspects of the report commenting that there was little cause for concern overall.

Councillor Phillips went on to refer to the higher than average allocation to local authority deposits and queried what would happen in the event of one of those local authorities issuing a S114 Notice.

Councillor Phillips also commented that there was talk of devolution and it would be helpful to hear what would become of loans to a local authority that ceased under devolution arrangements

Councillor Phillips asked whether Cabinet was considering external borrowing. to reduce the scale of cuts to services.

Councillor Bartholomew responded to the points made. He commented that if a council issued a S114 Notice it would preclude them from entering into any new arrangements but that existing arrangements would stand. Similarly, if a council ceased to exist due to devolution its commitments and undertakings would transfer to the new authority. There would be potential timing issues in both such circumstances, but the Treasury Management team would manage the liquidity risk internally as OCC had high liquid balances.

In response to the query on external borrowing Councillor Bartholomew commented that the Council had no need for external borrowing due to the very healthy cash reserves.

Councillor Bartholomew introduced the contents of the report thanking the Director of Finance and the Finance Management team for the production of the report.

Councillor Heathcoat thanked the Director of Finance and her team as it had been a very challenging time.

RESOLVED: to note the report, and to **RECOMMEND** Council to note the Council's Treasury Management Activity in 2019/20.

60/20 FINANCIAL MONITORING REPORT - JULY 2020

(Agenda Item. 10)

Cabinet considered the first financial monitoring report of the 2020/21 financial year, together with an addenda setting out additional information. The report built on the 'Estimated Impact of Covid-19 April 2020 to June 2020' report which formed annex D of the Business Management Report to Cabinet in May. The report set out the financial monitoring position as at 31 May 2020 including the impact of Covid-19. The report also set out the additional funding received to date to manage the financial pressures arising from Covid-19.

Councillor Glynis Phillips, Shadow Cabinet member for Finance thanked the finance team for all their additional work. It was important to remember the work of the backroom staff alongside the frontline workers who together had made such a positive contribution during this time of crisis. The report

highlighted the ongoing uncertainty of the Council finances in this and future years. Whilst there were additional grants which were welcomed, they came with conditions with increasing central government control. The report highlighted the estimated £20m funding gap and that the council needed to start planning for ways to meet this gap. Councillor Phillips noted the recommendations for officers to identify plans to address the potential overspend and the unusual step of a meeting in August to consider the way forward. Councillor Phillips urged Cabinet to explore every possibility of meeting this shortfall before agreeing to even more cuts to services.

Councillor David Bartholomew, Cabinet Member for Finance responded to the points made by Councillor Phillips. In particular, on her remarks around central government control, he commented that central government by its very nature would have a centralised view and the Council was aware that local government must always shout to ensure its voice was heard because we know the local issues in far more detail. Councillor Bartholomew added that in terms of the support received by this Council, whilst always wanting more the support received so far had been satisfactory and there was more to come. Councillor Bartholomew, in response to Councillor Phillips final point gave an assurance that Cabinet would be exploring all opportunities to meet the shortfall without austerity.

Councillor Liz Brighouse, Chairman of Performance Scrutiny Committee, referred to the emergency Cabinet meeting on 18 August and the role played by the Performance Scrutiny Committee in the budget process. Councillor Brighouse hoped that Performance Scrutiny Committee would get the opportunity to consider any future revised budget. Lorna Baxter, Director of Finance confirmed that a meeting of Performance Scrutiny Committee would be scheduled prior to the Cabinet meeting.

Councillor Bartholomew commented that the meeting of Cabinet on 18 August was an extraordinary meeting rather than an emergency meeting. It was right and proper for Cabinet to make a considered and measured response to the situation.

Councillor Bartholomew introduced the contents of the report and addenda

RESOLVED: to:

- (a) note the contents of the report and addenda;
- (b) ask officers to identify plans to address the potential overspend in 2020/21 arising from COVID-19 and report back to the next meeting with recommendations for action.

61/20 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 11)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED: to note the items currently identified for forthcoming meetings.

a DEPARTMENT OF TRANSPORT ACTIVE TRAVEL EMERGENCY FUND - TRANCHE 2

Councillor Heathcoat, as Chairman for the meeting had agreed that this item be added an item of urgent business in order to meet the timetable for submission to the Department of Transport set by central Government.

Cabinet considered a report that provided an overview of the Department of Transport's Active Travel Emergency fund and, in particular, set out the requirements and arrangements for the production and approval of the Tranche 2 submission.

Councillor Constance, Cabinet Member for Environment and Sue Halliwell, Director of Planning & Place introduced the contents of the report highlighting the need for the recommended delegation given the tight timescales involved.

Sue Halliwell, responding to a query from Councillor Heathcoat, Deputy Leader of the Council, stated that there was much better information from central government on this second tranche with much greater clarity on requirements to ensure that the bid was ticking all the core criteria against the funding.

Councillor John Sanders, Shadow Cabinet Member for Environment, hoped that some of the Tranche 2 money could go into the Low Traffic Neighbourhoods.

During discussion Cabinet expressed concern at the process and tight timescales involved. Responding to questions Sue Halliwell: confirmed that some of the examples of local schemes on the portal referred to in the introduction came from our LCWIPs; and explained the phased approach to the bidding process so that OCC was in a position to take advantage of any additional monies that became available.

Responding to concerns that the measures would be urban centric and short term, Sue Halliwell and Councillor Constance explained the limitations of the process that meant that it was likely that city schemes and spade ready projects were most likely to be successful. However, every effort would be made to have a balanced approach to urban and rural schemes.

RESOLVED: to:

- (a) note the criteria of Tranche 2 of the Department of Transport Active Travel Emergency Fund; and
- (b) delegate to the Chief Executive, in consultation with the Cabinet Member for Environment (and Transport), the final sign off of the

Oxfordshire County Council's bid for the Department of Transport Active Travel Emergency Fund Tranche 2 submission.

62/20 EXEMPT ITEM

(Agenda Item. 12)

RESOLVED: that the public be excluded for the duration of items 13 and 14 (since it is likely that if they were present during that item there would be disclosure of exempt information as defined in Part I of Schedule 12A to the Local Government Act 1972 (as amended) and specified below in relation to that item and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information on the grounds set out in that item.

THE ANNEXES TO ITEM 13 HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

NOTE: The report (set out at Item 8 of the agenda) to the Annexes attached as Item 13 does not contain exempt information and is available to the public.

THE REPORT RELATING TO THE EXEMPT ITEM 14 HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS STRICTLY PRIVATE TO MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

THIS ALSO MEANS THAT THE CONTENTS OF THE ANNEXES SET OUT AT ITEM 13 AND THE WHOLE REPORT AT ITEM 14 SHOULD NOT BE DISCUSSED WITH OTHERS AND NO COPIES SHOULD BE MADE.

63/20 HOUSING INFRASTRUCTURE FUND - A40 (HIF 2) - EXEMPT ANNEXES TO ITEM 8

(Agenda Item. 13)

The information in this case is exempt in that it falls within the following prescribed categories:

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that a negotiation is ongoing and would prejudice the position of the authority in the process of that negotiation and the Council's standing generally in relation to such matters in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority

The annexes containing exempt information under the above paragraph were received and noted in conjunction with Item 8.

64/20 BICESTER GARDEN TOWN CAPITAL FUNDING - JUNCTIONS IMPROVEMENT

(Agenda Item. 14)

The information in this case is exempt in that it falls within the following prescribed categories:

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that a negotiation is ongoing and would prejudice the position of the authority in the process of that negotiation and the Council's standing generally in relation to such matters in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority

Cabinet considered a report setting out a proposal developed in partnership with Cherwell District Council (CDC) who will be taking a sister report through their formal governance process. For the purpose of this proposal CDC will be the accountable body for the funding, and OCC will be the delivery body for the schemes described.

The report detailed the proposed schemes and the current position on each

Cabinet agreed the recommendations to enter into an agreement to receive and spend funding related to Garden Town from Cherwell District Council.

..... in the Chair

Date of signing

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Division(s): All

Cabinet – 18 AUGUST 2020

BUSINESS MANAGEMENT & MONITORING REPORT

Quarter 1 (April to June) 2020

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

RECOMMENDATION

- 1. The Cabinet is RECOMMENDED to note the contents of this report.**

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 in the period 1 April to 30 June 2020.

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
4. These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
6. During the opening months of the business year (April 2020 to March 2021) the Council's resources were focused on the immediate impact of the coronavirus outbreak, and we decided not to produce monthly business management reports as we usually would. Therefore, this report covers the Council's activities for all

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>

three months of Quarter 1 2020/21, that is, April, May and June. Monthly reporting will resume beginning with the report on July's business, which will be considered at Cabinet's 15 September meeting.

7. This report summarises performance and risk. These Business Management & Monitoring Reports usually also provide an update on the forecast revenue outturn position; however, for this report only the financial update is not included. Updated financial forecasts have been reported to Cabinet/Executive regularly due to the impact of Covid-19 and elsewhere on the agenda is a report setting out a Revised Budget for 2020/21. For this report only, therefore, further information is provided in two annexes:
 - a. Annex A: performance
 - b. Annex B: risk
8. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, such as those delivering face to face services or services in particular locations such as highways. We are proud that our flexible and resilient approach has enabled us to continue to deliver vital services on which the people and communities of Oxfordshire depend.
9. However, as can be seen in Annex A of this report, some services' performance has been particularly disrupted by the need to vary or suspend normal operations as part of our planned COVID-19 response. Our network of libraries across the county has remained closed to in-person visitors throughout the pandemic (although our online library services have gone from strength to strength in the same period, and some libraries have begun reopening during July). Our provision of 'Safe and Well' visits to vulnerable people's homes, or face to face engagement with younger people to help them live healthy lives, has necessarily been significantly reduced. Our work with NHS partners to promote and provide NHS Health Checks for those aged over 40 has been suspended. Other commentary below reflects the impact of the COVID-19 pandemic on our performance.
10. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. Since then we have been taking action across all our main areas of influence: our schools, our supply chain, our policy making and our partnerships. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle climate change.
11. The report also supports our commitment to inclusion and equality, which is enshrined in the Council's vision of "Thriving communities for everyone in Oxfordshire". We know that the data and commentary in this report do not tell the whole story of how the Council is working to address inequality: that commitment also runs throughout services and activities which are not reported here. However, this report helps to demonstrate our commitment in action. We also know that

inequality persists in Oxfordshire for a variety of reasons and we will continue to use our knowledge and influence to ensure that our services perform well for everyone.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

12. 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.
13. As usual going into a new business year, we agreed a new Outcomes Framework in March which sets out the indicators, measures and targets we will report on in these business management reports. This year's Outcomes Framework is leaner and more focused than in previous years: there are now 11 outcomes, 27 indicators and 80 measures (compared with 13, 48 and 117 in 2019/20). Of those, 4 outcomes and 11 indicators are new or substantially changed since 2019-20.
14. 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.
15. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. However, as we are now reporting using a new, substantially different, Outcomes Framework for 2020/21 direct comparison between Quarter 1 and March 2020 is not appropriate in all cases. Where direct comparison is possible, there are 5 significant changes to highlight:
 - a. The indicator "Listening to residents" has moved from Green in March to Amber in June. Although the majority of our customer services activities have performed very well, particularly in responding to communities' needs during the COVID-19 pandemic, those reliant on face to face interactions have done less well.
 - b. The indicator "Numbers of people helped to live safe and healthy lives" has moved from Green in March to Amber in June. This is due to the necessary reduction in face to face activities for community and youth engagement, and NHS Health Checks, during the COVID-19 pandemic.
 - c. The indicator "Engagement with cultural services" has moved from Green in March to Amber in June. This reflects that Cultural Services buildings (libraries, museums and local studies) have been closed to visitors throughout the COVID-19 pandemic, but that equivalent online activity and engagement with Cultural Services has increased dramatically.

