



Performance Scrutiny Committee Thursday, 4 July 2019

ADDENDA

7. Business Monitoring Report (Pages 1 - 52)

10.15

This report contains the second monthly business management report for 2019/20 and is the first to be reported to the Performance Scrutiny Committee. A summary of overall performance and description of change is contained within the report. Each month the business management report will address:

- a) Corporate performance (measured against the Thriving Oxfordshire Outcomes Framework)
- b) Risk (summary of strategic risk and other significant matters)
- c) Human Resources (summary of key data)
- d) Finance (summary including forecast outturn variance)

The Committee is RECOMMENDED to note the report and consider any matters for future attention by the Committee.

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Division(s): All

PERFORMANCE SCRUTINY COMMITTEE

4 July 2019

Business Management and Monitoring Report – May 2019

RECOMMENDATION

1. **The Committee is RECOMMENDED to note the report and consider any matters for future attention by the Committee.**

Introduction

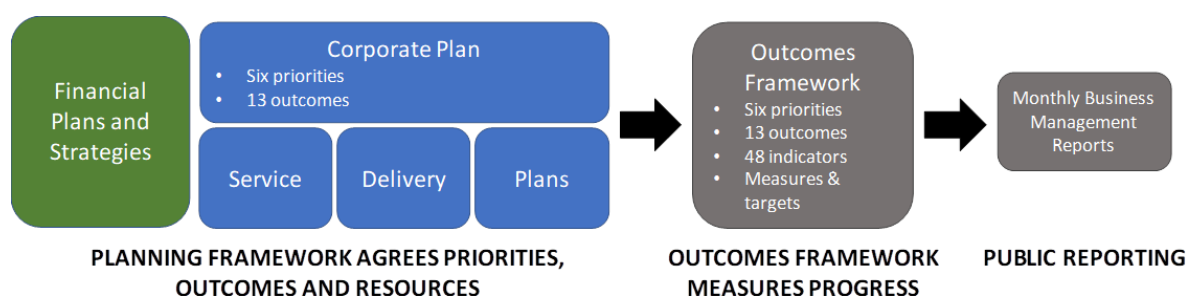
2. The report at Appendix 1 sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan at the end of May 2019.
3. This is the second of the new monthly Business Management reports to be produced, and the first to be presented to the Committee. The report at Appendix 1 will also be considered at Cabinet's 16 July meeting.

Executive summary

4. Monthly business management reports demonstrate the Council's progress towards our ambitions, priorities and financial performance in any given month. This report contains information for the period 1-31 May.
5. Within the report, Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
6. Annex B summarises the Council's strategic risks. Risk information has not previously been shared with Performance Scrutiny Committee. A revised Risk Strategy and Strategic Risk Register are being developed, following which the risk annex to these monthly reports will be improved.
7. Annex C summarises key Human Resources (HR) data – headcount, full-time equivalent staff (FTE), turnover and level of agency spend. The HR annex will be developed further in future monthly reports.
8. Annex D sets out the current financial position, providing detailed explanations of significant budget variations and an update on the Medium Term Financial Plan including the delivery of savings agreed by Council in February 2019.

Background

9. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and to demonstrating efficiency and effectiveness.
10. Monthly business management reports are part of a suite of performance and budget documents which describe our ambitions, priorities and financial arrangements:
 - a. The Corporate Plan sets out the Council's ambitions to 2022 under the Thriving Communities vision. It is refreshed annually to show priority activities for the current business year.
 - b. An 'Outcomes Framework' for 2019/20 sets out the way we measure progress towards our ambitions and priorities and forms the basis of the performance information included within monthly reports. Starting with the priorities and outcomes set in the Corporate Plan, the Outcomes Framework contains:
 - i. The six priorities in OCC's Vision
 - ii. 13 outcomes – the change we will see as a result of our actions
 - iii. 48 indicators – how we will track progress towards that change
 - iv. Measures and targets that enable assessment of the indicators
 - c. Service Delivery Plans translate Corporate Plan priorities into service-specific activity. They set out local priorities, key outcomes, risks and how resources will be use at a service level.
 - d. The Budget Strategy and Capital Programme report sets out spending plans for the current year, the Medium Term Financial Plan to 2022/23 and the Capital Programme to 2028/29.
 - e. Monthly Business Management and Monitoring Reports set out the Council's activities in any given month, and progress towards achieving the priorities in the corporate plan.



