

Cabinet – 17 MARCH 2020

BUSINESS MANAGEMENT & MONITORING REPORT

January 2020

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

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to:**
 - (a) **note the contents of this report;**
 - (b) **note the virements set out in Annex C – 2b.**

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium-Term Financial Plan at the end of January 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. This report sets out the Council's activities from 1–31 January 2020.
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 three years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹

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

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

6. This report summarises performance, risk and finance. This reflects the Council's commitment to transparency and improved performance management. Further information is provided in three annexes:
 - a. Annex A: performance
 - b. Annex B: risk
 - c. Annex C: finance

7. This report also 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. As reported to Council in November 2019, we have committed to that target and to 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.

Progress towards delivery of Oxfordshire County Council's Corporate Plan

8. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions.

9. 48 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards our ambitions, is called the Outcomes Framework.

10. The Outcomes Framework enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.

11. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help us to provide updates on activity in these important areas. These outcomes and indicators are not given a RAG rating but are shaded grey, and the measures which support them are marked as "no target set".

12. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. In this report there are two significant changes to highlight:
 - a. The indicator "Funding secured through planning obligations" has been assessed as Green, having been assessed as Amber for the first time in December's report. For both measures supporting this indicator, rates of performance in January were above targets.

b. The indicator “Timeliness of producing Education and Health Care Plans” has been assessed as Red this month, having been Amber in last month’s report. 43% of plans have been produced within 20 weeks in the financial year. Performance in both of the last two months has dropped and returned the measure to a red rating (it was last red in September). The service is facing high demand, with a third more requests in 2019 than the previous year and is embedding a new structure. A performance recovery plan is in place and is reporting to the Directorate Leadership Team. Further commentary can be found in Annex A of this report.

13. The information below provides a snapshot of progress towards Corporate Plan outcomes in January 2020, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

Performance highlights

- 91% of social care providers in Oxfordshire are rated Good or Outstanding by the Care Quality Commission. This remains higher than the national rate of 84%.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	Amber	No change
	Rates of customer satisfaction	Amber	No change
Our services improve and deliver value for money	Value for money through effective use of resources	Amber	No change
	Improvement following external inspection/audit	Green	No change
The use of our assets is maximised	Progress with One Public Estate Programme	Green	No change



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

Performance highlights

- To date, Oxfordshire Fire and Rescue Service has rescued 361 people from non-fire incidents. These include people trapped in cars at road traffic collisions, and people either locked in or out of a building. This is more than double our expected rate.

- By the end of January 87% of the £1.89m Councillor Priority Fund had been allocated. The Fund supports community groups, town and parish councils and direct provision of services, as selected by each county councillor in support of local priorities. Applications continue to be processed until the fund closes at the end of 2019/20.
- The Councillor Priority Fund has contributed towards a wide variety of local initiatives including: 68 minor highways projects (road signs, line painting or traffic calming measures for example), 85 health and wellbeing projects (defibrillators, outdoor gym or playground equipment, sport and leisure facilitates/classes) and 45 community events.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Amber	No change
People play an active part in their communities	Rates of volunteering	n/a	No change
	Prevalence of services provided by communities	n/a	No change



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

Performance highlights

- Our work to secure funding and positive outcomes for residents through s.106 agreements with developers has strengthened during January.
- On 21 January 2020 Councillors agreed to proceed with the Connecting Oxford transport proposals in partnership with Oxford City Council. The goal of Connecting Oxford is to make real improvements to journey times for commuters, other travellers and quality of life for residents and visitors, including improved air quality, by reducing the number of cars travelling into and around the city and encouraging more people to travel by public transport, walking and cycling. Proposals will also significantly reduce carbon emissions from transport, which accounts for 17% of annual greenhouse gas emissions in Oxford.

Areas for improvement

- Household waste performance is being addressed via a new waste partnership with the District and City councils, which will focus on driving up recycling rates.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Our quality of life in Oxfordshire is enhanced	Condition of highways	Green	No change
	Funding secured through planning obligations	Green	Was Amber
	Levels of public transport use	Green	No change

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
	Rates of access to cultural services	Green	No change
Our local environment is protected	Percentage of planning decisions on time	Amber	No change
	Levels of carbon emissions	Green	No change
	Levels of energy use	Amber	No change
	Air quality	Amber	No change
	Proportion of household waste re-used, recycled or composted	Amber	No change



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

Performance highlights

- Key Stage 4 and Key Stage 5 education data was published by the Department for Education in early February. GCSE performance in Oxfordshire remains in line or above the national averages in all key performance measures. Oxfordshire pupils made significantly more progress than other pupils nationally
- Early help services continue to meet the needs of families and to remove the need for escalation to social care. The reduction in child protection cases seen last year (a 15% drop in Oxfordshire compared to a 4% drop nationally) is continuing. All child protection work is allocated to appropriately qualified and experienced staff and there are no unallocated child protection cases.
- Following a focused visit to review children’s social care, Ofsted noted effective practice across all functions visited, with committed, experienced and well supported staff in a department that understands itself and has identified where it needs to improve further.

Areas for improvement

- The timeliness of producing Education and Health Care Plans has fallen in the past two months. Details of this are included in paragraph 12 and Annex A.
- Although overall performance at Key Stage 4 and Key Stage 5 is positive, performance in the combined measure of English and maths (% attaining grades 5 or above in both subjects) has decreased from 2018 (47%) to 43%.
- Performance across all key stages for disadvantaged pupils and pupils with special education needs, in terms of both progress and attainment, remains below the national level.
- The proportion (and number) of pupils educated in secondary schools that are judged good or outstanding by Ofsted fell from 87.9% to 83.6%. This is due to two secondary schools being reported as inadequate in January – taking the total number of secondaries judged as inadequate to three this academic year (a total of four inadequate secondaries in total)
- The number of permanent exclusions (49 at the end of December 2019) is more than double the number at the same point last academic year (23). The education service is actively providing support and challenge to schools on this.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Children are given a good start in life	Prevalence of healthy children	Amber	No change
	Sufficiency of early years places	Green	No change
	Number of looked after children	Amber	No change
	Numbers of children's social care assessments	Green	No change
	Number of children the subject of protection plans	Green	No change
	Number of children's cases held by permanent staff	Amber	No change
Children are able to achieve their potential	% of children with a place at their first preference school	n/a	No change
	Percentage of children at good schools / settings	Green	No change
	Children missing education	n/a	No change
	Levels of educational attainment	Amber	No change
	Timeliness of completing Education, Health and Care Plans	Red	Was Amber



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

Performance highlights

- We are the 5th most productive council for older people in the country according to an independent consultancy report by iMPOWER.
- The quality of care for adults in Oxfordshire is consistently higher than the national average. 90% of all providers are rated as good or outstanding in Oxfordshire, compared with 84%.
- 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.

Areas for improvement

- Delayed transfers of care remain high and Oxfordshire's system is currently rated 146th out of 149 upper tier and unitary councils. A detailed report on the issues and action was presented to Performance Scrutiny on 4 February. The key issues included the availability of care and seasonal variance in need, and specific issues around the reablement pathway. We are changing the way we commission care, implementing a strength-based approach to all care where we look to maximise people's strengths, making better use of care homes, particularly for short stays, ensuring services help avoid unnecessary hospital admissions and making changes to improve the performance of the reablement pathway.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Care services support independent living	Number of home care hours purchased	Amber	No change
	Number of hours of reablement delivered	Amber	No change
	Number of people with control over their care	Green	No change
	Number of people delayed leaving hospital awaiting social care	Red	No change
	Proportion of older people supported in the community	Amber	No change
Homes and places support independent living	Percentage of people living in safe and suitable housing	Green	No change



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

Performance highlights

- Our targets to increase the level of access to online services, through our support for access to broadband across the county, have been met. The percentage of premises who cannot access the OFCOM acceptable broadband speed of 10m/s is 0.9% against a target of 1.2%. Having met the targets for the year we are now setting stretching targets, which will include a target for full-fibre broadband provision.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Strong investment and infrastructure are secured	Level of investment attracted	Green	No change
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of access to online and digital services	Green	No change
Local businesses grow and provide employment	Employment rates	n/a	No change
	Business numbers	n/a	No change
	Numbers of apprenticeships	n/a	No change
	Levels of workforce	n/a	No change

Managing risk

- The table below provides a summary of the Council's "leadership risks". Leadership risks are 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.
- There are no new or closed leadership risks to report this month. No risk's score has changed since the previous report.
- In this table, the "residual score" is the most significant. The residual score is our assessment of a risk's likelihood and potential impact once all existing controls have been taken into account. Higher scores indicate more significant risks.