- d. The indicator ‘Enhanced digital connectivity for residents and businesses’ has moved from Green in March to Amber in June. This is due to slower take-up of superfast broadband while engineers have been less able to enter homes during the COVID-19 pandemic.
- e. Reporting on the related indicators for “People needing short-term support can access an effective service” (i.e. reablement) and ‘People delayed leaving hospital’ was suspended in March following decisions made as part of the response to coronavirus by the Council and the Government. The former indicator remains assessed as ‘not appropriate for assessment’; however, the latter has moved from ‘not appropriate’ in March to Green in June.
16. Additionally, there is one indicator newly added to the 2020/21 Outcomes Framework which has been assessed as Red in June. The indicator “Infrastructure delivery supports growth” is measured by the percentage of OCC’s Major Infrastructure Capital Programme delivered in line with budget. COVID-19 and other factors mean that the figure is lower than would be expected at this time of the year and suggests end of year figure will be lower than target. A full review of pipeline of work is ongoing currently to re-baseline the programme.
17. The information below provides a snapshot of progress towards Corporate Plan outcomes in the period April to June 2020, including some of our performance highlights. Use of “n/a” (not applicable) in the “Change since last month” column denotes that direct comparison between March 2020 and Q1 20/21 is not possible. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

Performance highlights

- The Customer Service Centre (CSC) has played a vital part in supporting those residents who were declared ‘clinically extremely vulnerable’ (shielded) throughout the COVID19 response.
- A new helpline telephone number and e-mail were implemented with extended hours, 7 days a week. On average the new line received approx. 100 inbound calls per day and has made over 12,000 proactive outbound contacts to make sure the shielded residents have contact with the Council over food, medication and social care needs.
- The CSC team worked tirelessly with the City and District councils and our own Adult Social Care teams to ensure customers were provided with the relevant service, which included support from the voluntary sector.
- Leaving aside the COVID-19 response, the quality of care for adults in Oxfordshire is consistently higher than the national average. 91% of all providers are rated as good or outstanding in Oxfordshire, compared with 84%.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our services improve	1. Improvement following external inspection/audit	Green	No change
	2. Listening to residents	Amber	Was Green
We deliver value for money	3. The Council is financially resilient	Not assessed	n/a
	4. Effective financial management and governance	Not assessed	n/a

“n/a” = direct comparison between Q1 20/21 and March 2020 is not possible



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

Performance highlights

- Our Fire and Rescue services exceeded their targets for making emergency call attendances on time. Nearly 90% of emergency call attendance were made within 11 minutes, and nearly 97% within 14 minutes.

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



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

Performance highlights

- 100% of highways defects posing immediate risk of injury, and 99.98% of those creating potential risk of injury, were repaired on time during April-May 2020.
- Reduction in motorised transport during the COVID-19 lockdown period will have had a positive impact on both carbon reduction and air quality. The extent of this remains to be quantified. OCC continues to take action to improve air quality: for example, in June we upgraded our bus lane enforcement system with the installation of a new automated platform from Videalert, which replaces manually operated cameras and will reduce journey times and improve air quality in and around Oxford.

- While our libraries, museums and history service remained closed to physical visitors throughout April-June 2020 their online engagement via social media rose by 258%, 81% and 23% respectively, compared with the same period in 2019-20.

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

"n/a" = direct comparison between Q1 20/21 and March 2020 is not possible



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

Performance highlights

- The impact of the COVID-19 lockdown was to temporarily reduce front door demand for social care, but it is now close to pre-lockdown levels. Nationally and locally an increase in demand is expected as lockdown is released and pupils return to schools. The traditional triggers for needing social care are mental health issues, domestic violence and drug and alcohol issues. The virus and lock down are expected to adversely affect these triggers.
- The focus on appropriate, targeted early intervention and active management has led to a reduction of children who are the subject of a child protection plan of over a quarter in the last 2 years. In March 2018 there were 687 children the subject of a plan at the end of June there were 504.
- Requests for Education and Health Care plans remain at the same level as last year and 34% higher than 2018. Even with this high level of demand performance on timeliness has improved and in the last 2 months has been above the national average.

Areas for improvement

- In 2018/19 nationally the number of children cared for by local authorities rose by 3.7%. In Oxfordshire last year (2019/20) the number increased by less than 1% and in the first 3 months of this year has fallen by over 2%. Whilst it is too early to say that the curve has been turned this puts us in a strong position moving forward.
- Later in the year we will implement our Family Safeguarding plus model where we will work with partners to support the whole family and reduce the need for children to be cared for by the local authority.
- The reduction in the number of children we care for is not directly reducing the level of spend as more children are being placed in expensive residential care. Oxfordshire has a greater proportion of children in residential care than some other

areas and more children in foster care are in independent schemes rather than in-house foster care. We continue to implement the fostering investment and recruitment project and have an ongoing commissioning strategy to address placement sufficiency and reduce the reliance on residential placements and independent foster care agencies.

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



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

Performance highlights

- In the annual adult social care survey, 89% of people said they were satisfied with services, 7% said they were neither satisfied nor dissatisfied and 4% were dissatisfied. This was based on 542 responses.
- Although national reporting on delayed transfers of care was suspended by central Government as part of the Government's COVID-19 response, we continue to monitor it locally. At the end of June 20 people were delayed, compared with 40 people at the end of March 2020 (local figure); 95 people at the end of March 2019, 120 people at the end of March 2018 and 192 people at the end of March 2017. Delays are now 10% of the level they were 3 years ago.
- More people are given control over how they receive their care in Oxfordshire, as a greater proportion of people have a personal budget and receive a direct payment, allowing them to organise their own care.
- We are purchasing more home care and helping to support more people to live in their own homes for longer. Care home admissions for both adults of a working age and people are falling as we support more people at home

Areas for improvement

- We are reviewing the way we work with our health partners and private providers in assessing and supporting people who need care. We want to be able to provide more people with short term support if they become unwell, that will return them to their previous level of functioning. As such we will be reviewing our targets and service provision to people who need short term services

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

“n/a” = direct comparison between Q1 20/21 and March 2020 is not possible



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

Performance highlights

- Our Trading Standards team has been supporting businesses during the COVID-19 pandemic, performing scale verifications as a Notified Body and responding to enquiries relating to business closure requirements.
- We were pleased to announce in June that OCC has secured a funding agreement with Homes England for £218m from the Housing Infrastructure Fund dedicated to providing access to the Didcot Garden Town area. This funding will enable direct, sustainable access between new and existing homes and key employment sites in and around Didcot, as well as providing for environmental and health benefits.
- We have made good progress in reducing levels of disruption to road journeys caused by failed utility works and non-compliant defects in the Council’s own works

Areas for improvement

- A full review of the pipeline of work under OCC’s Major Infrastructure Capital Programme is ongoing to re-baseline the programme and address performance which is below the level expected due to COVID-19 and other factors.

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

“n/a” = direct comparison between Q1 20/21 and March 2020 is not possible

Managing risk

18. 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 particular services to the leadership level due to the potential scale of their impact.
19. During the current phase of the COVID-19 pandemic, the Council has adapted its approach to risk management given the dynamic situation and the need to identify new risks and prioritise risk mitigation. The Council's Leadership Risk Register (see Annex B) forms the basis of our coronavirus risk management approach.
20. The table below provides a summary of the Council's leadership risks at 15 July 2020. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible, and lower scores are always desirable.

Risk Ref	Risk Title	Residual Risk Score
LR1	Demand management	20
LR2	Safeguarding of vulnerable adults and children	15
LR3	Growth Deal	15
LR4	Local resilience, community resilience, cohesion	8
LR5	Management of partnerships (non-commercial)	6
LR6	Supply chain management	8
LR7	Delivery of statutory duties	4
LR8	Corporate governance	2
LR9	Workforce management	9
LR10	Organisational Change and Service Design	12
LR11	Financial resilience	15
LR12	Property and assets (maintenance cost)	6
LR13	Health and safety	8
LR14	Business continuity and recovery	8

Risk Ref	Risk Title	Residual Risk Score
LR15	Cyber security	12
LR16	ICT Infrastructure	8
LR17	COVID-19 – Community and Customers	16
LR18	COVID-19 – Business Continuity	20

21. No new leadership risks have been added to the Leadership Risk Register since the February-March report.
22. Cabinet will be aware through our regular updates of ongoing problems relating to the delivery of infrastructure. CEDR is currently considering bringing forward a new risk that captures the scale and the impacts of delivery failure as well as putting in place specific action plans to address the issue. In the next monthly report members will see a new risk that addresses this challenge.
23. One risk has been removed from the Leadership Risk Register since the February-March report. CEDR has decided that risk LR19, concerning the potential that increased demand for PPE might outstrip supply and distribution, has been effectively mitigated. The supply of PPE, in which the Council plays a lead role for Oxfordshire, remains a vital matter but is now under control as part of our 'business as usual'. Consequently, the risk has been de-escalated and is to be managed as an operational risk by the relevant service team.
24. The full Leadership Risk Register is attached in Annex B.

Financial management

25. As set out in paragraph 7 above, a financial summary and annex are not provided for this Q1 report. The summary and annex will next be included in the report on July's business.