Business Management and Monitoring Reports

11. The Business Management and Monitoring Report is the Council's formal mechanism for monitoring, managing and presenting information about the council's progress in achieving our strategic priorities to the public and to all relevant committees.

12. Each month the business management report will address:
- a. Corporate performance (measured against the Thriving Oxfordshire Outcomes Framework)
 - b. Risk (summary of strategic risk)
 - c. Human Resources (summary of key data)
 - d. Finance (summary including forecast outturn variance)
13. The report is provided to Cabinet on a monthly basis, with each months' business reported approximately six weeks after the end of the month. For example, business from 1-31 May will be reported to Cabinet in July, and so on.
14. The report is provided to the Performance Scrutiny Committee (PSC) to help the Committee scrutinise performance, and to fulfil its function of holding the Cabinet to account. Reports are published for consideration by PSC in line with the Committee's existing timetable and each PSC agenda will include the monthly report closest to each meeting date. In addition, all councillors will receive each monthly report.
15. The archive of monthly (and previously quarterly) reports is held on OCC's website.¹

1 July 2019

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Appendix 1: Cabinet paper – Business Management and Monitoring Report – May

¹ <https://www.oxfordshire.gov.uk/council/about-your-council/plans-performance-and-policies/performance-reports>

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Division(s): All

CABINET – 16 JULY 2019

BUSINESS MANAGEMENT AND MONITORING REPORT

May 2019

Report by Assistant Chief Executive and Director of Finance

RECOMMENDATION

1. The Cabinet is **RECOMMENDED** to:
 - (a) note the contents of this report;
 - (b) approve the virements set out in Annex D – 2a, and note the virements set out in Annex D – 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 May 2019.

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness. This report sets out the Council's activities in the month ending 31 May 2019.
4. These monthly business management reports are part of a suite of performance and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next 3 years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.
5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
6. The report summarises performance, risk, human resources and finance. This reflects the move to monthly reporting for the Council and a commitment to

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>

transparency and improved performance management, which is a work in progress and will continue to develop and be refined over the coming year.

7. Further performance information is provided in four annexes:
 - Annex A: performance
 - Annex B: risk
 - Annex C: human resources (HR)
 - Annex D: finance


Progress towards delivery of Oxfordshire County Council's Corporate Plan

8. Oxfordshire County Council's vision for Oxfordshire has 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:


Our vision

Thriving communities for everyone in Oxfordshire


Our priorities and key outcomes




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



Residents feel engaged with the county council



Our services improve and deliver value for money



The use of our assets is maximised




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




People are helped to live safe and healthy lives




People play an active part in their communities




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




Children are given a good start in life



Children are able to achieve their potential




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




Our quality of life in Oxfordshire is enhanced




Our local environment is protected




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




Care services support independent living




Homes and places support independent living



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



Strong investment and infrastructure are secured



Local businesses grow and provide employment

9. 48 performance indicators show whether or not the outcomes are being achieved – see Annex 1. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards those ambitions, is called the Outcomes Framework.
10. The Outcomes Framework is the tool which enables us to regularly assess and report on progress towards our ambitions. Every month, each outcome and indicator is given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track and showing how confident we are that outcomes will be achieved. We consider data on current performance and assessment of progress in deciding RAG ratings.
11. In this report all but one of the indicators are rated either Green or Amber. This continues our positive start to the year. No outcomes are considered at risk of becoming Red in the next reporting period (June).
12. In response to Cabinet’s request, we have indicated in the snapshot tables below the main areas of change since April’s report. In summary, these are:
 - a. the indicator “Timeliness of completing Education, Health and Care Plans” has been rated Red (off target) in May, having been rated Amber in April. This indicator is measured by our performance compared with the national average on completing Education Health and Care Plans (EHCPs) within 20 weeks. Further detail is set out below.
 - b. the indicator “number of new homes” has been rated Amber in May, having been rated Green in April. This reflects that data and commentary against the two measures supporting this indicator will not be available until the next monthly report. Housing delivery continues to be a key priority for the Council.
13. The information below provides a snapshot of progress towards Corporate Plan outcomes in May 2019, 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

- A new Investment Strategy is in development and due to be reported to Cabinet in July 2019, which will allow the Council to identify alternative sources of income and optimise its assets. The strategy will help to enhance the well-being and prosperity of communities across the county.