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score
LR1	Demand management	10	10
LR2	Safeguarding of vulnerable adults and children	15	10
LR3	Growth Deal	15	15
LR4	Local resilience, community resilience, cohesion	4	2
LR5	Management of partnerships (non-commercial)	8	6
LR6	Supply chain management	8	8

Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score
LR7	Delivery of statutory duties	12	4
LR8	Corporate governance	4	2
LR9	Workforce management	12	6
LR10	Organisational Change and Service Design	16	8
LR11	Financial resilience	15	10
LR12	Property and assets (maintenance cost)	12	8
LR13	Health and safety	12	8
LR14	Business continuity and recovery	6	4
LR15	Cyber security	16	12
LR16	ICT Infrastructure	12	8

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

Summary of the Council's financial position

18. Based on expenditure to the end of January 2019, there is a forecast directorate overspend of £6.2m. This is partly offset by a net underspend on Corporate Measures, including interest earned, of -£0.4m. The £5.8m overspend will be reduced by the use of £3.5m unallocated contingency, resulting in a forecast overall overspend of £2.3m.

Directorate	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance January 2020	Forecast Outturn Variance 2019/20	Forecast Outturn Variance December 2019
	£m	£m	£m	%	
Children's Services	117.9	123.5	+5.6	4.7%	+6.1
Adult Services	184.0	185.1	+1.1	0.6%	+1.1
Communities	113.1	112.9	-0.2	-0.2%	-0.6
Resources	28.8	28.5	-0.3	-1.0%	-0.2
Total Directorate Position	443.8	450.0	+6.2	1.4%	+6.4
Strategic Measures	-443.8	-444.2	-0.4	-0.1%	-0.4
Overall Surplus/Deficit	0.0	5.8	+5.8		+6.0

19. £4.5m of the overspend in Children's Services relates to an increase in demand within the Corporate Parenting budget for higher cost placements for children with complex needs. The average costs of provision for children whose needs and risk presentations require small group living are high and a small change in numbers of young people can create a significant change in overall spend.

20. 81% of planned savings totalling £36.8m are on track to be delivered in 2019/20. £5.8m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. These will either be delivered in 2020/21, or where they can no longer be achieved, they have been addressed as part of the budget for 2020/21 and Medium Term Financial Plan to 2023/24 agreed by Council on 11th February 2020.

21. See Annex C for further details and commentary.

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ANNEX A – PERFORMANCE DASHBOARDS – to 31 JANUARY 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	
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	AMBER	↑	To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sep '19)	The Ombudsman's annual report (Sept 2019) showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints in the period April 2018 – March 2019.
				% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	36% (Nov '19)	The figure for Aug-Nov 2019 is 36%. This is lower than the Summer '18 to Summer '19 average (46.5%) and lower than the figure most recently reported (41% for Feb-May 2019).
				% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	56% (Nov '19)	The figure (for Aug-Nov 2019 is 56%. This is higher than the Summer '18 to Summer '19 average (55%) but lower than the figure most recently reported (61% for Feb-May 2019).
	Rates of customer satisfaction	AMBER	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	59% (Nov '19)	The figure for Aug-Nov 2019 is 59%. This is above our target and higher than both the Summer '18 to Summer '19 average (34.5%) and the figure most recently reported (51% for Feb-May 2019).
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	80%	80% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	98%	98% - The current forecast for general balances at 31 March 2020 is £19.0m. This is £0.3m lower than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	£0.0m	Reserves are forecast to be £64.2m at 31 March 2020, a decrease of £1.9m . This relates to £2.0m increase in the deficit on the High Needs DSG grant reserve which is offset by an increase in the contribution to the Public Health Reserve from £0.5m to £0.6m.
				Total Directorate outturn variation	=< 1% variation	1.4%	Based on expenditure to the end of January 2020, there is a forecast directorate overspend of £6.2m. This is partly offset by a net underspend on Corporate Measures, including interest earned, of -£0.4m. The £5.8m overspend will be further reduced by the use of the £3.5m unallocated contingency budget.
				Total outturn variation	0%	0.5%	£3.5m unallocated Corporate Contingency will be used to offset the £6.2m directorate overspend. There is also an underspend of -£0.4m on Strategic Measures.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection/audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	100%	We continue to work through the actions agreed from our last HMICFRS inspection report. These have now been prioritised in light of our next inspection which has been confirmed as June 2020. This will ensure that those of the highest priority will either be completed or will have improvement plans in place in time for the next inspection.
The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	90%		90% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the Council			
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Projects are progressing as planned. Some projects are assessing original scope to enable a viable scheme to be taken forward.

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	5,164	6,996	The Trading Standards team have carried out further successful electric blanket testing and there has been a high demand for scams and prevention of financial abuse talks and presentations.	
			Number of children better educated to live safer and healthier lives	12,012	74,397	We achieved our annual target for Work Experience placements in Q3 and are expecting more by the end of March. This measure is currently being reviewed due to the exceptional reach through our prevention campaigns to ensure we are measuring the programmes being undertaken effectively and have the right target. We expect this review to be completed in Q1 of 2020 and any change to the target to be confirmed after this review in 2020/21 performance reporting.	
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	883	585	Our low numbers of Co-responding calls continue to affect the overall performance of this measure. However, OFRS have rescued 361 people to date from non-fire incidents (mostly from people trapped in cars at road traffic collisions, and people either locked in or out of a building), over doubling our expectations. A contributor to 'persons locked in' is our arrangement with South Central Ambulance Service to effect entry on their behalf to those requiring medical assistance.	
			% of emergency call attendances made within 11 minutes	80%	90.5%	We have continued to meet our targets for these measures. For the attendances within 11 minutes we are 13% above target which is consistent for this year.	
			% of emergency call attendances made within 14 minutes	95%	97.39%		
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	94%	95.7%	Our third quarter target has been exceeded. Quarter 4 2019/20 data available 5 June 2020.	
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	47.1%	47.1%	Our third quarter target has been met. Quarter 4 2019/20 data available 5 June 2020.	
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3317	Although the current figure shows a rate of 3,317 quitters per 100,000, we expect an increase in activity in Q3 and Q4 which would correlate to patterns in previous years. Q3 2019/20 data available: 9 March 2020.	
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of opiate users in treatment.	>6.6%	9.8%	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 % of the total number of non-opiate users in treatment.	>36.6%	45.5%	We continue to exceed local targets and England averages	
Proportion of people walking & cycling	↔	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 % of the total number of ALCOHOL ONLY users in treatment.	>42.8%	55.2%	We continue to exceed local targets and England averages		
		Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey. The targets are for annual increases over the baseline of 5% (cycling) and 2% (walking).	Cycling 634,000 Walking 3,000,000	591,000 2,941,000	Comparing the 2016-18 average with the 2015-17 average has seen a slight drop in overall cycling levels. Rates have dropped significantly in specific district areas over others. Having reviewed data collection, given it is based on random sampling (and that only 500 people are asked in each district each year), the risk is that low levels of cycling are more likely to give a random fluctuation, which is the likely scenario here. We have been combining three years data to smooth out fluctuations, but now have the option to pay for increasing the sample to 1000, to provide more confidence in the figures, which we are pursuing.		
People play an active	Rates of volunteering	GREY	-	Number of environmental volunteer hours generated through County Council activities	Reporting only	52,850 hours (18-19)	Annual measure, next due to report in April 2020. Volunteer hours generated in 2018-19: Thames Valley Environmental Records Centre (1,264

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

part in their communities						hours), Lower Windrush Valley Project (520 hours), events and activities run by the groups in Oxfordshire's Community Action Groups (51,066 hours)
			Number of volunteer hours contributed to library, museum & history services		Jan 3,654 hours	<ul style="list-style-type: none"> Library volunteer hours: 2,987 hours contributed in January. Museum Service volunteer hours: 527 hours contributed in January. History Centre volunteer hours: 139 hours contributed in January. <p>The trend for increased volunteer hours remains a positive one.</p>
Prevalence of services provided by communities	GREY	-	Number of town or parish councils with devolved service responsibilities	Reporting only	127	As at 31 Jan there are 127 agreements with town or parish councils and four with district councils. Devolution of services is proactively being promoted.
			% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services	Reporting only	See right	<p>January: 87% of £1.89m allocated = £1,650,794 of which:</p> <ul style="list-style-type: none"> 57% to Community Groups = £944,541 24% to Town/Parish councils = £401,262 19% to direct services = £304,991 <p>Officers are working with Councillors to ensure that grant allocation is maximised in 2019/20</p>

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN ↔	A and B Classified road network where carriageway maintenance should be considered	33%	33.72%	There is no new update in January. The programme is complete and will start again in Spring 2020. November position: slightly over target but Oxfordshire's network condition is broadly becoming stable with additional investment. There has been a slight change (+1.24%, or 25Km) from 32.48% in 2018 to 33.72% in 2019. This could be due to a change in survey provider where a +/-variance of 2% was a known risk.
			Defects posing immediate risk of injury are repaired within 24 hours	100%	99.76%	Cumulative rate and covers all defects April to December. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.74%	
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 24% Closed without action: 65% Remaining open: 11%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in December was 1,279. Of these: <ul style="list-style-type: none"> 303 (24%) are now repaired. 830 (65%) 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. 104 (8%) are still awaiting a decision from officers. 42 (3%) are waiting for Skanska to repair. Data is reported in arrears to enable inclusion of full month activity.
			Km of total highway network resurfaced as % of total	0.6%	2.18%	As at 31 January the programme for this work has delivered a total value of 2.18% of the whole network. This increased rate is due to an accelerated programme as part of the Capital Investment Programme. The target of 0.6% was set before the investment injection and will need to be reviewed in light of the expected budget for the coming years.
	% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.02%	Rate is the average for April to December (data is reported one month in arrears.)		
	Funding secured through planning obligations	AMBER ↑	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	75%	There were four agreements completed in January; three of which were within the six months target. One agreement was completed just outside the six months target for a strategic site at Drayton Lodge, Banbury.
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	96.5%	The Banbury, Drayton Lodge site secured £156k less than requested. This was mainly in relation to the secondary school contribution. Overall, funding secured through planning obligations has moved from amber to green this month.
	Levels of public transport use	GREEN ↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> Bus journeys Bus use per head Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> Satisfaction with overall journey Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	34.8m	34.5m	Bus targets represent a 1% annual increase in journeys taken. The rail target represents a 5% annual increase in journeys taken (based on 10% increase between 2017 and 2018) The most recent bus and rail surveys took place in December. Outcomes will be known in Spring 2020
				36.2	35.8	
93%				tbc		
			21.6m	tbc		