CLAIRE TAYLOR

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ANNEX A – PERFORMANCE DASHBOARDS – to 30 JUNE 2020

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY								
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY		
Our services improve	1. Improvement following audit or inspection	GREEN	↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	90%	100%	OFRS continue to work against the action plan for our HMI inspection programme and whilst our planned re inspection for June has been postponed, we continue to work with HMI updating them on improvements introduced	
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19)	> national average	91%	91% of social care providers in Oxfordshire are rated as good or outstanding, compared to 84% nationally	
	2. Listening to residents	AMBER	↑		Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	35%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in May was 540. Of these: <ul style="list-style-type: none"> • 180 (33%) are now repaired. • 314 (58%) were closed without action. This may be because the fault was below our intervention threshold, or the reported issue was not the responsibility of the council. • 35 (7%) are still awaiting a decision from officers. • 11 (2%) are waiting for Skanska to repair. This information is reported in arrears to include a full month's activity.
					Increase the number of FixMyStreet Super-User Volunteers from among members of the public	+4 per month	1	Rate is for April to June. Due to COVID-19 no face to face sessions were undertaken. Online training is being developed and socially distanced training is due to re-start shortly. We currently have 13 additional people who have expressed an interest in being a Super-User. Contact has been made with 8 of them and awaiting a response from 5. We are carrying out as much online training as possible, following a detailed explanation such as how the scheme works, expectations, crib sheets and agreements signed. We tried one face to face on-site training session in July, which was successful. As a result, we are aiming to re-start the on-site training (open air / social distancing) from late July with those Super-Users who are comfortable doing this.
					Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	> 85%	98.5%	Customer Service Centre have undertaken a one week per month Customer Satisfaction Surveys (CSat) and during the first quarter have carried out 2 surveys (June and July). We have carried out 204 surveys on phone contacts received (5,592), which is 4% of customers surveyed
					Increase the % of callers whose enquiry is resolved at the first point of contact	> 75%	76.2%	Throughout Q1, 7816 contacts have been recorded from all channels (Phone, Email, Web Form). Out of these, 5961 contacts were resolved with the customers first enquiry.
					Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	< 5%	7.18%	Number of calls abandoned increased in May and June as services became busier with the easing of lockdown. The demand on Adult Social Care and School Admissions saw the highest abandonment rate.
Our services improve and deliver value for money	3. The Council is financially resilient	NOT RATED	-	Financial indicators contained in the Financial Strategy are on track	100%	-	Updates to be provided in the report on July's business	
				General balances remain at or above the risk assessed level	100%	-	Updates to be provided in the report on July's business	

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	4. Effective financial management and governance	NOT RATED	-	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-	Updates to be provided in the report on July's business
				Capital projects are delivered on time and within budget	>80%	-	Updates to be provided in the report on July's business
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	-	Updates to be provided in the report on July's business

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	AMBER ↑	Number of vulnerable children and adults helped to live more secure and independent lives	1,540	1,878	Due to the COVID-19 restrictions, we have had to cease face to face community engagement activities. However, the Trading Standards team has been able to work with other OCC teams, as part of the support available to vulnerable residents, offering targeted scams prevention advice and sources of information and support. OFRS has only been fitting smoke alarms for extremely vulnerable people and introduced a triage telephone process with our Advisers to ensure that we understood the needs of those requesting a Safe & Well visit. The outturn demonstrates how the teams have been able to adapt ways of working in line with government guidance.
			Number of children better educated to live safer and healthier lives	3,862	0	The restrictions placed on us due to COVID-19 has significantly impacted on all elements of this measure (which includes Fire Cadets, school activities, Princes Trust scheme etc) as they would ordinarily involve face to face involvement. Moving into Q2, and as restrictions ease, we are exploring how we can adapt to delivering some areas of work.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Data usually published quarterly. No data currently due to collected or published as Programme suspended due to COVID-19. Target will be set when national guidance is received on restarting the Programme and when/if local suppliers are prepared to commence delivery
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Data usually published quarterly. No data currently due to collected or published as Programme suspended due to COVID-19. Target will be set when national guidance is received on restarting the Programme and when/if local suppliers are prepared to commence delivery.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.
			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	0	COVID-19 continues to impact significantly on the service. This programme is delivered in libraries and all libraries are currently closed. Once this service is available in libraries, a revised benchmark will be established using the same period for financial year 19/20.
	6. Timeliness of emergency response	GREEN ↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	268	110	Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are above target in all other areas of the measure overall as Co responding is only one element of the overall measure.
% of emergency call attendances made within 11 minutes	80%		89.57%	The response times to emergency calls continues in line with OFRS's expectations		
% of emergency call attendances made within 14 minutes	95%		96.76%	The response times to emergency calls continues in line with OFRS's expectations		
7. Numbers of people receiving support to stop	GREEN ↔	↔	Rate of successful quitters per 100,000 smokers 18+	> 3,468	3,562	Data usually published quarterly but currently suspended due to COVID-19 and no dates set for publication. Data runs a quarter in arrears so Q1 2020/21 data will be based on reporting in Q4 2019/20. The 2020/21 target adjusted due to the impact of COVID-19 on Quarter 1 2020/21 provision

	smoking or for drug and alcohol dependency	E N	Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	10.5%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	45.2%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	53.9%	We continue to exceed local targets and England averages

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	GREEN ↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	100%	Cumulative rate and covers all defects April to May. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.98%	Cumulative rate and covers all defects April to May. (Data is reported one month in arrears.)
			Kilometres of highway resurfaced as % of total	3.07%	2.14%	The annual plan for 2020 total surfacing programme has been calculated as 3.07% of the network (excluding patching). The figures from April to June are cumulative, therefore as at 30 June 2.14% of the network has been resurfaced.
	9. Engagement with cultural services	AMBER ↑	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	0	<u>Museum and History Service:</u> Face to face programmes were not delivered this quarter owing to COVID-19.
			Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting only in Q1	<u>Museum Service</u> Increased social media activity attracted 132% increase on Q4 19/20 in new followers to Museums Services' Twitter accounts. Online engagement increased by 81% in Q1 20/21 compared with Q1 19/20 <u>History Service:</u> Online engagement Q1 20/21 = 237,716 engagements (Q1 19/20 = 193,059 engagements i.e. a 23% increase <u>Library Services:</u> Online engagement Q1 20/21 = 262,628 engagements (Q1 19/20 = 73,289 engagements i.e. a 258% increase)
			Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -12% b) -11% c) 0%	a) Active users Q1 2020-21 = 71,803 (Q1 2019-20 = 81,582). Items issued in Q1 2020-21 = 196,461 (Q1 2019-20 = 875,260) b) new users Q1 2020-21 = 882 (Q1 2019-20 = 988). This is a great result in engaging new users, albeit it an 11% decrease. c) All libraries have been closed due to COVID-19. This is a zero return for this quarter
Our local environment is protected and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	GREEN ↑	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	Rate not available	This is an annual measure and is due to be reported in October. It is anticipated that predicted reduction will be achieved.
			% of streetlights fitted with LED lanterns by March 2021	40%	25.2%	As at 30 June, 15,035 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 25.2% of the total streetlight assets. 161 were replaced during June. The capital programme commences at the end of Aug 2020 with the 1 st phase replacing 2,898 lanterns with LED equipment by end of Mar 2021 <ul style="list-style-type: none">The LED replacement programme has been reprofiled to be carried out over a 5-year period and to be completed by summer 2025.The 1st two years of the programme are focused on the units with the most significant consumption and potential to save energy.The project returns to the MTFP target following the completion of the 2021/22 programme.
			Increase the number of staff who have accessed the Council's Cycle to Work scheme	-		The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.

11. Reduced carbon impact of our transport network	A M B E R	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicle charging points per 100,000 population, compared with 2019-20 baseline	150 for Park and Charge Project by end March 2021	Rate not available	Park and Charge project has been delayed due to partners needing to furlough staff as a result of COVID-19. The timing plan for charger installation is now under review. The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. Most factors are market and funding led. Although there are delays in projects, the EV strategy is moving well and there are new funding bids developing and funding being released that OCC's iHUB and partners would like to explore. Annual target relates to the Park and Charge project only. This is being further reviewed. Success of charging installation is not under the control of OCC but we can facilitate the project.
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	97.22%	Rate is the average for April to May (data is reported one month in arrears)
12. Air quality	A M B E R	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data for Q1. Improved reporting of the assessments is expected to be in October 2020. A new Lead Officer is being recruited to manage the work on air quality monitoring and action plans within the Council's strategic planning team. Discussions will also be underway with service areas about air quality measures and specific actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	A M B E R	↓	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 27.65% b) 31.35% c) 0.07% Total 59.07%	Figures are the forecast end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty. Waste tonnages currently continue to be influenced by the COVID-19 lockdown and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty / possible downturn and the rate of housebuilding.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	1.28%	Bulky waste collections re-started in all districts during May, but some at reduced levels, while recycling centres also reopened. This end of year forecast is highly uncertain as insufficient data is currently available for accurate forecasting, and the percentage of waste landfilled is expected to increase.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	61.85%	HWRCs re-opened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and is highly uncertain as insufficient data is currently available for accurate forecasting.

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 Page 29	14. Prevalence of healthy children	AMBER ↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	78.9%	Figure provided is Year end 2019/2020. This measure has improved to move past the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date including missing midwifery notifications, patient choice, staff vacancies and babies being born early will continue to be closely monitored.
			Percentage of births that have received a face to face New Birth Visit	95%	98.6%	Figure provided is year end 2019/2020. This indicator continues to perform well.
			Percentage of children who received a 12-month review	93%	91.7%	Figure provided is year end 2019/2020. Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 78.3%. Patient choice and staff vacancies impact on this indicator. Impact of COVID19 will have start to impact on this review from February - end of March 2020
			Percentage of children who received a 2-2½ year review	93%	89.6%	Figure provided is year end 2019/20. Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 78.1%. Patient choice and staff vacancies impact on this indicator. Impact of COVID19 will be starting to impact from Feb - end of March 2020
			Babies breastfed at 6-8 weeks of age	60%	62.0%	Performance remains strong and well above the England average
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.6%	Performance remains strong against this local priority target
	15. Number of children we care for	AMBER ↑	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21	750	764	The number of children we care for was 764 at the end of June. This compares with a figure of 786 at the end of March. Current trajectory would mean the target is met by the end of the year
16. Number of children's social care assessments	GREEN ↔	Level of social care assessments to not exceed the 2019-20 level	< 7,250	6,312	So far this year there have been 1578 social care assessments. This would extrapolate to 6,312 a year. Assessment levels are now close to pre-lock down levels.	
17. Number of child protection plans	GREEN ↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2020-21	550	504	The focus on appropriate, target early intervention and active management has led to a reduction of children who are the subject of a child protection plan of over a quarter since March 2018 when 687 children were the subject of a plan	
Children are able to reach their potential	18. Timeliness of completing Education, Health and Care Plans	AMBER ↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks, to be above the national average by March 2021	58.7%	48%	69% of EHCPs were issued in 20 weeks in June. In the last 12 months 48% have been issued in 20 weeks. The last 5 months have shown sustained improvement with the last 2 months being above the national average. This is despite the fact that demand remains at last year's level (despite COVID-19) and 34% above 2018 levels

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED								
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY		
Care Services Support Independent Living	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Targets will be set during Quarter 2	5090	Figures are affected by COVID-19. We will monitor this area locally until September and then set monthly targets. Levels of reablement and people receiving reablement have both increased month by month in the quarter, but the number of people needing no on-going care has fallen.	
				Number of people receiving reablement		657		
				% of people who need no ongoing care after the end of reablement		40%		
	20. Number of people with control over their care	GREEN	↔		% of people with safeguarding concerns who define the outcomes they want	> 90%	94.7%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process
					Number of people with personal budgets remains above the national average	> 90%	91%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally
					% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	25%	25% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
					% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	44%	40% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
	21. Number of people delayed leaving hospital	GREEN	↑		Reduce the number of people delayed in hospital awaiting health care	22	8	Due to the COVID-19 pandemic, monitoring has been suspended by Government until 30 June. This means hospitals will not need to report data till July at the earliest, which we will then publish in the report to Cabinet in September. Locally, we have continued to monitor delayed transfers of care. The figures given are the local figures for the snapshot at the end of June
					Reduce the number of people delayed in hospital awaiting social care	6	1	
					Reduce the number of people delayed in hospital awaiting both health and social care	26	11	
	22. People needing social care are supported to stay in their own home	GREEN	↑		Maintain the number of home care hours purchased per week	> 21,000 hours	22,480	-
					Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	4	4 people so far in the year therefore pro rata 16 in year
					Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	> 76%	92%	-
					Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	60%	-
					There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21	60	5	Admissions are lower than expected due to COVID-19