OUTCOMES	INDICATORS	RAG	Change since April
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

- Our performance against emergency response time targets is better so far this year than in any month last year.
- Almost 4000 volunteer hours were contributed to our museum, library and history services during May

OUTCOMES	INDICATORS	RAG	Change since April
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	Green	No change
People play an active part in their communities	Rates of volunteering	Green	No change
	Prevalence of services provided by communities	Green	No change



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

- We continue to improve the condition of the county's highways. In May, 100% of road defects posing immediate risk of injury were repaired within 24 hours. We also repaired 100% of defects creating a potential risk of injury within 28 days.
- We are responsible for deciding on planning applications for minerals and waste. In May, nine out of nine applications were decided within target – a rate of 100%.

OUTCOMES	INDICATORS	RAG	Change since April
Our quality of life in Oxfordshire is enhanced	Condition of highways	Green	No change
	Funding secured through planning obligations	Green	No change
	Levels of public transport use	Green	No change
	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	Green	No change
	Air quality	Amber	No change
	Proportion of household waste re-used, recycled or composted	Green	No change



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

- The number of children needing a formal social care assessment, becoming the subject of a child protection plan or being looked after are all decreasing as levels of early help increase and practice improvements are introduced. The number of children the subject of a child protection plan has dropped from 760 in June 2018 578 at the end of May 2019.

OUTCOMES	INDICATORS	RAG	Change since April
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	Green	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	n/a	No change
	Children missing education	Amber	No change
	Levels of educational attainment	Green	No change
	Timeliness of completing Education, Health and Care Plans	Red	was Amber

- The indicator "Timeliness of completing Education, Health and Care Plans" is rated Red in May. This is because in May our rate of completing Education, Health and Care Plans (EHCPs) for children and young people with Special Educational Needs and Disabilities within 20 weeks was 41%, against our target of 75% by May 2020. In April and May there was an unprecedented rise in the number of

requests for new EHCPs in April and May – 191 requests, compared to 139 in the same two months last year. Despite this, in the last 12 months the proportion of plans issued within 20 weeks increased from 38% to 50%, whereas nationally timeliness is falling (currently 58%). A robust action plan is in place to improve the service performance. We have just launched a restructuring programme, which may adversely affect timeliness in the short-term, but will ensure it is in a better place to meet future demands. The growing national pressure on Special Educational Need services does create a potential financial risk for the Council and may affect the timeliness of response without this restructure. In the April 2019 Business Management Report, this indicator was labelled “Meeting the needs of young people with Special Educational Needs and Disabilities. The Outcomes Framework has been revised with the wording set out in the table above to more accurately reflect the measure that this indicator is based on.

- Three primary schools have recently been rated ‘inadequate’ by Ofsted. In two of the three schools the ‘Quality of Teaching’ and ‘Learning and Outcomes’ were rated Good, but the Inadequate judgement was driven by safeguarding. In all three, the School Improvement and Safeguarding teams responded immediately to the issues raised in the inspections to ensure that children are safe. A robust ‘Statement of Action’ for each school was submitted to Ofsted within 10 days of the report publication and work is ongoing. Overall, the number of primary schools in Oxfordshire rated ‘good’ or ‘outstanding’ remains above the national level.



- The number of people delayed in hospital awaiting social care is below the national rate. At the end of April (latest national figures) six people were delayed compared with a high of 38 people in June 2017
- The quality of our adult social care providers remains high, with 90% of providers rated good or outstanding compared to 84% nationally
- We support people to live independently and to have control over their own care. Over a third of people we support receive a direct payment to organise their own care compared to 28% nationally.
- Oxfordshire is considered a national leader in adult safeguarding, through the Making Safeguarding Personal agenda. This involves working with people to understand the outcomes they want following a safeguarding concern. Over 90% of people are defining the outcomes they want from the raising of a safeguarding concern and over 95% are satisfied with the outcome.