	Rates of access to cultural services	GREEN	↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% annual increase	See right	On track to achieve 5% annual increase. Attendance at: <u>Library Services</u> 2019/20 quarter 3 (Oct-Dec) programmes increased by 7% compared to same period in 2018. <u>History Service</u> 2019/20 quarter 3 (Oct-Dec) programmes increased by 12% compared to same period in 2018. <u>Museum Service</u> 2019/20 quarter 3 (Oct-Dec) programmes increased by over 35% compared to same period in 2018.
				Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	The 2018/19 CIPFA benchmarking comparison data is due to be available in February 2020.
Our local environment is protected	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	64%	108 Major Planning applications were received in January, of which 58 responses were sent back. Additionally, 28 responses were sent back for Discharge of Conditions applications to Major Planning Applications. Percentage is down again due to capacity.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	Four Minerals and Waste planning applications were determined in January, all four were within target. Year to date: 29 out of 30 on target.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	17%	The Greenhouse Gas report for 18/19 shows emissions fell by 17% compared to 17/18. This equates to emissions from our corporate estate having reduced by 56.18% since 2010/11, an average annual reduction of 7.02%. Reductions comprise active measures we have taken to reduce emissions, and decarbonisation of the national grid.
	Levels of energy use	AMBER	↑	% of streetlights fitted with LED lanterns by March 2020	22%	23.7%	As at 31 January 14,132 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 23.7% of the total street lighting assets. Note that whilst the target of 22% has been met, this is not enough to deliver the energy saving financial commitments required: for this, a greater rate of conversion is necessary. The project plan for the conversion of lanterns to LED technology called for 9,500 conversions per year to be carried out in order to meet the energy savings targets that are required. In 2019/20 3,000 lanterns will have been converted and these are included within the 14,132 units that have been reported upon. Due to contractual limitations, a total of 6,000 units can be converted under the present arrangements meaning only a further 3,000 can be carried out in 2020/21. In order to accelerate the speed of the conversions, a procurement exercise to engage a contractor to undertake the conversions at an increased pace is to take place and a project strategy is currently being reviewed by senior officers.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	100%	80%	Percentages refer to progress towards the adoption of new standards. Taxi emissions standards were adopted by Oxford City in Jan 2019. Bus Euro 6 LEZ was agreed by city and county in June. An application to the Traffic Commissioner for implementation has been submitted. Informal public engagement on a new approach to the 'Red Zone' element of the programme started on 7 th January 2020. Work is under way on the 'Green Zone' element; an outline proposal for this will be included as part of the Red Zone engagement materials.
Proportion of household waste re-used,	AMBER	↔	% of household waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 29.22% b) 29.50% c) 0.24% Total 58.96%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils. The forecasted end of year position is slightly below target as recycling rates are plateauing. There remain opportunities for future improvement: for example, 40% of the residual waste bin is food waste	

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	recycled or composted				which all residents can recycle at the kerbside. A programme of communication and education in conjunction with our partners is required to improve on this and this is in the process of being planned. Other changes in behaviour which impact on the recycling rate include changes in the make-up of waste. For example, residents buying fewer newspapers or choosing products with less packaging at the supermarket, while reducing overall waste and desirable from an overall waste perspective, results in a subsequent reduction in the percentage recycled.
		% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.49%	On track at the end of December. A target of under 3% by 2020 is included in the county's Joint Municipal Waste Management Strategy. The Council continues to investigate ways to deliver against this.
		% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	59.31%	Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of HWRC sites.
		% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year. The next is due in March 2020.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Children are given a good start in life	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	80.3%	This measure has exceeded the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date – including missing midwifery notifications, staff vacancies, patient choice and babies born early – will continue to be closely monitored.
				Percentage of births that have received a face to face New Birth Visit	95%	98.3%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	93%	Performance is achieving the target
				Percentage of children who received a 2-2½ year review	93%	89.3%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.8%. Patient choice and staff vacancies impact on this indicator.
				Babies breastfed at 6-8 weeks of age	60%	61.7%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN	↑	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	96%	Figure for the Autumn term: 8,090 places taken up, out of forecast number of 8,396 three and four year olds.
	Number of looked after children	AMBER	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	782	We remain above the target. Numbers are remaining stable against the backdrop of a 4% rise nationally last year. Rated Amber because of the volatility in the small number of high cost placements and its impact on budget and workload.
	Numbers of children's social care assessments	GREEN	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1,885	Figure is projected based on activity so far this year. The growth of early help assessments has helped provide more timely support and reduce demand on social care
				Not to exceed the level of social care assessments in 2018-19	6,250	7,488	Figure is projected based on activity so far this year. Annual rate is still in line with that of similar authorities
Number of children the subject of 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 2019/2020	Under 620	528	Large decrease in numbers in January	
Number of children's cases held by permanent staff	AMBER	↑	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	61%	Caseloads are currently higher than target. As part of the introduction of our new Family Safeguarding Plus model, the Council is investing significant extra resource to increase the number of qualified social workers within the service, with the effect of reducing overall caseloads to ensure effective interventions.	
			Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	74%		
Children are able to reach their potential	% of children with a place at their 1 st preference school	GREY	-	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREEN	↔	% of children attending primary schools rated good/outstanding by Ofsted	88%	87.8%	Figures are at the end of January 2020. The number and proportion of children attending good/ outstanding secondary schools decreased from 87.9% (December 2019). This is due to two secondary schools being judged as inadequate during this time. Both these schools are academies.
				% of children attending secondary schools rated good/outstanding by Ofsted	88%	83.6%	
Children missing education	GREY	-	Persistent absence rates in primary schools (%)	6.7% *	9.4%	* 6.7%, 10.4% and 69 are <u>not</u> targets: they are our expectations based on current analysis.	

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			Persistent absence rates in secondary schools (%)	10.4% *	15.7%	<p>Our expectations have been reset for the 2019/20 academic year. The persistent absence rate reported is for term 2 2019/20 (Sep-Dec). Persistent absence is defined as “more than 10% of sessions missed” so tends to be misleadingly high earlier in the academic year not reflecting the year-end. Therefore, we do not rate our performance against this indicator yet. We expect to rate this indicator during Quarter 4 of financial year 2019/20. Rates are higher than at the same point last academic year.</p> <p>Our expectation for permanent exclusions has increased from 44 to 69. This keeps us considerably below the national rate. Exclusions last year were higher than our aspirations, but relative performance is good. Issues at individual schools may significantly increase the number of exclusions.</p> <p>The education service is actively providing support and challenge to schools. The Engagement Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot. We are re-commissioning alternative provision to reflect the needs of children/young people, parents and schools locally.</p>
			Reduction in permanent exclusions to 69 or fewer	69 *	49	
Levels of educational attainment	A M B E R	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	65%	<p>Key Stage Two (combined %) is in line with the national rate. We aim for this to be a greater % in 2020 and beyond.</p> <p>Progress at Key Stage 2</p> <ul style="list-style-type: none"> • Reading - on target (Green) • Writing - increased but just below national (Amber) • Maths - significantly below national (Red). <p>Maths attainment in 2019 was in line with the national rate (79%) but we aspire for a greater % of children reaching above national. Maths progress (i.e. from pupils' individual starting points) has declined for the 2nd year running (from 0.5 2018 to -0.6 in 2019) – hence Red. Primary schoolteachers have to teach all subjects in the curriculum. In a small school, of which we have a number, staff may teach Year 1, 2 and 3 one year and move to Year 4, 5 and 6 the next, for their professional development. This means they need to have both the maths knowledge and know what the ‘standard’ is in a number of year groups. We are addressing this with training for all teachers (in North, City and South to date) to ensure they know the standard and develop subject knowledge. We are working intensively with the 12 ‘lowest’ scoring schools in 2019 and have provided intensive maths support for staff and maths leaders.</p> <p>KS4 and KS5 data is now validated. KS4 – Attainment 8 remains above the national average. Progress 8 score is notably higher than the national average. KS5 – average point score for A-levels increased from 2018 but remains very slightly below the national average (30.93). Average point score per pupil for both Applied General Studies and Tech Levels also are below the national averages</p>
			KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than ‘0’	> 0	R: 0 W: -0.1 M: -0.6	
			KS4: average attainment 8 score per pupil	48.2	47.2	
			KS4: average progress score	0.07	0.07	
			KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%	46%	
			16-18: average point score per pupil (A level)		32.71	
			16-18: average point score per pupil (Tech level)		26.39	
			16-18: average point score per pupil (Applied General students)	No target set	27.39	