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	RED	↓	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	26% (position as at of Q1)	This measure covers the Major Infrastructure Capital Programme. Rate is for Q1 20/21 actuals plus commitments against Feb 2020 Budget for 20/21 financial year. COVID-19 and other factors means the figure is lower than would be expected at this time of the year and suggests end of year figure will be lower than target. Full review of the pipeline of work is ongoing currently to re-baseline the programme.
	24. Number of new homes	AMBER	↔	We support the delivery of new affordable housing starts by March 2021 [the target is being reviewed for confirmation in Summer 2020]	1,322 homes to March 2021	Rate not available	This is a 6 monthly measure and is due to be reported in October 2020. Discussions are ongoing between OCC and MHCLG (Ministry for Housing, Communities and Local Government) to review and re-set the target in light of the impact of COVID-19 on the construction sector.
Businesses are able to grow and develop	25. Support for a strong local economy	AMBER	↔	Number of businesses given support by Trading Standards interventions or fire risk inspections	880	544	Our Trading Standards team have still been able to support businesses during the COVID-19 pandemic, such as continued scale verifications as a Notified Body and responding to enquiries relating business closure requirements. Due to the fire protection team remaining in lockdown throughout Q1, it has not been possible to audit any premises. Processes are being put in place to restart the auditing work; however, this will take time to get back up to speed.
				Rate of participation in innovation funding bids or new projects in support of the Smart Oxford programme	20	13	Rate is to the end of June. On track to achieve annual target. However, the bids are influenced by external factors such as government releasing funding and political events.
				Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	70%	Rate is for June. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID. The VPACH project (Virgin Park & Charge, which will use existing Virgin Media cabinets to reduce the cost of installing roadside EV chargers) has a RAG status of red, as IUK have suspended the project due to change of scope for Project Lead. However, the impact of this on OCC is minimal as a decision was made to draw back involvement on the project.
People and communities have excellent transport and broadband connections	26. Level of disruption to journeys	AMBER	↑	Reduce the number of failed utility works inspected	<15%	12.7%	From 723 sample A/B/C inspections conducted in June (including all follow up inspections) 92 failed. This equates to 12.7% failure rate. There is a reducing number of failed works.
				Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0.06%	The reported rate is for June. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored.
				Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.

			Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	70% as at end of Q1	4-year inspection programme is in place and underway despite current restrictions with COVID-19. 70% of the planned annual programme covering 58 parishes has been delivered during Q1. A revised measure is being developed to better reflect the service delivery and will be reported from next month.	
			Average excess waiting time for buses on frequent services (minutes)	5 mins	0 mins	COVID-19 has reduced the number of buses on the network. Combined with reduced traffic levels, it indicates there are no delays currently on the network.	
	27. Enhanced digital connectivity for residents and businesses	A M B E R	↑	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	78,240	Rate is to end of June. COVID-19 has slowed take up of services across Oxfordshire as suppliers were not entering customer premises to install. The team was also asked not to issue any public communications around the programme so areas that are now live do not know they can place orders for later connection.
				The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	97.7%	Rate is to end of June. Figure is for Oxfordshire as a whole delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise.
				The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM 'acceptable' broadband (10Mb/s) 	<=0.1% <=0.5%	0.25% 0.86%	Rates are to end of June. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall.

ANNEX B – RISK

This annex shows the main risks facing the Council and gives a snapshot (dated 15 July 2020) of how we are managing them. Risks are rated according to our assessment of their likelihood and the impact on our services or resources if they were to happen. This enables us to focus on the highest-priority risks and to take actions which would help to make them either less likely, or less problematic in terms of their potential impacts. This Leadership Risk Register provides detail on each risk, including how effectively the risk is currently being managed and any further actions we plan to take to reduce the risk's likelihood or impact.

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Inherent (gross) risk level (no controls)		Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)		Mitigating actions Further actions required	Date of travel	Comments	Last Updated		
					Impact	Probability		Impact	Probability						
LR1	Demand management: managing the impact of increased demand on council services	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics, growth and the current outbreak of COVID -19 , leading to more requests for children's services, adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand. The impact on children's and adults services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Vulnerable children and young people are ineffectively safeguarded and come to harm Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination	Jane Portman & Stephen Chandler	5	4	20	Demand management in children's shows success in early help assessments ahead of target. Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals. All services are tasked with managing activities within allocated budgets Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. Data-modelling of anticipated surge in demand as restrictions ease and year groups return to school. Internal service re-design to direct greater resource into the Front Door and child in need services. Re-design early help partnership work to develop swift access to help in communities for children and families coming out of lockdown and rationalise resources across schools/agencies/MASH/VCS. Keep Transformation projects on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular. The planned Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	Risk reviewed - risk manager updated, no further changes.	07/07/2020
LR2	Safeguarding of vulnerable adults and children: ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the partial closures of schools and reductions in home visits.	Potentially devastating impact to an adult, child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Jane Portman & Stephen Chandler	5	4	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored monthly by CEF Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and priority children receive visits. Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries. Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children Detailed guidance for social workers implemented to ensure high risk children receive home visits.	5	3	15	Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework. Safety ratings for social care providers in Oxfordshire remains higher than elsewhere. Establishing our Community Resilience cell will help us understand local need and identify channels of support to meet that need. Implement provisions of the Coronavirus Act re care assessments, attending to priority cases. Weekly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools plan to welcome back larger numbers of pupils. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters.	↔	Risk reviewed - risk manager updated, no further changes.	07/07/2020
LR3	Growth Deal: ensuring there are effective governance and delivery arrangements in place for the deal.	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved. Government, local and partner necessarily prioritising attention on CV-19 response could make progress less certain. House builders slowing their construction rates by closing down sites will impact on GD targets.	Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Paul Feehily	5	3	15	The overall Housing and Growth Deal programme is managed through the Growth Deal core team and governed through the HGD Programme Board. All programme management information provides a degree of risk control, including: Benefit map realisation Change management Programme framework Programme plans and reporting Live actions log We have allocated a Director to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function.	5	3	15	The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020 Covid-19 has meant we have retained this risk at its Red status. Despite the positive actions being undertaken in relation to improving capital programme governance and the introduction of robust programme management systems and processes, there remain a number of factors which can only be satisfactorily brought under control when the new infrastructure delivery team is at or close to its full complement and the new Programme Management discipline becomes more widely embedded in working practices. Covid-19 and the lockdown has slowed, but not halted, these system and governance improvements and key posts are now being filled and staff being inducted, with more staff to join over the next 3 months. Mitigations are being identified to address evidence that some infrastructure projects are slipping which will impact significantly on housing numbers identified to be accelerated by Growth Deal. With the advent of COVID19 these mitigations include discussions between Growth Deal partners and government to ascertain whether enable the Growth Deal programme can to be extended for up to a year. We await the outcome and it is not yet certain how positive Government is likely to be to the approach so, in the meantime, the probability of non-delivery within original GD timescales remains high. Nevertheless we continue with our efforts to improve governance and PM discipline. Housing Trajectory is likely to be outside Growth Deal period or even an extension period so agreement is also needed (and being sought) that housing numbers can follow on after delivery of infrastructure.	↔	Risk reviewed - no changes. Further review and update to follow.	13/07/2020
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community	Pandemic lockdown, relaxation and reinstatement of lockdown could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be: change in government guidance; local decisions making regarding pandemic response; reduction in lockdown discipline due to 'lockdown fatigue' or reversal of relaxation.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Yvonne Rees	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed. LRF and Oxfordshire Command and Control structures in place and COVID Emergency Legislation. Op Shield in place to support vulnerable.	4	2	8	Emergency Planning network to support communities to develop plans to manager recovery and potential reintroduction of lockdown measures. Health Protection Board and Multiagency Operational Cell in place to develop and support Outbreak Planning. Outbreak Plan produced and Standard Operating Procedures for range of scenarios will be in place by July 31st	↔	Risk reviewed - Risk owner updated. Risk cause and mitigating actions updated.	09/07/2020

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Inherent (gross) risk level (no controls)		Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)		Mitigating actions Further actions required	Direction of travel	Comments	Last Updated
					Impact	Probability		Impact	Probability				
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	4	2	<ul style="list-style-type: none"> Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts Formal/informal meetings with main bodies and sector representatives Participation and engagement in local partnerships, forums and project / policy development work The Civilian / Military Partnership is implementing changes to how it operates, and investing in supporting the Council to achieve Gold status under the Armed Forces Community Covenant Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. City and district councils and NHS operate together at Gold, Silver and Bronze command levels through the CV-19 response and recovery structures New liaison arrangements in-place with VCS for Covid-19 response to cover community response, VCS resilience and recovery planning 	3	2	<ul style="list-style-type: none"> Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working New working relationships with VCS and infrastructure support contract are being developed, with contract to be in place by April 2021 - procurement to start in summer 2020 Community development strategy and approach to be produced and implemented jointly with VCS and partners Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk 	↔	Risk reviewed - Existing controls updated.	06/07/2020
LR6	Supply chain management ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Lorna Baxter	4	2	The Procurement team has awarded a contract for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager. A Contractor/Provider Cell has been established to ensure oversight of supplier chain risks as a result of Covid-19. Central govt are providing direct support for PPE and Mortuary provision.	4	2	The Provision Cycle transformation programme will, in part, seek to improve the commercial capacity and capability of the Council through applying a Category Management approach. This approach to embed increased capability to better monitor and manage this risk, resulting in category strategies that reduce the impact of failure through establishing supply chain contingency plans and improved monitoring tools to reduce the likelihood. As a result of Covid-19 the likelihood of this risk has increased, however, the Provider Cell is taking a category approach to supplier risk and putting in a number of funding solutions in place to support At Risk Suppliers in accordance with the national guidance note PPN02/20.	↔	Risk is being managed through the Provider Cell and at present we are not seeing any increase in supply chain failure as a result of the pandemic	13/07/2020
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	<ul style="list-style-type: none"> Litigation/judicial review Financial penalties - Local Government Ombudsman/Regulators/Central Government Damages liability to residents and commercial counterparties Central Government intervention 	Sukdave Ghuman	4	3	<ul style="list-style-type: none"> Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) Support role of Finance, Legal and Procurement Audit function Legal Compliance and Service Plan Service Level Agreements between directorates and Legal 	4	1	<ul style="list-style-type: none"> Ensure support functions are fully resourced Action plan is in place to ensure we address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure 	↔	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate.	07/07/2020
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Ghuman	2	2	<ul style="list-style-type: none"> Council governance framework is regularly reviewed and updated by senior managers and members. Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee. Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. 	2	1	<ul style="list-style-type: none"> Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. Annual Governance Statement process under review (reviewing previous actions and identifying new actions) and draft Corporate Lead Statements which identify potential actions for 2020/21 has been endorsed by Corporate Governance Assurance Group and reviewed by the Audit Working Group ahead of Audit & Governance Committee consideration in July. Based on best practice advice from CIPFA. 	↔	Risk reviewed - Risk owner and mitigating actions updated.	07/07/2020
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: <ul style="list-style-type: none"> Recruitment and retention issues Increased costs of agency staff Increased costs in training and development Underperformance or lack of delivery 	Claire Taylor	3	4	<ul style="list-style-type: none"> On-going monitoring of issues and HR data Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements . Temporary dedicated resourcing support. 	3	3	<ul style="list-style-type: none"> Development and adoption of sector relevant workforce plans Development of new People and Organisational Development strategy The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. 	↔	Risk reviewed - HR workforce planning training to take place across CDC & OCC during Quarter 3.	22/07/2020