OUTCOMES	INDICATORS	RAG	Change since April
Care services support independent living	Number of home care hours purchased	Amber	No change
	Number of hours of reablement delivered	Green	No change
	Number of people with control over their care	Green	No change
	Number of people delayed leaving hospital awaiting social care	Green	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

- We have achieved our Year 1 target against the Growth Deal infrastructure programme with a £30 million spend to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county.

OUTCOMES	INDICATORS	RAG	Change since April
Strong investment and infrastructure are secured	Level of investment attracted	Amber	No change
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	Was Green
	Levels of disruption to journeys	Amber	No change
	Level of transport connectivity	Amber	No change
	Level of access to online and digital services	Green	No change
Local businesses grow and provide employment	Employment rates	Green	No change
	Business numbers	Green	No change
	Numbers of apprenticeships	Green	No change
	Levels of workforce	Green	No change

14. We continue to make improvements to the monthly reporting process and format. Among the priorities for development are:

- A system of standardised RAG ratings to ensure that we are always comparing like with like throughout the report;
- Greater description of actions planned in response to performance trends;
- Improvement of Annex B on risk, in parallel with the agreement of a new Risk Management Strategy
- Improvement of Annex C on HR, providing a monthly summary of key issues and indicators with additional depth of analysis on a quarterly basis.

Managing risk

14. OCC manages risk at operational (i.e. service-specific) and strategic levels. The latest Strategic Risk Register is summarised at Annex B. No strategic risks have been closed, or new risks added, over the last month.

15. The Council's Risk Management Strategy is to be revised by July. This will support our ongoing work to improve risk management activities. The Council's Audit and Governance Committee, supported by the Audit Working Group, maintains oversight and assurance of risk.

Human resources (HR) data

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

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

17. Information about the size of the organisation is important as staff are our biggest asset and cost and are essential to the delivery of service. The data does not however set out the Council's long-term workforce strategy or reflect other HR matters such as the level of case work currently underway.
18. OCC's staffing number at 31 May 2019 (including retained fire-fighters but not schools) was 5,001 employees, equivalent to 4,047 FTE. This compares with 4,956 employees, equivalent to 4,023 FTE, for the period ending 31 March 2019 A detailed breakdown of information by Directorate is included at Annex C.
19. During 2019 the Council will be undertaking a full review of the HR function and how it supports the long-term workforce requirements of the organisation. HR data and performance measures will also be included within this review. The ambition is to provide a quarterly HR update setting out progress against the delivery of the council's HR strategy and workforce plans. This will also include year-on-year comparative information to provide greater context and trends over time.

Summary of the Council's financial position

20. Based on expenditure to the end of May 2019 a forecast directorate overspend of **£4.4m**. However, this includes a **£2.5m** overspend for Special Educational Needs (SEN) Home to School Transport and on 18 June 2019, Cabinet agreed a temporary virement of **£2.2m** from Corporate Contingency to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced. This will reduce the directorate overspend to **£2.2m** and will be included in the June report.

Directorate	Latest Budget 2019/20 £m	Forecast Outturn 2019/20 £m	Forecast Outturn Variance May 2019/20 £m	Forecast Outturn Variance 2019/20 including virement from Contingency £m	Forecast Outturn Variance 2019/20 %
Children's Services	113.7	117.5	+3.8	+1.6	1.4%
Adult Services	184.0	184.2	+0.2	+0.2	0.1%
Communities	113.3	113.4	+0.1	+0.1	0.1%
Resources	28.9	29.2	+0.3	+0.3	1.0%
Total Directorate Position	439.9	444.3	+4.4	+2.2	0.5%
Strategic Measures	-439.9	-439.9	0.0	0.0	0.0%
Overall Surplus/Deficit	0.0	4.4	+4.4	+2.2	