	<p>Timeliness of completing Education, Health and Care Plans</p>	<p>RED</p>	<p>↑</p>	<p>Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020</p>	<p>75%</p>	<p>43%</p>	<p>So far this financial year 43% of completed EHCPs have been within 20 weeks. Demand has risen: 1,027 initial requests were received in 2019 compared with 777 in 2018 (up 32%). As reported in previous months, we saw a significant increase in the numbers of requests for statutory assessments submitted in May, June and July 2019. The impact of this increase is experienced in October, November and December, which covers the 20 week period envisaged from assessment to the issuing of an EHCP. This rise caused our timeliness to slip: 14% of EHCPs were issued within 20 weeks in December, and 10% in January 2020. Our analysis has shown that factors causing this low performance included the impact of a major restructure of the service, staff leave over Christmas, and sickness across the SEN service. Additionally the team has had to prioritise 'phased transfer' cases to ensure that all children moving school have an updated EHC plan issued by 15 February.</p> <p>Actions have been taken to address performance, including new fortnightly meetings with the Head of SEND to discuss the 20-week timeline, weekly circulation of case progress details to relevant staff, additional training, and operational meetings to balance the high levels of 20-week deadline work with other priority work such as phased transfers. We are pleased to note that performance to date in February has risen. Further actions are planned or in hand to maintain performance improvement in the coming months.</p>
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WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Care services support independent living	Number of home care hours purchased	AMBER	↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,631	Marginal decrease in the rate this month. Our Home Care 2020 project is reviewing the way we commission and purchase care, which will help stabilise market. The fall in home care hours is partly offset by the high level of direct payments which allow service users alternative ways to meet their care needs
	Number of hours of reablement delivered	AMBER	↔	Maintain the number of hours of reablement delivered to 5,750 per month	5,750 hours per month	5,187	After 10 months of the year reablement levels are 10% below contract levels. In January itself the level fell to 16% below target. The average amount of care provided per person is higher than we expected when the contract was specified, meaning fewer people are supported which is having an adverse effect on delayed transfers of care
	Number of people with control over their care	GREEN	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
				% of people with safeguarding concerns who define the outcomes they want	> 90%	94%	-
				% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	36%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	RED	↑	Reduce the number of people delayed in hospital awaiting social care	6	8.2	Latest national published figures for December (8.2) marginally above the target. Local unpublished figure for January is 4.2. Across the year 8.4 people per day have been delayed waiting for social care.
				Reduce the number of people delayed in hospital awaiting both health and social care	26	55	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest published national figure for December were 55. Local unpublished figure for January is 46. Across the year 53 people per day have been delayed. An action plan is in place with the provider of reablement to deliver further improvements. This is overseen by both the council and the clinical commissioning group.
	Proportion of older people supported in the community	AMBER	↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.5%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above
	Homes and places support independent living	GREEN	↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	A market position statement on Extra Care Housing was published in September. Our target was changed to reflect the statement.
				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%	90%	-

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Strong investment and infrastructure are secured	Level of investment attracted	GREEN ↔	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a "good" condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial growth has been lower than expected. This is currently affecting the available budget in future years.	
			We participate in 20 innovation funding bids to support the Smart Oxford programme	20	16	We have submitted 16 bids to date. So far this year we have had announcements of success in five bids: two in Electric Vehicle charging innovation, one related to Air Quality and dynamic road management, one on predictive analytics to reduce road congestion and one on the potential for quantum computing to enable real-time assessment of highway condition	
			Businesses given support by Trading Standards interventions/fire risk inspections	3,135	4,136	One third of the output has been due to the work done by the Trading Standards team around visits to businesses involving illegal tobacco and knife sales, and food sampling.	
			% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the five-year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes.	
	Level of infrastructure investment required	GREY	-	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We are working towards commissioning an update of the Oxfordshire Infrastructure Strategy. This will happen early in 2020, subject to agreement with Oxfordshire Growth Board partners. This will enable us to set new outcomes and proposals for updated Infrastructure priorities (to 2050) by Autumn 2020, and to define the appropriate method of assessing and reporting on performance in this area.
	Number of new homes	AMBER	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire.
				We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast is currently below target, as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can deliver as part of their existing projects. Work is ongoing to understand how this can be improved during the remainder of the year.
Levels of disruption to journeys	AMBER	↑	Failed utility inspections no higher than 15%	<15%	15%	From 547 sample A/B/C inspections conducted in January (including all follow up inspections) 83 failed. This equates to 15% failure rate. The rate has decreased since previous month (21%). The issue has been addressed at HAUC (Highway Authority and Utilities Committee) and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans. The County Council became a Permit Authority on 14 January 2020, which will provide greater analysis on individual work promoters. Improvement Notices will be served on companies with category B/C failure rates higher than 10% within a 3 month period.	

Indicators marked as 'Grey' are those for which a performance target is not appropriate. They are included here so that we can provide updates on activity in these important areas.

	Level of access to online and digital services	GREEN	↑	<p>The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT</p> <p>The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband</p> <p>The % of premises in Oxfordshire without access to:</p> <ul style="list-style-type: none"> At least Basic Broadband (at least 2Mb/s) OFCOM 'acceptable' broadband (10Mb/s) 	77,500	78,240	97.5%	97.5%	<p><0.3%</p> <p><1.2%</p>	0.3%	0.9%	With these targets now achieved we are setting stretch targets to include a full-fibre target
Local businesses grow and provide employment	Employment rates	GREY	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	Reporting only	See right	July 18 to June 19: 82.5% of Oxfordshire residents aged 16-64 were in employment. The equivalent GB rate = 75.6%					
	Business numbers	GREY	-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)	Reporting only	See right	Nov 2019 figures: Oxfordshire business births: 3,415 in 2018 (down 1% on 2017); business deaths: 2,945 in 2018 (down 6% on 2017). Business survivals: 46.5% surviving five years later (was 48.7%)					
	Numbers of apprenticeships	GREY	-	Number of apprenticeships employed by the County Council and maintained schools	Reporting only	53	Since 1 April we have enrolled 77 new apprentices. At the end of December the total number of apprentices employed was 170.					
	Levels of workforce	GREY	-	<p>Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools</p> <p>Total spend on agency staff</p>	Reporting only	See right	<p>End of January 2020: 4115.38FTE. This is slightly higher than in December 2019 (4086.97FTE)</p> <p>End of quarter 3 (Oct-Dec 2019): £4,224,695. This is an increase on Q2 (£3,986,754), however Q3 includes some off-contract spend not previously included in Q1 and Q2 which has been included in Q3 costs.</p>					

ANNEX B – RISK

This annex shows the main risks facing the Council and gives a snapshot 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. Text in **bold** shows updates since the previous month's report.

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 RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	LAST UPDATE
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
LR1	Demand management	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 and growth, 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	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. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets	Lucy Butler & Stephen Chandler	5	2	10	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. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Business as usual - all services are tasked with managing activities within allocated budgets Transformation - reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector iMPOWER identified OCC as 5th most productive council for older people, recognising the high number of people who are offered equipment and alternative technologies to help them remain independent and reduce demand	5	2	10	Continue existing controls including partnership work and transformation programme. Demand management in children's showing success early help assessments ahead of target; activity levels other than looked after children lower than elsewhere. The next phase of Transformation must concentrate on managing demand and in particular 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.	Ongoing	Risk reviewed, no updates made	03/02/2020
LR2	Safeguarding of vulnerable adults and children	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection.	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.	Lucy Butler & Stephen Chandler	5	3	15	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. 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.	5	2	10	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	Ongoing	Risk reviewed, no updates made	03/02/2020
LR3	Growth Deal	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved	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	5	3	15	Resources are being mobilised from across OCC to increase capacity to deliver Growth Deal schemes. We have also allocated a Director to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The remit of this role is to focus on delivering the capital programme and establishing the appropriate internal processes to speed up delivery. This includes establishing 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. This will be in place by Spring 2020. The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020	March 2020	The residual risk score remains RED as, despite the positive actions being undertaken, there remain a number of factors yet to be addressed and which can only be satisfactorily brought under control when the team is at or close to its full compliment and the new PM discipline begins to embed in working practices. In the meantime there is evidence of some infrastructure projects now slipping which will impact significantly on housing numbers identified to be accelerated by Growth Deal.	07/02/2020
LR4	Local resilience, community resilience, cohesion	Significant unrest due to community tensions	Broad impact on Council's ability to deliver services if disruption affects particular locations, customers or staff	Simon Furlong	2	2	4	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Actions completed to ensure communication network in place to provide single consistent messaging via multiple trusted sources should it be needed	2	1	2	Continue existing controls and monitor community situations through all service contacts, Localities, Members etc. Additional conversations led by Lord Lieutenant and Community Leaders with follow up meeting in December.	Ongoing	Community Cohesion Community Leaders event held in February with follow up actions to develop further community messaging	17/02/2020