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Inherent (gross) risk level (no controls)		Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)		Mitigating actions Further actions required	Direction of travel	Comments	Last Updated
					Impact	Probability		Impact	Probability				
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance. The impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	4	4	<ul style="list-style-type: none"> All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. 	4	3	<ul style="list-style-type: none"> Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. 	↔	There will be delays to planned work. However the full impact of Covid-19 on the organisational change and service redesign programmes and projects is still being assessed. Monthly dashboards are now being produced and reported to CEDR.	15/07/2020
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	Significant overspend at year end leading to: <ul style="list-style-type: none"> extensive use of general balances, taking them below their risk assessed level extensive use of earmarked reserves resulting in no funding available for earmarked purpose further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	5	3	<ul style="list-style-type: none"> Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non achievement of savings are being tracked and inform data returns to MHCLG Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020 s25 report of Chief Finance Officer 	5	3	Modelling work with Pixel and CCN to understand the impact of reduced council tax and business rates for 2021/22. Taking part as LGA case study to help with lobbying position for further funding. Further refining of financial impact once recovery position becomes clearer. The financial impact of COVID-19 is being tracked and is being reported to CEDR. The longer term financial impacts will be clearer during the recovery phase both locally and nationally, but currently remains uncertain. The service and resource planning will be require detailed scenario planning linked to Recovery to maintain financial resilience. In July CEDR instigated an in year budget strategy for 20/21, to identify options for managing a potential in year pressure of £15M. options are being considered on 15 July with proposals to be prepared for an extraordinary Cabinet in August (date TBD). For 21/22 savings targets have been set, and Services are tasked with identifying options for meeting the savings targets, in line with the Budget Planning timetable	↔	The impact of Covid19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long term impacts beyond the current year; however the financial pressures in	08/07/2020
LR12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Steve Jordan	4	4	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	Control activities are prioritising compliance (i.e. 'nice to haves' can wait) Taking more long term views on use/potential use of certain assets. New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition. Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity. The FM team redesign is well underway - need to complete this.	↔	All of mitigation actions referred to are now in place and activities ongoing. The right team/expertise now inhouse dealing with this with a	07/05/2020
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and well being risk.	<ul style="list-style-type: none"> Unsafe services leading to injury or loss Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions) 	Steve Jordan	4	3	<ul style="list-style-type: none"> H&S policies and procedures have been reviewed and adopted Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs. 	4	2	<ul style="list-style-type: none"> Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible. Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls. PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. A dedicated task group established to monitor the supply and demand of PPE and ensure sufficient quantities are sourced and distributed. This will include escalating pressures as they arise for further action - Links to LR19. 	↔	Risk reviewed - mitigating actions and comments updated. Approach and systems for managing risk of COVID-10 regularly reviewed and updated inline with government and PHE advice.	13/07/2020
LR14	Business continuity and recovery plans Resilience to a additional significant disruption during the Covid-19 Response	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Yvonne Rees	4	4	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans. Covid-19 Command Structure and support cells in place and operating effectively. Review of London Bridge undertaken by corporate leads (Command structure moving into Recovery on 1st August)	4	2	Continue to review business continuity arrangements that are in place and provide cross organisational support to areas under pressure. Urgent Review being undertaken in Quarter 2 to update and share lessons learnt from organisational resilience during initial Covid period.	↔	Risk reviewed - Risk owner updated. Existing controls and mitigating actions updated.	09/07/2020

REF	Risk Title	Risk Cause Description of the trigger that could make the risk happen	Risk Effect Description of the consequences of the risk, positive or negative	Risk Owner	Inherent (gross) risk level (no controls)		Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)		Mitigating actions Further actions required	D'tion of travel	Comments	Last Updated
					Impact	Probability		Impact	Probability				
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	4	4	16	4	3	12		<p>There has been some delay to appointment of the Cyber Security Officer.</p> <p>The IT Service continues to work with colleagues and partners to manage the cyber security threat. The joint post of IT and Cyber Security Officer has been filled by secondment as of 1st July 2020. IT technical resources from OCC</p>	08/07/2020
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	4	3	12	4	2	8		<p>The replacement datacentre, DR and backup solutions are in place and fully operational. The risk of legacy datacentre centre equipment has been removed. Measures are in place and tested for staff resilience to</p>	08/07/2020
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	<ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. Economic hardship impacting local business and potentially the local workforce. Impact on vulnerable residents who may find it harder to access services. Increased demand on both frontline and enabling services. Prolonged risk of social isolation and the mental and physical consequence thereof. 	Claire Taylor	5	4	20	4	4	16		<p>Risk reviewed - Mitigating actions updated.</p>	04/07/2020
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual. Requirement to reprioritise service delivery Assess critical services and consider alternative methods of delivery Requirement to offer mutual aid to partner organisations. Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. 	Claire Taylor	5	4	20	5	4	20		<p>Risk reviewed - no changes.</p>	22/07/2020

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CABINET - 18 AUGUST 2020

Revised Budget 2020/21

Report by Director of Finance

Recommendations

The Cabinet is RECOMMENDED to:

- a) approve the creation of the Council Tax Collection Fund Reserve**

The Cabinet is RECOMMENDED to RECOMMEND COUNCIL TO:

- b) approve the savings set out in Annex 1**
- c) approve the revised revenue budget for 2020/21 set out in Annex 2**

Executive Summary

1. On 21 July 2020 Cabinet agreed to ask officers to identify plans to address the potential overspend in 2020/21 arising from COVID-19 and report back to the next meeting with recommendations for action. This report sets out a proposal for revisions to the budget for 2020/21 which is the outcome of that work. The revised budget will address the risk of overspend and reflects the additional costs incurred by the Council in the response phase to the COVID-19 pandemic and the additional funding that has been received from central government.
2. The revised budget will provide a balanced budget for 2020/21 that includes budgets to meet the additional costs of COVID-19 to enable effective budget management.

Introduction

3. The health, social and economic impacts of COVID-19 have been profoundly felt across Oxfordshire. The devastating impact of the pandemic has represented a challenge to our communities and our services on a scale of which we never seen before in our lifetime.
4. The pandemic has required local authorities to make rapid adjustments to meet new demands and to step up work in critical frontline services. Oxfordshire County Council, as well as the other councils across Oxfordshire have led our communities through the coronavirus lockdown by creating new services and adapting existing services including the shielding of vulnerable residents, adult social care, emergency planning and public health response and ensuring schools are kept open for vulnerable children and those of key workers.

5. These new and increased demands have resulted in significant additional expenditure. At the same time, council income streams – from car parking to income from our cultural services – have been severely damaged by the lockdown and the impact on the local economy.
6. Additional funding has been provided from central Government to help councils with the financial impact of COVID-19, which has been extremely welcome. However, as is the case with other councils across England, this does not match our projected additional expenditure and loss of income and does not address potential increases in demand as lockdown measures are eased.
7. As such, further financial pressures are likely to follow as we restart services in a COVID-safe manner, such as operating Home to School Transport, with staggered school opening times and social distancing measures in place. Furthermore, the possibility of a second wave or a local outbreak of the virus later this year, particularly if combined with a flu epidemic, will place a significant strain on existing resources, especially if further lockdown is required and services have to be stood down (and then up) again.
8. There will also be significant costs in future years arising from COVID-19 as a result of reduced business rates and council tax. Moreover, a deep national recession will not only reduce income but also increase demand for valued public services which will be required in response to local residents and businesses affected.
9. Councils have a legal duty to balance their budgets each year and act to avoid the possibility that expenditure might exceed available income in any year. This means that Oxfordshire County Council, like other councils across the country, has no option but to take significant cost-saving measures to address this unavoidable funding shortfall.
10. Our overall aims when planning these measures have been to minimise the impact on our frontline services, to continue to protect the most vulnerable in our communities, and to prioritise and support the county's recovery from COVID-19.

Impact on Services In-Year

11. The in-year savings proposed are set out in the Annexes that accompany this report. They are drawn from across all service areas, with a focus on protecting frontline services and activities that support those who are most vulnerable.
12. A combination of government funding, reprofiling projects (for example IT investments, capital projects and their funding arrangements), holding vacant posts empty for an extended period, reducing costs associated with travel and facilities management as our buildings have been closed and underspends in some service areas means that the in-year savings proposals can be delivered with minimal impact on frontline service delivery.

13. However, potential increases in service demand following the pandemic are not yet fully apparent and the on-going position during the rest of the year will continue to be closely monitored and scrutinised.
14. Furthermore, the impact of scaling back in-year projects may affect the longer-term delivery of objectives and potentially planned savings and income generation. Our long-term focus on our re-start, re-cover and re-new strategy, to stand up our services and plan for a post COVID-19 Oxfordshire will need to consider the budgetary impacts over the medium term. Work is already underway to reprofile our medium-term financial plan and consider the impact on the budget for 2021/22 and beyond.

Financial Position 2020/21

15. As set out in the report to Cabinet on 21 July 2020, the COVID-19 pandemic has had a significant impact on the local government sector and has required authorities to commit expenditure that is outside of their agreed budgets. Councils are also experiencing significant losses in income from fees and charges. The estimated financial pressure arising from this for the county council is currently £50.9m.
16. As reported in the Addenda to Cabinet on 21 July 2020 the total funding received by the Council to meet the forecast pressure is £31.0m of which £30.7m is available to use in 2020/21 after £0.3m was applied in 2019/20. This results in an estimated in year funding gap of £20.2m.
17. On the 2 July 2020 the Secretary of State for Ministry of Housing Communities and Local Government (MHCLG) announced an 'income guarantee scheme for income from sales, fee and charges. Full details of the scheme are not yet available, but it is expected that the scheme will fund losses on sales, fees and charges of 75% of budget after a deduction of 5% to allow for annual variations. This will create a burden share between central and local government. Claims are likely to be made in arrears based on actual losses.
18. In arriving at the revised balanced budget for 2020/21, proposals totalling £14.9m have been put forward by services to reduce expenditure or maximise income in year. The proposals are set out in Annex 1.
19. The revised budget also addresses the underlying forecast overspend of £3.3m on the Corporate Parenting Budget in Children's Services. The overspend is due to the ongoing costs of growth experienced in 2019/20. When the original budget was set in February 2020, a corporate contingency budget of £4.9m was set aside to manage the risk of overspends arising on demand led budgets. The revised budget for 2020/21 includes the transfer for £3.3m from the contingency budget to the Corporate Parenting budget on an ongoing basis. The balance of the contingency budget will be retained corporately to manage other emerging risks including the potential pay award of 2.75% which is 0.75% above the budgeted increase.