21. There is also a forecast **£9.7m to £15m** 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.

22. The variation is due to a significant increase in the number of Education Health and Care Plans (EHCPs) that the local authority maintains. Over the last year this increased by just under 500 plans. 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 £0.055m per place per annum plus transport costs.
23. The forecast range is currently given as there is a risk that the overspend will increase significantly due to exceptional demand for special school places. In March 2019, approximately 80 cases were considered at special school panel and at the June meeting around 140 further requests are being considered which, if agreed, would substantially increase the deficit as no places are available at local authority and academy special schools in Oxfordshire, with limited availability in neighbouring authorities or the independent sector. Significant uncertainty will remain in this forecast until special school and further education college places and funding are confirmed in the new academic year.
24. Virements for Cabinet to approve are set out in Annex D – 2a. These include the creation of income and expenditure budgets relating to the un-ringfenced Mockingbird Grant within Children’s Services, a staffing restructure virement within Community Operations, and the creation of expenditure and recharge income budget relating to an iBCF (improved Better Care Fund) allocation to workforce projects within Joint Commissioning.
25. See Annex D for further details and commentary

CLAIRE TAYLOR

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20 June 2019

ANNEX A – PERFORMANCE DASHBOARDS – to 31 MAY 2019

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Residents feel engaged with the county council	Number and value of opportunities for public engagement	↑	% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	31% (May '19)	Summer '18 to Summer '19 average was 46.5%
			% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	56% (May '19)	Summer '18 to Summer '19 average was 55%
			To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	38% (Feb '19)	The Local Government Ombudsman publishes this data annually and we are expecting our individual letter and their comparative data in July. The Council's Monitoring Officer will make his annual report on this to our Audit and Governance Committee in September.
	Rates of customer satisfaction	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	48% (May 19)	Summer '18 to Summer '19 average was 34.5%
Page 15 Our services improve and deliver value for money	Value for money through effective use of resources	↔	Achievement of planned savings	95%	81%	81%
			General balance outturn at the risk assessed level	>=100%	129.5%	129.5% - The current forecast for general balances at 31 March 2020 is £25.0m . This is £5.7m higher than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
			Unplanned use of earmarked reserves	< £250k	£0k	Reserves are forecast to be £63.4m at 31 March 2019. This is a reduction of £5.3m compared to the position reported the April report. The change relates to the increased overspend relating to the High Needs Dedicated Schools Grant as set out in the Children's Services section of Annex 6.
			Total Directorate outturn variation	=< 1% variation	0.5%	Based on expenditure to the end of May 2019 a forecast directorate overspend of £4.4m . However, this includes a £2.5m overspend for Special Educational Needs (SEN) Home to School Transport and on 18 June 2019, Cabinet agreed a temporary virement of £2.2m from Corporate Contingency to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced. This will reduce the directorate overspend to £2.2m or 0.5% and will be included in the June report.
			Total outturn variation	0%	0%	0% - £7.4m of the Corporate Contingency is currently unallocated it may be possible to use this to offset the directorate forecast overspend of £3.0m .
	Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0%	There are no cost variations to report at this stage of the year		
	Improvement following external inspection/audit	↔	Proportion of post-inspection/audit actions dealt with on time	100%	< 100%	Our performance for Education Health & Care Plans (EHCPs) for children is reported as part of our response to an Ofsted inspection. As shown elsewhere in this report we are behind target on EHCPs, In consequence the target of 100% for post-inspection actions is also slightly behind.
The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	Nat. average (84% Apr 19)		90%	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	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Projects are progressing however planned timescales for some projects may need further extension to reflect partner governance processes. New projects are at initial scoping stage, mandates agreed. Any deviations from agreed timescales would be noted in future monthly reports.