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LR5	Management of partnerships (non-commercial)	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	Deterioration of key relationships could reduce the Council's ability to: <ul style="list-style-type: none"> • 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) <p>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)</p>	Claire Taylor	4	2	8	<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. 	3	2	6	<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 	Various	Risk reviewed and updated	05/02/2020
LR6	Supply chain management	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. .	Delays to meeting service requirements or service provision.	Loma Baxter	4	2	8	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.	4	2	8	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.	Ongoing	Risk reviewed, no updates made	11/02/2020
LR7	Delivery of statutory duties	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 	Nick Graham	4	3	12	<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	4	<ul style="list-style-type: none"> • Ensure support functions are fully resourced • Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults. • Action plan is in development in relation to our statutory duties for children with Special Educational Needs and Disabilities. 	Ongoing	Action plans continue to be reviewed and addressed by the leadership team, including in relation to unregistered provision	20/02/2020
LR8	Corporate governance	That the Council's corporate governance is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements	Inconsistent, uncompliant or potentially unlawful actions/decisions.	Nick Graham	2	2	4	<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. • 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. 	2	1	2	<ul style="list-style-type: none"> • Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise. • Draft Corporate Lead Statements have been commissioned and are due for completion in January 	Ongoing	Control measures implemented throughout 2019/20 and updates on key issues reported (e.g. Property/Security) reported to Audit & Governance Committee as requested by Members. Annual Governance Statement process under review (reviewing previous actions and identifying new) and draft Corporate Lead Statements which identify potential actions for 2020/21 are being produced for review by the Corporate Governance Assurance Group. On schedule.	19/02/2020
LR9	Workforce management	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	<ul style="list-style-type: none"> • Failure to manage the workforce and develop strategic HR plans may result in the following: • Recruitment and retention issues • Increased costs of agency staff • Increased costs in training and development • Underperformance or lack of delivery 	Claire Taylor	3	4	12	<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 • Dedicated recruitment resource 	3	2	6	<ul style="list-style-type: none"> • Development and adoption of sector relevant workforce plans • Development of new People and Organisational Development strategy • Development of new Learning & Development strategy, including apprenticeships 	March 2020	Risk reviewed, no updates made	03/01/2020




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LR10	Organisational Change and Service Design	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 the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. 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	16	<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. 	4	2	8	<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 	Various	Risk reviewed and updated	20/02/2019
LR11	Financial resilience	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; or not achieving planned savings and efficiencies on time.	<p>Significant overspend at year end leading to:</p> <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) <p>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.</p>	Loma Baxter	5	3	15	<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 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	2	10			Risk reviewed, no updates made	11/02/2020
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.	Simon Furlong	4	3	12	<ul style="list-style-type: none"> 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 	4	2	8	<ul style="list-style-type: none"> Control activities are prioritising compliance (ie 'nice to haves' can wait) Taking more long term views on use/potential use of certain assets. New asset condition surveys may indicate additional financial pressures to bring maintenance of our assets to an acceptable condition. 	Ongoing	Works are being undertaken on a number of sites and the programme based on risk and compliance developed to resolve the outstanding legacy issues and we continue to monitor the financial effect of this activity. The FM team redesign is well underway	13/02/2020
LR13	Health and safety	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.	<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) 	Nick Graham	4	3	12	<ul style="list-style-type: none"> H&S policies and procedures have been reviewed and adopted Information and training programmes under way for managers and staff H&S Governance Board maintains oversight of policy and practice H&S Monitoring and Inspections help strengthen understanding and provisions Additional budget has been allocated (logged as a pressure) 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 Property, Investment & Facilities Management where the right expertise is now in-house to enable us to bring and maintain the right level of compliance in the organisation 	4	2	8	<ul style="list-style-type: none"> We will provide assurance on effective controls to the H&S Governance Board: H&S monitoring will be carried out in selected services to assess compliance; Reporting of key data and issues to Leadership Teams; Ensuring staff receive the necessary health and safety training; Internal Audit review to assess progress with agreed actions; Health and safety risk registers to be reviewed in Internal Audit process. 	Ongoing Dec 2019 Dec 2019	A follow-up Audit of Corporate H&S has been completed. Report due March 2020. Initial exit meeting held: key findings align with ongoing improvements regarding property and FM compliance – see cross-cutting risk to LR12 Property & Assets. Mitigation measures include additional funding to rectify building non-compliance and development of asset management systems.	24/02/2020

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LR14	Business continuity and recovery	If Business Continuity arrangements are insufficiently robust or inconsistently applied, this could restrict our ability to maintain the delivery of services to residents the expected standard.	Significant disruption to the delivery of essential Council Services which are not 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	Simon Furlong	2	3	6	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.	2	2	4	Ensure all Business Continuity plans are completed, and that relevant training and exercising has been undertaken. This is monitored by Audit and Governance with a further internal audit due in December 2019. Continued focus on delivering effective Business Continuity Management via the Extended Leadership Team and assured by internal audit process.	Dec-19	Majority of the Business Continuity Action Plan has been delivered and Internal Follow Up Audit is underway with the report expected in March 2020	13/02/2020
LR15	Cyber security	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error	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	A robust plan is in place and under continuous improvement. OCC is Public Services Network and 'Cyber Security Essentials Plus' accredited. OCC is also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.	4	3	12	As part of the IT service redesign a joint OCC/CDC Cyber Security post will be created and recruited to, to undertake: •Sole responsibility for managing security threats and prevention methods •Working with Information Management to ensure implications of GDPR on data security are understood and built in •Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats •Documenting processes and policy to define roles, responsibilities and procedures •Maximising tech to reduce cyber risks •Ensuring all new and existing suppliers meet cyber security requirements	Mar-20	On 30th January 2020, IT successfully maintained the Councils' Cyber Essentials Plus accreditation for the coming year.	04/02/2020
LR16	ICT Infrastructure	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 backup solution has started to fail intermittently.	Claire Taylor	4	3	12	A successful procurement has been conducted and a supplier selected. Risk level remains the same at this stage in the project. The project's RAG rating is Green. Day to day risks are controlled by the service in partnership with the supplier.	4	1	4	The primary datacentre will be in and fully configured by the end of Q4 2019/20. The Disaster Recovery provision will also be refreshed and should be available on the same schedule.	Mar-20	All servers and services have been migrated to the new data centre equipment and are operational. The new backup service is operational. The cloud DR solution is configured and running. Testing of the DR solution under way and on schedule.	04/02/2020

Forecast outturn 2019/20 at January 2020



Key:

RAG status
 Red
 Amber
 Green

Direction of travel (change since last month)
 Improving
 Stable
 Worsening

Children's Services

£5.6m (4.7%) forecast overspend

<p>Education & Learning</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.1m (0.4%) overspend</p> <p>Action Plan Not required</p>	<p>£0.2m <u>overspend</u> forecast in relation to the SEN service. This relates to additional staff within the SEND Casework Team to meet demand in the current year. The ongoing impact has been addressed as part of the budget agreed by Council on 11th February 2020. In addition, there is a reduction in income within the Educational Psychologist budget, due to the need to prioritise the statutory work.</p> <p>£0.1m <u>underspend</u> forecast in relation to Home to School Transport. This is made up of an overspend of £0.3m on SEN Home to School Transport and an underspend of £0.4m on Mainstream Home to School Transport.</p> <p>The SEN forecast is based on current demand along with average growth seen in recent years. To ensure the budget reflects a reasonable baseline, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 was approved in June 2019 which has reduced the forecast overspend from £2.5m to £0.3m.</p> <p>The underspend on Mainstream Home to School Transport represents a reduction in demand, particularly for primary school transport.</p> <p>There is also a pressure due to deficit balances in schools which have or are due to convert to academy status. The value is currently estimated at £0.3m-£0.4m and it is likely that this will need to be met from General Balances once the final position is clear.</p>
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Children's Social Care

RAG rating



Direction of travel



Variation

£0.9m (2.8%)
overspend

Action Plan

Not required

An overspend of **£0.4m** is reported within the Children's Social Care teams. £0.1m of this relates to spend on young people in care within the Looked After Children teams and £0.3m in relation to staffing pressures across Children's Social Care due to increased demand. The number of Child in Need and LAC cases have increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining high. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing agency spend over the longer term. These teams will be part of the Family Safeguarding Model from June 2020.

An overspend of **£0.4m** is forecast in legal costs, a result of an increase of activity across the service This is made up of a £0.2m pressure from services provided by the internal legal services and a £0.2m pressure on external specialist advice.

There is a risk of an overspend of **£0.1m** in the National Citizen Service. This is the result of the organisation which provided the funding recently going in to administration. At this time it isn't clear how much of the funding will be received, but this represents the maximum risk.

The implementation of the family safeguarding plus model to deliver Children's Social Care was approved by Cabinet in July 2019. Cabinet also agreed that the savings in the MTFP associated with this service would no longer be delivered in the same time frame and that the **£0.8m** planned for 2019/20 would be funded from Corporate Contingency.