20. The revised budget will also include virements agreed or requested to date. In addition, service redesign savings previously held corporately have also been allocated to directorates where they remain deliverable in year after taking into consideration the impact of COVID-19 on timescales.
21. Annex 2 summarises the impact of these changes at directorate level and sets out the latest approved budget for 2020/21, the budget changes proposed in this report, and the resulting revised 2020/21 budget.
22. The proposed virements balance to zero as increases in expenditure and income are equal and opposite. This means that there is no impact on the Council's net operating budget and the Council Tax Requirement remains at £391.4m as set by Council in February 2020.

Revisions to Budget 2020/21 and Savings Proposals

23. The following table summarises the proposals for reduced expenditure and increased income budgets for 2020/21 by directorate:

Directorate	Proposals £m
Children's Services	3.471
Adult Services	4.283
Public Health	1.078
Commercial Development, Assets & Investment	1.654
Customers & Organisational Development	1.426
Community Operations	1.401
Community Safety	0.684
Place & Growth	0.442
Directorate Total	14.519
Remote working savings	0.488
Total Savings	14.927

24. Some of these proposals have the potential to deliver ongoing savings to the Council's budget. Where this is the case, the proposals will be brought forward again in the 2021/22 to 2025/26 Business and Budget Planning Process.

Budgeting for COVID 19

25. In responding to COVID-19, directorates have committed to expenditure outside of the agreed budgets for 2020/21. In setting the revised budget, expenditure budgets will be created for this expenditure where it has already been spent or committed. This will enable managers to monitor against budgets that reflect the actual demands on the budget for the year.
26. Where a decision has not yet been made to commit additional spend the budget will be held corporately as a COVID-19 Contingency budget.
27. The additional expenditure budgets will be partially offset by including grant income budgets to recognise the £30.7m funding from MHCLG announced to date.
28. Income budgets for sales, fees and charges will not be amended as it will be necessary to demonstrate the shortfall in income against the budget to claim the income guarantee grant. Grant income arising from claims will be credited to service income budgets to offset expected losses up to 75% of 95% of the budget. The remaining shortfall will be reported as a pressure at service level but will be offset by the COVID-19 Contingency budget.
29. It is currently estimated that there will be a loss of £6.0m on the Collection Fund Account arising in 2020/21 as a result of increased eligibility for the Council Tax Reduction Scheme. Under current accounting rules this would impact the Council's General Fund in 2020/21. On 2 July the Secretary of State for MHCLG announced that government would work with the Chartered Institute of Public Finance and Accountancy (CIPFA) to agree amendments to statutory guidance to allow councils to manage the impact of this loss over three years (2021/22 to 2023/24).
30. As the loss relates to 2020/21 it is prudent to put aside funding in reserve to manage the impact in future years. Cabinet is asked to approve the creation of the Council Tax Collection Fund Reserve. The budget proposals include a transfer of £6.0m to this new reserve which will be used in future years to offset the shortfall on the Council Tax Collection Fund.

Revised Budget 2020/21

31. As a result of the changes set out in the report a revised budget is required to be approved.

	Original 2020/21 Budget £m	New Savings £m	COVID - 19 Expenditure £m	Other Virements £m	Revised 2020/21 Budget £m
Children's Services	130.7	-3.7	1.7	3.0	131.7
Adult Services	194.0	-4.4	6.9	-0.1	196.4
Public Health	0.0	0.0	0.0	0.0	0.0
Place & Growth	5.3	-0.4	0.0	0.1	5.0
Communities	83.7	-2.1	0.7	0.0	82.3
Customers & Organisational Development	26.6	-1.5	0.4	-0.2	25.3
Commercial Development, Assets & Investment	32.6	-1.7	1.5	-0.2	32.2
Directorate Total	473.0	-13.8	11.1	2.6	472.8
Corporate Measures & Funding	-81.5	-1.1	-0.2	1.4	-81.4
Council Tax Requirement	391.4	-14.9	10.9	4.0	391.4

Legal Implications

32. The virement rules set out in the Financial Regulations as part of the Constitution require that any virement greater than £1m that involves a major change in policy (as assessed by the Section 151 officer) requires Council approval. The virements required as part of the Revised Budget 2020/21 fall within this definition. However, the Revised Budget for 2020/21 does not change the calculation of the Council Tax Requirement or Basic Amount of Council Tax for 2020/21 approved by Council in February 2020 as required under the Local Government Finance Act 1992.

LORNA BAXTER
Director of Finance

Contact Officer: Hannah Doney, Head of Corporate Finance (Deputy Section 151)
 Tel: 07584174654

Children, Education and Families Services

Title of proposal	Description	£000
Transformation investment - Family Safeguarding Plus Model	Revised model to drive efficiencies and to ensure model delivers forecast long-term savings. Savings have been achieved by a delayed implementation from summer to autumn due to COVID-19, which has meant lower running costs in this year; redesigning and reducing set-up costs; reducing the project team that is supporting the implementation. However, the council is maintaining its frontline investment in the new service so that we can still improve services for children and families.	903
Transformation investment – LAC/LC	Delayed investment due to the delay in implementation caused by Covid-19 leading to in-year savings.	200
Transformation investment – Early Intervention Service	Revised approach to SEND Early Intervention – alternative approach adopted to reduce spend. Existing staffing in the SEND and Inclusion teams have been reviewed and improvements made to the way in which we work.	409
Transformation investment – Moving into Adulthood	Refreshed approach to transitions – improvements to pathways and procedures (links to transformation in ASC). This saving is achieved by improving the way that adults’ and children’s services work together without the need for restructuring services.	155
Transformation investment – Youth Fund	Assessment of youth provision – delayed due to Covid-19 – now progressing. The council allocated £200k this year to carry out an assessment and redesign of youth services. COVID-19 has prevented us from progressing this work. We had to prioritise services for children in need of immediate help and protection during the lockdown. Youth groups have not been operational in this period. However, we have designed a proposal for the assessment that can take place this year, for which £25k is earmarked. We will be looking for groups/organisations to bid to undertake this work. The remainder of the original fund is offered in savings.	175
Transformation investment – Safeguarding in Education	Off-set costs from Dedicated Schools Grant	50
Savings within services - Education	This saving is achieved by delaying the appointment to vacant posts until April 2020, achieving cost-savings in year. This will allow consideration for wider transformation opportunities within education.	276

Annex 1

Savings within services - Education	Cease funding school improvement visits from revenue budget for schools not causing concern for this financial year.	62
Savings within services - Education	This saving is achieved by not recruiting to the vacant school improvement adviser post. System leadership and peer to peer support will be developed and commissioned in order to support schools causing concern.	96
Vacancy Management	Some vacancies in our early help services are being left unfilled this year. They are non-statutory services. However, we are ensuring that our early help teams have sufficient staff to continue delivering services across the county. There is also a saving from a training fund designated for mandatory national accreditation of qualified social workers. The accreditation scheme has not been introduced by the government as early as expected.	240
Savings within services – Children’s social Care	Service re-design for Employment, Education and Training Services.	50
Savings within services – Children’s social Care	Reduce budget for inspection preparation.	10
Vacancy Management	Some vacancies in our Youth Justice Service have been left unfilled this year. We have found different ways to work with young people so that there is no reduction in service.	21
Vacancy Management	Some vacancies in our Disability Service have been left unfilled this year as recruitment was paused due to Covid-19. During the pandemic we have found that we are able to find different ways to provide services more efficiently so that there is no reduction in service and families can still receive their allocated resource.	294
Maximise use of government grants – Troubled families	This relates to using grants received in previous years, currently held in grant reserves to meet eligible costs, which previously had been assumed to be met from other sources this year.	129
Maximise use of government grants – Early Years	This saving is achieved by maximising unallocated reserves.	21
Maximise use of government grants – UASC	The government has increased its financial support for unaccompanied children arriving from abroad. We had not expected this rise in-year, so we have been able to save some of the money we had budgeted against this.	171

Maximise use of government grants - SEND	This saving will be achieved by releasing unused SEND strategy reserves and using existing internal capacity to forecast SEND sufficiency needs.	47
Directorate efficiencies- Approved savings in MTFP	Savings approved in the MTFP have been exceeded in third-party spend and Business and Administrative support.	162
Children, Education and Families Services	Total	3,471

Adult Social Care

Title of proposal	Brief description	£000
Reduced demand and impact of Hospital Discharge Scheme (HDS)	Activity managed through the Hospital Discharge Scheme instead of through base budget	1,300
Short Stay Hub Beds	Management of demand means we can reduce the number of beds by 27%	250
Manage demand and costs to achieve a 1% reduction in spend for P7-P12	Assess all package changes above an agreed threshold and work to reduce service voids etc	500
Manage demand including a reduction to 21AD7 (agreed as part of the budget in February 2020)	Forecast net growth to date in 2020/21 is lower than assumed in the budget. This is volatile and packages can be upwards of £3k per week so this may reduce as the year progresses but is being actively managed.	865
Transformation investment – Moving into Adulthood	Refreshed approach to transitions – improve pathways and procedures (links to transformation in CEF)	50
Manage demand and costs to achieve a 1% reduction in spend	Assess all package changes above an agreed threshold and work to reduce service voids etc	500
Didcot Area Community Support Service	Re-configure service to focus on Wallingford CSS. Didcot would not re-open – savings in staffing and transport.	75
Vacancy Management	Manage vacancies across Responsible Localities, Hospital and Adult Mental Protection Teams	100
Removed unallocated budget	Remove budget that was originally part of Care Act and Independent Living Fund changes	643
Adult Social Care	Total	4,283

Public Health

Title of proposal	Description	£000
School Vision Screening	Efficiencies in service cost	28
Adult Substance Misuse	Delay in consumable costs associated with FSP	72
Weight Management services	Competitive price achieved during procurement	28
Online testing – Sexual Health	Bring forward savings currently in 21/22 MTFP	200
Vacancy Management	Do not recruit to vacant posts in 2020/21	200
Sexual Health Services C-19	Reduced service offer during COVID-19	300
NHS Health-checks C-19	Minimal service offer during COVID-19	250
Public Health	Total	1,078