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 Page 16	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	6,248	See right	<ul style="list-style-type: none"> Safe & well visits: May target 610, actual at 31 May: 293. We have started to report using tablets: the outturn for this month doesn't reflect the true figures during this period of transition. Trading Standards programmes for vulnerable adults & children: we are on track for our Quarter 1 target of reaching 1,250 individuals Gypsy & traveller site fire safety visits: annual target 90. At 31 May: 7
			Number of children better educated to live safer and healthier lives	14,168	See right	<ul style="list-style-type: none"> Work experience placements: Quarter 1 target 1, actual at 31 May: 0 Fire cadets: Q1 target 960. No May data due to revised reporting process; however, we remain confident about this measure. Trading Standards risk reduction activities for children & young adults: Quarter 1 target 163 – we are on track Fire prevention campaigns: May target: 1,826, actual at 31 May: 2,146
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	1,000	See right	<ul style="list-style-type: none"> Fatalities from primary fires: May target 1, actual at 31 May – 1 Special service rescues: May target 36, actual at 31 May – 65 Rescues from primary fires: May target 4, actual at 31 May – 2 Co-responding calls: May target 144, actual at 31 May – 20. Co-responding ceased in all but one of our stations (Thame) from September 2017 due to National pay negotiations.
			% of emergency call attendances made within 11 minutes	80%	91.74%	Our performance against response time targets is higher this year so far than in any month over the past year.
			% of emergency call attendances made within 14 minutes	95%	98.30%	
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	97%	99%	Our targets are being exceeded. Quarterly benchmarking shows that Oxfordshire has exceeded South-East and England performance levels
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	49%	51%	
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 2,338	3,468	We have exceeded our local target. We are targeting those most at risk.
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	>6.6%	10.0%	We have exceeded local targets and England averages through 2018/19
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>36.6%	51.0%	We have exceeded local targets and England averages through 2018/19
Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.			>38.6%	57.1%	We have exceeded local targets and England averages through 2018/19	
Proportion of people walking & cycling	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey	Cycling 634,000 Walking 3,000,000	604,000 2,941,000	The targets represent annual increases over the baseline of 5% (cycling) and 2% (walking). We expect to report on this measure during Quarter 2	
People play an active part in their communities	Rates of volunteering	↔	Number of environmental volunteer hours generated through county council activities (this is an annual measure, next due to be reported on in April 2020)	Reporting only	1,784 hours (18-19)	In 2018/19 TVERC (Thames Valley Environmental Records Centre) activities generated 1264 hours of volunteer time (worth £17,064) and the Lower Windrush Valley Project 520 hours. The Wychwood Project became independent from OCC in 2018: figures are no longer included.
			Number of volunteer hours contributed to library, museum & history services		3,398 hours in May	<ul style="list-style-type: none"> Library volunteer hours: 2,714 hours contributed Museum Service volunteer hours: 441 hours contributed History Centre volunteer hours: 243 hours contributed

	Prevalence of services provided by communities	GREEN	↑	Number of town or parish councils with devolved service responsibilities	Reporting only	131	We currently have 131 agreements with Parish/Towns and with West Oxfordshire, Oxford City Council, Cherwell and Vale of White Horse. Devolution of services is proactively being promoted and it is expected that the number of agency agreements will gradually increase and diversify.
				% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services		See right	May: 47% of £1.89m allocated = £881,825, of which: <ul style="list-style-type: none"> • 65% to Community Groups = £570,757 • 12% to direct services = £107,135 • 23% to Town/Parish councils = £203,932

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%	Not yet available	This figure is collected on an annual basis. The 2019/20 result will be available on completion of the 2019/20 condition survey (estimated completion is in July / August 2019).
				Defects posing immediate risk of injury are repaired within 24 hours	100%	100%	-
				Defects creating potential risk of injury repaired within 28 calendar days	90%	100%	-
				Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	Reporting only	Closed: 90.8% Open: 9.2%	90.8% = 783 enquiries closed. 9.2% = 79 enquiries open. This information is reported in arrears to enable inclusion of full month activity. This report provides the available April 2019 enquiries.
				Km of highway resurfaced as % of total	0.6%	2.18%	The target is due to be reviewed to account for additional investment into the county's Highways.
				% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	99.14%	-
	Funding secured through planning obligations	GREEN	↔	A minimum of 70% of S106 agreements involving contributions to county council infrastructure are completed within 6 months of District Committee resolutions	70%	100%	This month, funding secured was above the funding requested by £32,239
				Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	104%	
	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: • Bus journeys • Bus use per head	34.8m 36.2	34.5m 35.8	Targets represent a 1% annual increase
				Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire • Satisfaction with overall journey	93%	92%	-
				Rail: Dec 2018 Oxfordshire Rail Station use, per Office of Rail & Road statistics	21.6m	20.6m	Target represents a 5% annual increase (based on 10% increase between 2017 and 2018)
	Rates of access to cultural services	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. Benchmarking will be established quarterly throughout 2019/20. <u>Library programs:</u> During May 2019, 814 programs targeting adults, children and class visits were presented (2018/19 monthly average 599). <u>Museums Service programs:</u> During May 2019, 706 school children were engaged in taught sessions on sites (554 in May 2018). 253 adults reached through outreach reminiscence sessions (201 in May 2018). 12 collections loaned out (22 in May 2018). <u>History Service activities:</u> 372 activities during May 2019 (2018/19 monthly average 342). Made up of 299 remote enquiries and 73 event attendees.
				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 November 2019.