Children's Social Care Countywide Services

RAG rating



Direction of travel



Variation

£4.6m (8.6%)
overspend

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

£1.7m overspend forecast due to savings which are currently not expected to be achieved relating to third party spend.

£2.8m overspend forecast due to an increase in demand for higher cost placements impacting the Corporate Parenting Budget this year. This budget is highly volatile and spend can change quickly as numbers of Looked After Children change. With the average costs being high a small change in numbers of young people can create a significant

Action Plan
Plan agreed and
being monitored

change in overall spend. Variations can also be driven by a change in placement type.

There is a gap in provision for children whose needs and risk presentations require small group living, such as 1 to 2 bedded residential placements. These children have very complex needs e.g. emergent mental health need, exiting acute health settings, knife crime, high levels of violence, fire setting and child exploitation risks. Management actions are in progress to control costs, with a focus on commissioning, brokerage, management information and reporting.

Included in the £2.8m is an underachievement of £0.3m on the £1.6m Reconnecting Families project savings. This is due to the achieving fewer step downs than initially expected because of the difficulties of finding the appropriate individual placement for the young person, both in terms of the complexity and a lack of sufficiency in the market. It is anticipated that this shortfall will be recovered through overachievement of the savings in 2020/21 however this won't be fully clear until the cohort of children involved have placements identified.

DSG Funded Services

**High Needs DSG
Block**

RAG rating



Direction of travel



Variation

£14.5m to £15.5m
(28.1% to 30.0%)
overspend

Action Plan

SEND Sufficiency of
Places Strategy
approved by Cabinet
in December 2018

£14.5m to £15.5m overspend against the in-year High Needs Block Dedicated Schools Grant. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.

The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Since April 2019 the number of EHCPs maintained by the local authority has increased by 435, from 3600 to 4035 at the end of January. In the same period the local authority has received 860 requests for an EHCP. Since the beginning of this financial year, the Council is issuing an average of 50 additional plans per month and this is having a significant impact on team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £55,000 per place per year plus transport costs.

Adult Services

£1.1m (0.6%) forecast overspend

Better Care Fund Pool

RAG rating



Direction of travel



Variation

breakeven position

Action Plan

Not required

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

While an improvement plan is underway, the forecast reablement activity provided through the contract with Oxford University Hospitals NHS Foundation Trust continues to be lower than budgeted. The council's share of the underspend based on current activity would be **£0.8m**.

Home support capacity is broadly being maintained but the local market continues to be impacted by workforce availability. Based on current activity a forecast underspend of **£0.5m (-1.1%)** is being reported. The underspend has increased by £0.4m compared to the previous month because of a reduction in hours being purchased plus an increase in client contributions.

Since the beginning of the year equipment to enable service users to live independently at home has been delivered by a new service provider. The latest activity information continues to support a forecast overspend of **£0.3m**. This is made up of an additional £0.1m paid to the previous provider at the end of the contract and £0.2m relating to actual activity in 2019/20.

Based on current activity, the budget for care home placements is forecast to overspend by **£1.0m**, (2.1% of the total care home budget). The increase of £0.4m from the previous month reflects additional commitments for Funded Nursing Care. Over the year there has been an increase in service user contributions which is partly offsetting £1.0m of undelivered savings linked to changes to commercial arrangements.

The council is required to make provision in the accounts for the risk associated with the collection of adult social care income that is still outstanding after six months. Based on the outstanding debt at the end of December the forecast assumes that a previously estimated reduction in the provision in 2019/20, will not happen resulting in a pressure of £0.4m. An update on the expected level of debt and what that means for the adjustment required at year end will be reported next month

£0.7m of the £1.4m held in reserves for 2019/20 Winter Pressures activity has been agreed to be used to support projects and expenditure to enable hospital discharges. £0.5m is being used to provide short stay beds with the remaining £0.2m being available to support other urgent spend.

Adults with Care and Support Needs Pool

RAG rating



Direction of travel



Variation

£4.1m (4.8%)
overspend

Action Plan

Mitigated by underspends in non – pool budgets.

Supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. The risk share arrangements for 2019/20 as agreed by the Joint Management Group set out that the council will manage the variation on this pool in 2019/20 subject to OCCG increasing their contribution and taking action to manage any pressure relating to service users with health needs as a result of an acquired brain injury. Any variation associated with service users falling outside of the Outcome Based Contract for Mental Health will be divided equally between the partners based on original budget contribution before any saving.

The forecast includes a **£0.7m overspend** relating to an increase in the cost of care packages. This has increased by £0.1m since last month because of a reduction in service user contributions.

A **£0.1m overspend** is being reported within blocks and contracts. This reflects the cost of prior year voids being higher than initially anticipated.

£1.3m forecast overspend relates to the social care element of placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). Work to clarify all the placements and costs, to improve the ongoing visibility to Adult Social Care, and to ensure that relevant health costs are recharged to the appropriate organisation, is continuing.

£0.5m overspend relates to one – off sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process. These costs have now ended.

There is a **breakeven** position forecast for to service users with Acquired Brain Injury (ABI) with social care needs. This is a reduction of £0.1m from the previous month relating to one service user leaving this cohort. Because of the unpredictability of their needs and the high cost of individual care packages this forecast will fluctuate month to month.

The cost of care for all service users with autism is now being held and reported within this pool. The forecast includes a **£0.2m overspend** arising as a result of unexpected growth in this area.

Savings totalling £2.4m were built into the council's contribution to the pool in 2019/20. £0.5m will slip to 2020/21 2020/21 and £0.8m is not achievable. The on-going effect of both elements was reflected in the budget agreed by Council on 11 February.

Non-Pool Services

RAG rating



Direction of travel



Variation

-£3.0m (-24.0%)
underspend

Action Plan

Not required

Unallocated on-going base budget of **£2.6m** is being held outside the pooled budgets. **£1.7m** funding is built into the Medium-Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs have again been met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.

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

An exercise was undertaken to highlight any uncommitted budgets resulting in **£0.2m** budget being identified to offset existing pressures.

All of the **£2.6m underspend** is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.

A **£0.1m underspend** is reported within Adult Protection & Mental Capacity, arising as a result of vacant posts.

Within provider and support services, an estimated underspend of **£0.3m** is being reported.

All other areas are reporting a breakeven position noting the on-going support currently being provided to managers to be able to validate this position with regards to staffing and infrastructure.

Action will be taken across the directorate to reduce spend where possible by year end.

Commissioning

The service is currently reporting a breakeven position.



RAG rating

Direction of travel



Variation

£0.0m Breakeven

Action Plan

Not required

Public Health

£0m (0%) breakeven position after a transfer of £0.8m to the Public Health reserve

RAG rating



Direction of travel



Variation

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

The forecast position includes a **£0.2m underspend** arising as a result of staff vacancies within the service, **£0.2m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems, this position has improved since the previous month. Plus, a further **£0.9m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend as other authorities move to the same refined costing tool, this is a further underspend of £0.1m from the previous month. There are small planned overspends totalling **£0.1m** elsewhere in the service.

Action Plan

Not required

The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.8m at 31 March 2020.

Communities

£0.2m (0.2%) forecast underspend

Planning & Place

RAG rating



Direction of travel



Variation

£0.1m
underspend
(1.9%)

Planning & Place is reporting a net underspend of **£0.1m**.

The reported underspend in the Growth & Place service has increased to **£0.2m** following the ongoing prioritisation of allocating staff resources to capital and externally funded projects.

A potential overspend of **£0.1m** is reported against the Major Infrastructure Construction budget. This reflects uncertainties around the value of salaries that will be eligible for capitalisation in this year.

Community Operations

RAG rating



Direction of travel



Variation

£0.6m
(0.9%)
overspend

Community Operations is reporting a net overspend of **£0.6m**.

£1.8m pressure on the Parking Account due to the combination of an historical downturn in Parking income, increased running cost and parking enforcement procurement costs.

£0.9m pressure on highway defects and winter maintenance, increased to reflect the recent wet weather and anticipated cold weather over the remaining winter months. Further exceptional weather events/storms could increase this pressure further.

£0.3m pressure in Cultural Services includes the pension costs resulting from structural changes within the service, cost increases in the Coroner's service and reduced income in the Library service. It is noted that the Music Service is forecasting a potential in-year trading deficit of £0.1m which will be met by the Music Service trading account reserve.

£2.4m underspend is reported in Waste management reflecting savings in contract management costs (-£0.8m) and tonnages in all waste streams being lower than budgeted (-£1.6m). The following table outlines this tonnage reductions.

Waste Management Outturn Variance		
Spend Type	Variance	Note
	£'000	
Tonnage	- 1,600	6.5% reduction in tonnage disposed, now forecast at 262kt (-£1,200k) and some price reductions (-£400k, mainly in the Energy Recovery Facility.
TOTAL	- 1,600	
Budgeted Tonnage 280 kt		
Budgeted Tonnage Proportion Targets		Notes
Recycling/Composting etc.	58%	On target
Energy Recovery	38%	Forecast 39%
Landfill	4%	Forecast 3%
	100%	

Property & Investment

Property, Investment and Facilities Management is reporting a net underspend of **£0.7m**.