Community Operations

Title of proposal	Description	£000
Additional income	The county council launched a new system to manage roadworks and to issue and charge for them. The system also allows for fines to be imposed if work over runs. Despite COVID-19 works are continuing and latest income projections is above what was originally expected. This income will go back into network management activities as is required by the terms of the scheme.	100
Savings within services	Extra money as a one-off was allocated earlier in the year for additional vegetation clearance and sign cleaning. Some of this additional allocation is being offered back as a potential saving. This does not affect our normal level of service.	160
Savings within services	Reprioritising remaining grass cutting programme to focus on high priority areas for walking, cycling and road safety.	15
Savings within services	Recent repair work removes the need for ongoing monitoring, and changes in the way we monitor other embankments means that there is the potential to reduce our spend in this area.	10
Capitalisation	We have identified that more work can be charged to capital projects and help reduce the spend from revenue budgets.	500
Vacancy Management	There are a number of posts that are currently vacant that we can keep unfilled for the time being without impacting on frontline services.	86
Delaying activity	A decision on whether or not to progress with Civil Parking Enforcement is due to be made later in the year and revenue spend potentially planned in year can be delayed without impacting on the overall project timeframes. This would not affect parking enforcement that the council does in Oxford and, until CPE is introduced elsewhere, parking enforcement remains with the police.	50
Accelerating savings plan	Development of Integrated Transport Unit, a more efficient model for managing transport, is progressing more quickly than anticipated meaning that greater savings will be realised in year.	100
Use of grants	The county council is given a grant each year by the Department for Transport to help with costs associated with bus-related costs. Greater use of this grant is planned this year.	350
Waste	Reduction in HWRC maintenance budget, to remove element not already spent due to the sites being closed for a period during the response to COVID	30
Community Operations	Total	1,401

Place & Growth

Title of proposal	Description	£000
Vacancy Management	Do not recruit to vacant posts in 2020/21	110
Review of Roles	Remove unfunded posts in Road Agreements Team & reprofile how Lead Local Flood Authority work is supported	230
Operational budgets	Delay work on Air Quality	25
Operational budgets	Delay start of new Local Cycling Walking Infrastructure Plans (LCWIPs) & Public Transport Strategy	57
Income	Increase income from Road Agreement charges by 10%	20
Place and Growth	Total	442

Community Safety

Title of proposal	Description	£000
Delay replacement of car feet	Delaying the purchase of ten electric cars until 2021/22	200
Alternative funding for 2 Fire Safety Support roles	Vacancies in Fire Protection Team - recruitment will continue but funded from Fire Protection grant	67
Vacancy Management	Traffic Enforcement team - Do not recruit to vacant posts in 2020/21	24
Delay purchase of Incident Command Unit	Delaying purchase until 2021/22	98
Delay routine renewal of one Fire Engine by one year	Delay purchase until 2021/22	130
General efficiency	Reduced spend due to new Occupational Health contract	50
Diesel Savings	Reduction in Red Fleet travel	10
Remove scrap car budget contingency	Remove scrap car budget contingency	5
Reduced costs in Whole Time basic training	Due to the number of conversions of retained Fire Fighters to whole time Fire fighters training costs reduced	23
Emergency Planning training courses	Offer up unspent budget	2
Fire Cadets	Activity paused due to Covid	10
Minor premises improvements	Offer up unspent budget	30
Reduction in Fire Protection spending from base budget	One off saving	35
Community Safety	Total	684

Customers and Organisational Development

Title of proposal	Description	£000
Human Resources and Organisational Development		
Review CPD (continuing professional development) budget	Revise budget	17
Vacancy Management	Do not recruit to vacant posts in 2020/21	57
Venue Costs	Reduction in the need for venue costs due to more on-line delivery	15
Strategic Leadership in Modern Local Government	Reduce the number of cohorts per year from 3 to 1	20
In year budget reductions (OD delivery budget)	Reduction in demand and delay in scoping activities	10
Communications, Strategy and Insight		
Vacancy Management	Do not recruit to vacant posts in 2020/21	304.5
IT Service		
Vacancy management	Do not recruit to vacant posts in 2020/21	688
Customer Service Centre		
Repatriation budget reduction	Release of unspent budget	70
Cultural Services		
Book fund	Reduced expenditure on purchase of print and e-material (4% of bookfund budget)	30
Music service reserve	Release funding from reserves	120
Music service	Service redesign: part year effect	25
Vacancy Management	Do not recruit to vacant posts in 2020/21	68
Museum	Surplus contributions from British Museum, and sundry affiliations	2.6
Customers and Org Development	Total	1,426

Commercial Development Assets and Investment

Title of proposal	Description	£000
Property		
Underspend	Underspend against accrual from 2019/20	463
Climate Action	Property Services allocated £180k for this year to look into what can be done to develop a Carbon Zero action plan for Council owned properties.	180
Catering service growth for future income generation	Budget allocated for setting up a team and structure to develop a catering service that can be sold to other organisations in the future.	150
Utility bills	Reduced utility bill costs due to closure of buildings as a result of Covid. Reopening of buildings will reduce the size of this saving.	306
Security service	Budget set aside for development of a single County wide security team to deal with all operational issues and achieve savings – currently individual service make their own arrangements.	100
Vacancy Management	Corporate Facilities Management Team – do not recruit to vacant posts in 2020/21	200
Democratic Services		
Vacancy Management	Appeals Team - do not recruit to vacant posts in 2020/21	14.8
Admission Appeals Training	Provide training for Panel Members and refresher training internally through Senior Education Appeals Officer.	2
Chairman's Budget	Usual budget is £10,000. Very little being spent.	4
	Photo taken for the Grand Jury Room and a copy for the Chairman. Look at other potential methods of delivering	0.7
Legal Services		
Vacancy Management	Do not recruit to vacant posts in 2020/21	29.5
Vacancy Management	Director of Law and Governance saving per quarter. Potential to extend this to 6 months	37.5

	Reduction in hours	10.6
Locum Appointments	Provision used to address excessive demand	12.5
Non-Essential Spend	Stop / Review all non childcare Counsel spend	50
	Legal apprenticeship programme	15
Finance		
Vacancy Management	Do not recruit to vacant posts in 2020/21	26
Non-essential spend	Reduction in bank charges, subscriptions to online professional networks and publications, and staff subsistence	25.4
Counter-Fraud Service	Costs of Audit Manager managing counter-fraud activity including the development of the in-house service charged against the Counter-Fraud Reserve and Insurance Reserve.	27
CDAI	Total	1,654

Council Wide

Title of proposal	Brief description	£000
Remote Working	Reduced spend linked to staff working at home. This mainly relates to reductions, travel expenses, printing and stationery costs.	488
Council Wide	Total	488

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Performance Scrutiny Committee 13 August 2020
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Council 8 September 2020

	Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure	COVID -19 Grant	New Savings	Revised 2020/21 Budget
				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000	£000	£000	£000	£000	£000
Children's Services							
Gross Expenditure	390,857	407	2,911	1,724	0	-3,715	392,184
Gross Income	-260,183	-296	0	0	0	0	-260,479
	130,674	111	2,911	1,724	0	-3,715	131,705
Adult Services							
Gross Expenditure	214,692	681	-126	6,874	0	-4,363	217,758
Gross Income	-20,645	-681	0	0	0	0	-21,326
	194,047	0	-126	6,874	0	-4,363	196,432
Public Health							
Gross Expenditure	29,950	1,518	0	0	0	0	31,468
Gross Income	-29,950	-1,518	0	0	0	0	-31,468
	0	0	0	0	0	0	0
Place & Growth							
Gross Expenditure	12,037	3,089	0	0	0	-428	14,698
Gross Income	-6,735	-2,993	0	0	0	-20	-9,748
	5,302	96	0	0	0	-448	4,950
Communities							
Gross Expenditure	128,210	1,210	381	673	0	-1,548	128,926
Gross Income	-44,506	-767	-800	0	0	-600	-46,673
	83,704	443	-419	673	0	-2,148	82,253

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	Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure	COVID -19 Grant	New Savings	Revised 2020/21 Budget
				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000	£000	£000	£000	£000	£000
Customers & Organisational Development							
Gross Expenditure	37,600	-118	-115	2,049	0	-1,464	37,952
Gross Income	-11,012	16	0	0	0	-3	-10,999
	26,588	-102	-115	2,049	0	-1,467	26,953
Commercial Development, Assets & Investment							
Gross Expenditure	46,989	-3,589	353	1,455	0	-1,681	43,527
Gross Income	-14,340	3,031	0	0	0	-27	-11,336
	32,649	-558	353	1,455	0	-1,708	32,191
Corporate Measures & Funding	-81,519	10	1,412	25,067	-26,931	-1,078	-83,039
Council Tax Requirement	391,445	0	4,016	37,842	-26,931	-14,927	391,445

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				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000		£000	£000	£000	£000
CEF1 Education & Learning							
Gross Expenditure	92,408	11	-280	163		-940	91,362
Gross Income	-61,899	62					-61,837
	30,509	73	-280	163	0	-940	29,525
CEF2 Children's Social Care							
Gross Expenditure	36,328	-1,726	-105			-1,515	32,982
Gross Income	-3,260	1,019					-2,241
	33,068	-707	-105	0	0	-1,515	30,741
CEF3 Children's Social Care Countywide Services							
Gross Expenditure	65,463	824	3,267	1,200		-928	69,826
Gross Income	-4,245	-98					-4,343
	61,218	726	3,267	1,200	0	-928	65,483
CEF4 Schools							
Gross Expenditure	190,476	1,279		186			191,941
Gross Income	-190,260	-1,279					-191,539
	216	0	0	186	0	0	402
CEF5 Children's Services Central Costs							
Gross Expenditure	6,182	19	29	175		-332	6,073
Gross Income	-519	0					-519
	5,663	19	29	175	0	-332	5,554
Expenditure Total	390,857	407	2,911	1,724	0	-3,715	392,184
Income Total	-260,183	-296	0	0	0	0	-260,479
Total Children's Services Net Budget	130,674	111	2,911	1,724	0	-3,715	131,705

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Adult Services
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		Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure	COVID -19 Grant	New Savings	Revised 2020/21 Budget
					<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
		£000	£000		£000	£000	£000	£000
SCS1	Adult Social Care							
SCS1-1A	Better Care Fund Pool Contribution							
	Gross Expenditure.	79,720	362		3,816		-1,440	82,458
	Gross Income.	0	0				0	0
		79,720	362	0	3,816	0	-1,440	82,458
SCS1-1B	Adults with Care and Support Needs Pool							
	Contribution							
	Gross Expenditure.	95,358	346		1,994		-2,050	95,648
	Gross Income.	-2	2					0
		95,356	348	0	1,994	0	-2,050	95,648
SCS1-2 to SCS1-9	Other Adult Social Care Services							
	Gross Expenditure	32,914	-145	73			-861	31,981
	Gross Income	-19,582	-558					-20,140
		13,332	-703	73	0	0	-861	11,841
	Total Adult Social Care	188,408	7		5,810	0	-4,351	189,947
SCS2	Commissioning							
	Gross Expenditure	6,700	118	-199	1,064		-12	7,671
	Gross Income	-1,061	-125					-1,186
	Total Commissioning	5,639	-7	-199	1,064	0	-12	6,485
	Expenditure Total	214,692	681	-126	6,874	0	-4,363	217,758
	Income Total	-20,645	-681	0	0	0	0	-21,326
	Total Adult Services Net Budget	194,047	0	-126	6,874	0	-4,363	196,432

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				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000	£000	£000	£000	£000	£000
PH 1 & 2 Public Health Functions							
Gross Expenditure	29,317	1,518					30,835
Gross Income	-228	0					-228
	29,089	1,518	0	0	0	0	30,607
PH3 Public Health Recharges							
Gross Expenditure	633	0					633
Gross Income	0	0					0
	633	0	0	0	0	0	633
PH4 Grant Income							
Gross Expenditure	0	0					0
Gross Income	-29,722	-1,518					-31,240
	-29,722	-1,518	0	0	0	0	-31,240
Expenditure Total	29,950	1,518	0	0	0	0	31,468
Income Total	-29,950	-1,518	0	0	0	0	-31,468
Total Public Health Net Budget	0	0	0	0	0	0	0