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Our local environment is protected	AMBER	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	63%	The number of applications received by the Planning Process Team has continued to increase over the last few months. Apr saw a 26% month on month increase, the effects from which were still being managed into the start of May, thereby affecting this month's overall response target. Since Dec 18, the team's overall output has increased, providing a 59% increase in the number of responses sent. The response rate is improving, but still lower than anticipated due to level of applications received and resource constraints that are currently being addressed.
					50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	9 out of 9 applications were determined within target in May. Year to date = 12 out of 12.
		Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from county council estates and activities	3%	Not yet available	2018/19 annual emissions data is being processed. We expect the figures to be published in September.
		Levels of energy use	GREEN	↑	% of streetlights fitted with LED lanterns by March 2020	22%	19.73%	11,777 LED lanterns have been converted from 59,858 streetlights across the county over the past 6 years. This is 19.73% of our total street lighting asset. There is a target of an additional 6,000 units (LED Heads) for 2019/20. This replacement programme is currently being designed for delivery in 2019/20.
		Air quality	AMBER	↔	% rate of delivery against the Zero Emission Zone programme	80%	See right	Work on the ZEZ programme is progressing well. On 18 June Cabinet agreed to request a Traffic Regulation Condition (TRC) which will support the transition towards a zero emissions bus fleet by 2037. In the short term the TRC will introduce cleaner diesel bus engine technology with major air quality benefits in Oxford and across the county. We expect to be able to update further on this in June's report
		Proportion of household waste re-used, recycled or composted	GREEN	↔	% of house hold waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 27.33% b) 32.70% c) 0.37% Total 60.40%	This information is for April 2019. Waste performance is reported in arears due to the complexity of data collection, processing required and a reliance on partner organisations.
					% of household waste sent to landfill Reported performance is the forecasted end of year position.	5%	3.46%	This information is for April 2019. Waste performance is reported in arears due to the complexity of data collection, processing required and a reliance on partner organisations.
					% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres Reported performance is the forecasted end of year position.	59%	59.06%	This information is for April 2019. Waste performance is reported in arears due to the complexity of data collection, processing required and a reliance on partner organisations.
					% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	-