RAG rating



This reflects the current position, however as the realignment of budgets and reshaping of the service continues it is anticipated that this underspend will reduce.

Direction of travel



The substantial underspend reflects the unrealised additional cost of the Assets & Investment team that was included in previous Service & Resource Planning rounds. This saving has been partly offset by the increased costs of health & safety works to bring the property portfolio into a compliant level of operation.

Variation

£0.7m
(3.8%)
variance

Community Safety

A breakeven position is currently reported however there is a financial risk on the On-Call Firefighter budget due to uncertainty of demand.

RAG rating



Direction of travel



Variation

£0.0m
(0.0%)
variance

Resources

£0.3m (-0.9%) forecast underspend

Resources

RAG rating



Direction of travel



Variation

£0.3m (-0.9%)
underspend

£0.1m overspend relates to the pressure of an unfunded Human Resources Business Partner.

£0.1m overspend is forecast for Law and Governance. This relates to the ongoing staffing pressure in Democratic Services, which is being partially offset by underspends across the wider Governance budget. It also reflects a pressure on the Legal Services budget. Whilst counsel costs and court fees for complex childcare cases continue to exceed the overall budget the forecast pressure for the remainder of the year has reduced resulting in a reduction to the overspend previously reported.

£0.1m overspend relates to the unfunded costs of the interim Procurement team which will be in place for the remainder of the financial year. The ongoing pressure will be addressed as part of Provision Cycle service redesign which is to be implemented from April 2020.

£0.1m overspend relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria.

£0.7m underspend reflects the vacancies being held in the ICT service. The service will review its resourcing requirements to deliver the new IT strategy. The strategy sets out the 3–5year technology requirements for the organisation including savings targets. Departmental staffing budgets currently underspent will be considered alongside the strategy.

Corporate Measures

General Balances

RAG rating



Direction of travel



The current forecast for general balances at 31 March 2020 is **£19.0m**. This is **£0.3m** lower than the risk assessed level of **£19.3m** as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. This position assumes that forecast Directorate overspend of £6.5m is partly met from the remaining corporate contingency budget of £3.5m and £0.4m of the Strategic Measures underspend. It also assumes a drawdown of £0.4m for deficit schools balances upon converting to academy status.

	£m	£m
General Balances at 1 April 2019		28.0
<i>Calls on Balances>Returns to Balances</i>		
Budgeted Contribution to Transformation Reserve	-6.0	
Northfield School Revenue Costs	-0.3	-6.3
Schools converting to academy status deficit balances		-0.4
Directorate Overspend after corporate contingency and Strategic Measures underspend have been used		-2.
Projected Level of General Balances at 31 March 2020		19.0
Risked Assessed Level of General Balances 2019/20		19.3
<i>Level of deficit balances</i>		0.3

Reserves

RAG rating



Direction of travel



Unplanned Use >£250k

Reserves are forecast to be **£64.2m** at 31 March 2020, a decrease of **£1.9m** since the last report. This relates to **£2.0m** increase in the deficit on the High Needs DSG grant reserve which is offset by an increase in the contribution to the Public Health Reserve from £0.5m to £0.6m.

This includes a forecast mid-range deficit (between £14.5m and £15.5m) on the High Needs DSG grant reserve of £14m included in the Grants and Contributions Reserves. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

Cabinet approved the creation of a redundancy reserve on 21 January 2020. This will be used to fund the redundancy costs arising from the organisational improvement and service redesign programme.

**Medium
Term
Financial
Plan
Savings**

The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 81.9% of savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2019.

RAG rating



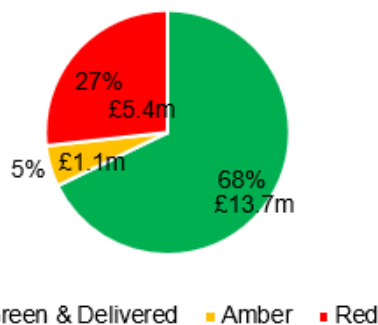
**Direction of
travel**



**% of
savings
expected to
be achieved
95%**

£15.9m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

Directorate Saving Plans



£13.7m, 68%, of Directorate savings plans have been or are forecast to be delivered by year end.

£1.1m, 5%, are assessed as amber and are at risk of not being delivered in full year.

A further £5.4m, 27% are assessed as red and are not expected to be delivered in year.

The following Directorate saving plans are assessed as red:

Service redesign	£0.6m	Service redesign is underway for finance, strategic capabilities and the provision cycle. Implementation dates for these will mean that full year savings will not be achieved in 2019/20.
Children's Services – Review of Third Party Spend	£1.7m	As reported above, non-delivery of this saving has created an in-year budget pressure for which the service is seeking alternative savings to help manage.
Children's Services – Reconnecting Families	£0.3m	As reported above, non-delivery of this saving has created an in-year budget pressure. It is anticipated that this shortfall will be recovered through overachievement of the savings in 2020/21 however this won't be fully clear until the cohort of children involved have placements identified.
Adult Services – Learning Disabilities	£1.1m	Savings totalling £2.4m are built into the council's contribution to the Adults with Care and Support Needs pool in 2019/20. Plans to implement these are progressing but savings are at risk of slipping or not being achievable and this
Adult Services – Improvements to Acquired Brain Injury and Autism Pathway	£0.2m	

Annex C
Business Management Report January 2020

		has been included within the overspend reported for the pool.
Adult Services – Commercial arrangements with care home providers	£1.0m	As reported above, the resulting in year budget pressure is partially offset by an increase in service user contributions within the Better Care Pool.
Communities - Parking Account Income	£0.5m	Additional income targets are not expected to be achieved. The resulting pressure is currently offset by other underspends within the Directorate.
Total Red Saving Plans	£5.4m	

The budget pressures arising from the non-delivery of savings form part of the Directorate positions reported above.

The budget proposals for 2020/21 to 2023/24 that were agreed by Council on 11 February 2020 included plans to address the impact of slippage and non-delivery of savings on future years.

Grants The council is expected to receive ringfenced and un-ringfenced government grants totalling **£341.3m** in 2019/20, This is unchanged from last month.

RAG rating



Direction of travel



Strategic Measures

The following table sets out average in-house cash balances and average rates of return for January 2020. The current forecast outturn position for in house interest receivable is **£3.4m**, which is **£1.0m** above budget.

RAG rating



Month	Average cash balance	Average rate of return
December	£382.43m	0.90%

Direction of travel



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

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

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

Debt and Loan Write Offs & Impairments

Days revenue outstanding and invoice collection rate are both improved this month. The average collection rate for the year remains below target; a high percentage of unpaid invoices relate to the Music Service where there have been difficulties with a new invoicing process, however, the value of these invoices is low. The collection rate for invoices with a value over £10,000 was 96.4%.

Corporate Debtors



RAG rating



Debt requiring impairment (DRI) has increased by £0.10m this month, this is due to a new bad debtor case (as reported in the Children's Social Care FMR), the debtor is in administration and we will need to liaise with the administrators to get clarification clarity on the level of loss. The developer contribution debt, previously reported, remains outstanding and accounts for 25% of the DRI. Neither of these cases will be resolved this financial year, consequently the DRI target will not be met.

Direction of travel

	Target	January 2020
Invoice collection rate	97.5%	95.0%
Avg. days outstanding	35	27
Debt requiring impairment	<£0.30m	£0.50m
Unsecure debt over 1 year	<£0.50m	£0.39m
Write offs as % of income Year to Date	<0.10%	0.000%

**Debt and
Loan Write
Offs &
Impairments**

Both the invoice collection rate and days revenue outstanding continue to be stable with no material movement. Debt requiring impairment (DRI) has increased by £0.10m this month and remains higher than the current impairment balance, this month it is £0.46m. The final DRI position is dependent on case resolutions in the final two months; historically the final figure is 3-5% less than January's level.

**– Adult
Contribution
to Care
Charges**

A new permanent debt recovery officer post is now recruited to as well as a temporary post; following induction, work will be allocated based on bad debt prioritises. Delays due to outside influences such as housing market, Court of Protection and Probate office continue to be a factor delaying resolution of cases.