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 Place & Growth
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	Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure <i>Temporary</i>	COVID -19 Grant <i>Temporary</i>	New Savings <i>Temporary</i>	Revised 2020/21 Budget
	£000	£000	£000	£000	£000		£000
PG1 Planning & Growth Management							
Gross Expenditure	0	0					0
Gross Income	0	0					0
	0	0	0	0	0	0	0
PG2 Planning & Place							
Gross Expenditure	11,412	3,089				-428	14,073
Gross Income	-6,198	-2,993				-20	-9,211
	5,214	96	0	0	0	-448	4,862
PG3 Growth & Economy							
Gross Expenditure	625	0					625
Gross Income	-537	0					-537
	88	0	0	0	0	0	88
Gross Expenditure	12,037	3,089	0	0	0	-428	14,698
Gross Income	-6,735	-2,993	0	0	0	-20	-9,748
Total Planning & Growth	5,302	96	0	0	0	-448	4,950

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	Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure	COVID -19 Grant	New Savings	Revised 2020/21 Budget
				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000	£000	£000	£000	£000	£000
COM1 Communities Management							
Gross Expenditure	0	486	-150	100			436
Gross Income	0	0					0
	0	486	-150	100	0	0	436
COM2 Community Operations							
Gross Expenditure	100,345	1,018	649	529		-843	101,698
Gross Income	-41,386	-1,060	-800			-600	-43,846
	58,959	-42	-151	529	0	-1,443	57,852
COM4 Community Safety							
Gross Expenditure	27,865	-294	-118	44		-705	26,792
Gross Income	-3,120	293					-2,827
	24,745	-1	-118	44	0	-705	23,965
Gross Expenditure	128,210	1,210	381	673	0	-1,548	128,926
Gross Income	-44,506	-767	-800	0	0	-600	-46,673
Total Communities	83,704	443	-419	673	0	-2,148	82,253

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Customers & Organisational Development
Performance Scrutiny Committee 13 August 2020
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	Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure	COVID -19 Grant	New Savings	Revised 2020/21 Budget
	<i>£000</i>	<i>£000</i>	<i>£000</i>	<i>Temporary £000</i>	<i>Temporary £000</i>	<i>Temporary £000</i>	<i>£000</i>
COD1 Corporate Services							
Gross Expenditure	1,751	114	-88	188		-3	1,962
Gross Income	0	0					0
	1,751	114	-88	188	0	-3	1,962
COD2 Human Resources & Organisational Development							
Gross Expenditure	3,621	45				-121	3,545
Gross Income	-1,179	9					-1,170
	2,442	54	0	0	0	-121	2,375
COD3 Communications, Strategy & Insight							
Gross Expenditure	4,127	-239	-27			-305	3,556
Gross Income	-1,108	18					-1,090
	3,019	-221	-27	0	0	-305	2,466
COD4 ICT & Digital							
Gross Expenditure	11,531	-64				-688	10,779
Gross Income	-317	-726					-1,043
	11,214	-790	0	0	0	-688	9,736
COD5 Culture & Customer Experience							
Gross Expenditure	16,570	26		1,861		-347	18,110
Gross Income	-8,408	715				-3	-7,696
	8,162	741	0	1,861	0	-350	10,414
Expenditure Total	37,600	-118	-115	2,049	0	-1,464	37,952
Income Total	-11,012	16	0	0	0	-3	-10,999
Total Customers & Organisational Development Net Budget	26,588	-102	-115	2,049	0	-1,467	26,953

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Commerical Development, Assets & Investment
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				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000	£000	£000	£000	£000	£000
CDAI1 Property, Investment & Facilities Management							
Gross Expenditure	30,532	-3,943	130			-1,438	25,281
Gross Income	-11,058	3,317					-7,741
	19,474	-626	130	0	0	-1,438	17,540
CDAI2 Law & Governance							
Gross Expenditure	6,637	87				-189	6,535
Gross Income	-797	0					-797
	5,840	87	0	0	0	-189	5,738
CDAI3 Finance & Procurement							
Gross Expenditure	9,820	267	323	1,321		-54	11,677
Gross Income	-2,485	-286				-27	-2,798
	7,335	-19	323	1,321	0	-81	8,879
CDAI4 CDAI Management Costs							
Gross Expenditure			-100	134			34
Gross Income							0
	0	0	-100	134	0	0	34
Expenditure Total	46,989	-3,589	353	1,455	0	-1,681	43,527
Income Total	-14,340	3,031	0	0	0	-27	-11,336
Total Commerical Development, Assets & Investment Net Budget	32,649	-558	353	1,455	0	-1,708	32,191

**Revised Budget 2020/21 Report
Corporate Measures and Funding
Performance Scrutiny Committee 13 August 2020
Cabinet 18 August 2020
Council 8 September 2020**

	Original 2020/21 Budget	Virements agreed to date	Business as Usual Virements	COVID - 19 Expenditure	COVID -19 Grant	New Savings	Revised 2020/21 Budget
				<i>Temporary</i>	<i>Temporary</i>	<i>Temporary</i>	
	£000	£000	£000	£000	£000	£000	£000
Contributions to (+)/from (-)reserves	9,641		-5,003	6,000	-14,236		-3,598
Contributions to (+)/from (-)Balances	4,591						4,591
Public Health Saving Recharge	-425		-68			-1,078	-1,571
Transformation Savings	-5,464	105	5,059				-300
Contingency	4,858	-35	-3,300				1,523
COVID-19 Contingency	0			18,267			18,267
Insurance	2,942						2,942
Capital Financing	24,077						24,077
Interest on Balances	-10,449			800			-9,649
Unringfenced Government Grants	-27,030	-60	4,724		-12,695		-35,061
Council Tax Surpluses	-8,589						-8,589
Business Rates Top-Up	-40,546						-40,546
Business Rates From District Councils	-35,125						-35,125
Total Corporate Measures and Funding	-81,519	10	1,412	25,067	-26,931	-1,078	-83,039

Division(s): Rosehill & Littlemore Leys
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CABINET – 18 AUGUST 2020

DISPOSAL OF DEVELOPMENT SITES TO OXFORD CITY COUNCIL

Report by Corporate Director – Commercial Development, Assets & Investment

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - (a) **Agree the principle of off-market sales to the City Council, as a named purchaser, of the following properties:**
 - **Part of Northfield Hostel for delivery of 100% affordable housing**
 - **Former Depot Site at Lanham Way for delivery of 100% affordable housing**
 - **Former Blackbird Leys Swimming Pool for incorporation into the regeneration scheme**
 - (b) **To declare the Former Blackbird Leys Swimming Pool surplus to requirements.**
 - (c) **Delegate authority to the Director for Property, Investment and Facilities Management and the Director of Law and Governance to agree appropriate terms.**

Executive Summary

2. The City Council are actively seeking new sites in order to deliver additional affordable housing to meet Growth Deal pipeline numbers. In addition, the City are seeking to bring forward their regeneration of Blackbird Leys. The County Council owns development sites in Oxford and also the Former Blackbird Leys Pool. Consequently, this has resulted in discussions between the two Councils culminating in provisionally agreed terms between the parties, subject to contract and formal approval from both Councils.

Introduction

3. The County Council (County) owns two sites in Oxford city which are surplus to operational requirements and have been identified as having potential for

development. Consequently, the sites have been promoted for the most valuable alternative use via the planning process to enable the County to maximise value. Where commercial development is not possible, or does not represent best value, then residential development has been promoted.

4. The City Council (City) are actively seeking new sites in order to deliver additional affordable housing to meet Growth Deal pipeline numbers. It is understood they are struggling to find suitable sites, so they approached the County to discuss whether any sites within Oxford could be made available for year three of the Growth Deal (31 March 2021). Northfield Hostel and Lanham Way were identified.
5. It has been made clear throughout that any sale would be subject to the County being able to demonstrate best value in accordance with S123, the City would be required to deliver more than the 50% affordable housing required through planning in order to tick Growth Deal boxes.
6. It has further been agreed that any sale to the City would be to its Housing Revenue Account and not the City's subsidiary Housing Development Company.
7. The County also owns the Former Blackbird Leys Swimming Pool which is non-operational, with the pool area boarded over. It is leased to the Trustees of the Oxfordshire County Scouts until January 2022. There is little potential for alternative development as in planning terms it is defined as a community use building. The City approached the County to discuss its inclusion in the Blackbird Leys regeneration scheme, although it should be noted that it is not essential for their scheme.
8. Extensive negotiations were entered into with the City which has now resulted in mutually beneficial agreement between the parties, subject to contract and formal approval from both Councils.

Exempt Information

9. The detailed proposals / provisionally agreed terms are summarised in Annex 1. *The information contained in the annex is exempt as it is commercially sensitive in that it falls within the following prescribed category:*
 3. *Information relating to the financial or business affairs of any particular person (including the authority holding that information);*

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that a negotiation is ongoing and would prejudice the position of the authority in the process of that negotiation and the Council's standing generally in relation to such matters in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Legal Issues

10. The County has an obligation under Section 123 of the Local Government Act 1972 to achieve the best consideration reasonably obtainable. The processes followed should be robust and transparent and there must be good reasons for selling local authority property other than on the open market, hence sales to a named purchaser should only occur when the Council is satisfied that the price agreed is not less than could reasonably be obtained on the open market i.e. best value.
11. In summary the sale of these sites to the City as a named purchaser is in both parties' mutual interests, with the price negotiated reflecting best consideration when all factors are taken into account, and a combined initiative between the Councils to deliver Growth Deal pipeline numbers in terms of affordable housing.
12. The sale price for the individual properties fall within the delegated authority of the Director for Property Investment and Communities Facilities Management. However, on the basis that the sales to the City as a named purchaser will be a departure from the usual procedure of placing the properties on the open market, Cabinet approval is sought to proceed with the disposals.

Communications

13. The Trustees of the Oxfordshire County Scouts are aware of the regeneration scheme proposals and the possibility that the mutual rolling option to break may be exercised as a result.

Financial and Staff Implications

14. Northfield Hostel and Lanham Way have previously been declared surplus to requirements and are in the residual disposal programme. The current capital programme funding assumes capital receipts from these sites and selling to the City should enable the receipts to be forthcoming in 2021/22, together with the receipt for the Former Pool.
15. It should be noted that the County will retain the playing field part of Northfield Hostel for the time being and this will generate a further capital receipt in due course.
16. There will be annual revenue savings for Northfield Hostel in relation to Council Tax and ongoing security and repairs to the empty property which is vulnerable to trespass and vandalism.
17. The County will continue to receive the rent for the Former Pool until completion occurs.
18. There are no staff implications.

Equalities Implications

19. There are no equalities implications.

STEVE JORDEN

Corporate Director – Commercial Development, Assets and Investment

Background papers: None

Contact Officer: Karen Lister, Head of Estates & Strategy
August 2020

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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