RAG rating



**Direction of
travel**



	Target	January 2020
Invoice collection rate	92%	90.2%
Avg. days outstanding	100	105
Debt requiring impairment	<£2.00m	£3.08m
Unsecure debt over 1 year	<£1.60m	£3.41m
Write offs as % of income Year to Date	<1.0%	0.00%

Business Management Report
Position to the end of January 2020
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Children						
Gross Expenditure	368,782	2,419	371,201	376,779	5,578	R
Gross Income	-255,037	1,775	-253,262	-253,262	0	G
	113,745	4,193	117,938	123,516	5,578	R
Resources						
Gross Expenditure	40,330	-162	40,168	40,242	74	G
Gross Income	-11,487	54	-11,433	-11,770	-337	R
	28,843	-108	28,735	28,472	-263	G
Communities						
Gross Expenditure	175,434	5,464	180,898	179,708	-1,190	G
Gross Income	-61,968	-5,783	-67,751	-66,801	950	R
	113,466	-319	113,147	112,907	-240	G
Adults						
Gross Expenditure	204,376	920	205,296	206,427	1,131	G
Gross Income	-20,349	-973	-21,322	-21,322	0	G
	184,027	-53	183,974	185,105	1,131	G
Public Health						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	0	0	0	0	0	G
Directorate Expenditure Total	818,872	8,640	827,512	833,105	5,593	G
Directorate Income Total	-378,791	-4,927	-383,718	-383,105	613	G
Directorate Total Net	440,081	3,713	443,794	450,000	6,206	R

Business Management Report
Position to the end of January 2020
Budget Monitoring

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000	-290	-6,290	-8,641	-2,351	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	668	-832	-232	600	
Contingency	7,629	-3,389	4,240	785	-3,455	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-9,419	-1,000	
Strategic Measures Budget	29,208	-3,011	26,197	19,990	-6,206	
Unringfenced Government Grants	-18,743	-496	-19,239	-19,239	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
Council Tax Requirement	369,065	206	369,271	369,271	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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



Business Management Report
Position to the end of January 2020
Budget Monitoring

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEF1 Education & Learning						
Gross Expenditure	79,259	1,880	81,139	81,217	78	G
Gross Income	-54,797	935	-53,862	-53,862	0	G
	24,462	2,815	27,277	27,355	78	G
CEF2 Children's Social Care						
Gross Expenditure	34,717	347	35,064	35,964	900	R
Gross Income	-3,352	118	-3,234	-3,234	0	G
	31,365	465	31,830	32,730	900	R
CEF3 Children's Social Care Countywide Services						
Gross Expenditure	55,690	2,158	57,848	62,448	4,600	R
Gross Income	-3,882	-356	-4,238	-4,238	0	G
	51,808	1,802	53,610	58,210	4,600	R
CEF4-1 Delegated Schools						
Gross Expenditure	154,133	-1,952	152,181	152,181	0	G
Gross Income	-154,133	1,952	-152,181	-152,181	0	G
	0	0	0	0	0	G
CEF4 Other Schools						
Gross Expenditure	38,570	874	39,444	39,444	0	G
Gross Income	-38,354	-875	-39,229	-39,229	0	G
	216	-1	216	216	0	G

Business Management Report
Position to the end of January 2020
Budget Monitoring

Children Directorate	BUDGET 2019/20		Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date				
	£000	£000	£000	£000	underspend - overspend + £000	
CEF5 Children's Services Central Costs						
Gross Expenditure	6,413	-888	5,525	5,525	0	G
Gross Income	-519	0	-519	-519	0	G
	5,894	-888	5,006	5,006	0	G
Directorate Expenditure Total	368,782	2,419	371,201	376,779	5,578	R
Directorate Income Total	-255,037	1,775	-253,262	-253,262	0	G
Directorate Total Net	113,745	4,193	117,938	123,516	5,578	R

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Position to the end of January 2020
Budget Monitoring

Communities Directorate	BUDGET 2019/20			Outturn	Projected	Projected
	Original Budget	Movement to Date	Latest Estimate	Forecast Year end Spend/Income	Year end Variation	Year end Variance
	£000	£000	£000	£000	underspend - overspend + £000	Traffic Light Indicator
EE1 Planning & Place						
Gross Expenditure	11,862	2,698	14,560	14,460	-100	G
Gross Income	-6,577	-2,760	-9,337	-9,337	0	G
	5,285	-62	5,223	5,123	-100	R
EE2 Community Operations						
Gross Expenditure	124,284	-14,064	110,220	109,830	-390	G
Gross Income	-48,224	3,771	-44,453	-43,503	950	R
	76,060	-10,293	65,767	66,327	560	G
EE3 Property & Investment						
Gross Expenditure	12,822	16,526	29,348	28,648	-700	R
Gross Income	-4,324	-6,483	-10,807	-10,807	0	G
	8,498	10,043	18,541	17,841	-700	R
EE4 Community Safety						
Gross Expenditure	26,466	304	26,770	26,770	0	G
Gross Income	-2,843	-311	-3,154	-3,154	0	G
	23,623	-7	23,616	23,616	0	G
Directorate Expenditure Total	175,434	5,464	180,898	179,708	-1,190	G
Directorate Income Total	-61,968	-5,783	-67,751	-66,801	950	R
Directorate Total Net	113,466	-319	113,147	112,907	-240	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

Budget

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

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

G

R

Business Management Report
Position to the end of January 2020
Budget Monitoring

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEO1 Corporate Services						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	2,298	0	2,298	2,298	0	G
CEO2 Law & Governance and Human Resources						
Gross Expenditure	11,223	-1,174	10,049	10,424	375	R
Gross Income	-5,070	-75	-5,145	-5,415	-270	R
	6,153	-1,249	4,904	5,009	105	R
CEO3 Corporate Finance & Internal Audit						
Gross Expenditure	7,388	2,232	9,620	9,859	239	R
Gross Income	-2,599	115	-2,484	-2,551	-67	R
	4,789	2,346	7,135	7,307	172	R
CEO4 Assistant Chief Executives						
Gross Expenditure	19,421	-1,220	18,201	17,661	-540	R
Gross Income	-3,818	15	-3,803	-3,803	0	G
	15,603	-1,205	14,398	13,858	-540	R
Directorate Expenditure Total	40,330	-162	40,168	40,242	74	G
Directorate Income Total	-11,487	54	-11,433	-11,770	-337	A
Directorate Total Net	28,843	-108	28,735	28,472	-263	G

KEY TO TRAFFIC LIGHTS**Balanced Scorecard Type of Indicator**

Budget

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

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

G

R

Business Management Report
Position to the end of January 2020
Budget Monitoring

Adults Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
SCS1 Adult Social Care						
Gross Expenditure	196,700	1,042	197,742	198,873	1,131	G
Gross Income	-18,999	-780	-19,779	-19,779	0	G
	177,701	262	177,963	179,094	1,131	G
SCS2 Joint Commissioning						
Gross Expenditure	7,676	-122	7,554	7,554	0	G
Gross Income	-1,350	-193	-1,543	-1,543	0	G
	6,326	-315	6,011	6,011	0	G
Directorate Expenditure Total	204,376	920	205,296	206,427	1,131	G
Directorate Income Total	-20,349	-973	-21,322	-21,322	0	G
Directorate Total Net	184,027	-53	183,974	185,105	1,131	G

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Business Management Report
Position to the end of January 2020
Budget Monitoring

Public Health Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
PH1 LA Commissioning Responsibilities - Nationally Defined						
Gross Expenditure	16,352	1	16,353	15,438	-915	R
Gross Income	0	0	0	0	0	G
	16,352	1	16,353	15,438	-915	R
PH2 LA Commissioning Responsibilities - Locally Defined						
Gross Expenditure	12,965	0	12,965	13,035	70	G
Gross Income	-228	0	-228	-228	0	G
	12,737	-1	12,737	12,807	70	G
PH3 Public Health Recharges						
Gross Expenditure	633	0	633	633	0	G
Gross Income	0	0	0	0	0	G
	633	0	633	633	0	G
PH4 Grant Income						
Gross Expenditure	0	0	0	0	0	G
Gross Income	-29,722	0	-29,722	-29,722	0	G
	-29,722	0	-29,722	-29,722	0	G
Transfer to Public Health Reserve	0	0	0	845	845	G
Directorate Expenditure Total	29,950	0	29,950	29,950	0	G
Directorate Income Total	-29,950	0	-29,950	-29,950	0	G
Directorate Total Net	0	0	0	0	0	

KEY TO TRAFFIC LIGHTS**Balanced Scorecard Type of Indicator**

Budget

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

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

G

R

**Business Management Report
Position to the end of January 2020**

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
EE	Mar	Jan	After restructure in 2018 this cost centre was left misaligned with new Team Structure.	EE2-5	Integration & Improvement	P	-57	57
SCS	Mar	Jan	Winter Pressures funding	BCFPOOL	Better Care Fund Pool	T	1,400	-1,400
				SCS1-1A	Contribution to Better Care Fund Pool	T	0	0
				Additional BCF Contribution	BCFPOOL	Better Care Fund Pool	P	202
Grand Total							1,545	-1,545

Business Management Report - January 2020
Cabinet - 17 March 2020
Earmarked Reserves

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast	Commentary
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020			
	£000	£000	£000			
Schools' Reserves	17,309	-4,751	12,558	12,558	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,901	-2,129	772	777	5	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	14,704	-21,019	-6,315	-4,415	1,900	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	1,324	-1,151	173	173	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	325	138	463	463	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	328	150	478	478	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	2,659	-699	1,960	1,960	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	1,997	250	2,247	2,247	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,193	-526	2,667	2,667	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	0	3,000	3,000	3,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	0	500	500	500	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	4,890	-3,286	1,604	1,604	0	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	10,647	-1,000	9,647	9,647	0	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	555	494	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	31,188	1,517	32,705	32,705	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	280	-280	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Redundancy Reserve	0	700	700	700	0	
Total Reserves	92,300	-28,092	64,208	66,113	1,905	