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Children are given a good start in life Page 20	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	72.20%	Many factors have impacted negatively on this measure including missing midwifery notifications, patient choice, staff vacancies and babies being born early. An Action plan in is in place with the provider.
				Percentage of births that have received a face to face New Birth Visit	95%	98.40%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	93.40%	This indicator continues to perform well.
				Percentage of children who received a 2-2½ year review	93%	89.90%	Performance against this indicator has dropped: this is being actively reviewed at contract meetings.
				Babies breastfed at 6-8 weeks of age	60%	61.40%	Performance remains strong and significantly above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.00%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN		To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	95%	Data to term 4 (Easter 2019): 10,357 places taken up, out of forecast number of 10,864 3 and 4 year olds.
	Number of looked after children	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	777	Small decrease in numbers. Rated Amber because of the volatility of the number 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	1,446	Figure for last 12 months. Continues to rise month on month and should hit 1500 by March 2020
				Not to exceed the level of social care assessments in 2018-19	6,250	6,030	Figure is projected based on last 2 months
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	578	After 10 years of continued growth the number of children the subject of a child protection plan in Oxfordshire continues to fall. This is linked to greater and more effective early help mentioned above.	
Number of children's cases held by permanent staff	GREEN	↔	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	74%	The latest figure is for 31 March. Figures reflect workload pressures highlighted above and reduction in use of agency staff (below)	
			Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	91%	The latest figure is for the end of March. Reduction in agency staff has a direct impact on caseloads for permanent staff (measure above).	
Children are able to reach their potential	% of children with a place at their first preference school	-	↔	% of children offered a place at their first preference primary school	Reporting only	93.1%	Although not rated, performance on these measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.8%	
	Percentage of children at good schools / settings	-	↔	% of children attending primary schools rated good/outstanding by Ofsted	Reporting only	93.3%	Primary schools: the proportion of children living in Oxfordshire who were offered their first choice place (for a Sep 2019 start) is broadly in line with last year. 93.3% compared to 93.1%. Secondary schools: the proportion of children living in Oxfordshire who were offered their first choice place at secondary school (for a Sep 2019 start) is lower than last year – 85.5% compared to 88.7%. This is due to an exceptional year for growth in the number of secondary school pupils. It is still above the national figure.
				% of children attending secondary schools rated good/outstanding by Ofsted		85.5%	

Children missing education	AMBER	↔	Persistent absence rates in primary schools (%)	6.8%	7.2%	Following the launch of the Learner Engagement services in October, the Education Service is actively working with schools within a new Learner Engagement strategy overseen by the Learner Engagement Board. The Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and is working in partnership with CAMHS on their Oxford City pilot. Although exclusions are higher than the target, relative performance is good. The target is extremely ambitious, as part of our determination that no one should miss out on education	
			Persistent absence rates in secondary schools (%)	12.2%	13.9%		
			Reduction in permanent exclusions to 44 or fewer	< 44	59		
	Levels of educational attainment	GREEN	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%		Annual only measures. Information for KS2 is available in October 2019, and for KS4 in January 2020.
				KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0		
				KS4: average attainment 8 score per pupil	48.2		
				KS4: average progress score	0.07		
				KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%		
				16-18: average point score per pupil (A level)	Reporting only		
				16-18: average point score per pupil (Applied General students)			
Timeliness of completing Education, Health and Care Plans	RED	↑	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	75%	41%	There was an unprecedented rise in the number of requests for new EHCPs in April and May (191) compared to 139 last year. i.e. a 37% rise. National figures show timeliness across the country has reduced.	

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 Page 22	Number of home care hours purchased	AMBER	↑	Maintain the number of home care hours purchased per week	21,779 hours per week	21,438	There has been a small increase in hours for each of the last 2 months (269 hours) which is positive, but the level of care is still 342 hours below that of March 2018
	Number of hours of reablement delivered	GREEN	↑	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,786	-
	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%	92.5%	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%	96.9%	-
				% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	35%	Over a third of people who live at home take their care in the form of a cash payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	GREEN	↔	Reduce the number of people delayed in hospital awaiting social care	6	6	Social care delays have reduced significantly in the last 2 years and are below the national rate
				Reduce the number of people delayed in hospital awaiting both health and social care	26	39	People awaiting 'both health and social care' are primarily awaiting reablement. There is an agreed trajectory to reduce delays from 50 to 26 by March 2020. An action plan is in place with the provider of reablement to deliver the required improvement. At the end of April 39 delays were due to both.
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%	56.5%	There has been an increase in the proportion of people supported in care homes with the constraints in home care supply noted above	
Homes and places support independent living	GREEN	↔	Increase Extra Care Housing capacity to 4,500 flats by 2026	4,500 by 2026	928	928 flats have been completed to date	
			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%	91%	-	

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Strong investment and infrastructure are secured	Level of investment attracted	↑	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5M is required annually to maintain the carriageway asset in a "good" condition over the next 10 year period (2018/19 to 2027/28). £31.725M is 89.4% of the £35.5M target. Initial investment is lower than expected due to slower growth within the County.
			We participate in 20 innovation funding bids to support the Smart Oxford programme	20	2	Projects successfully bid for in 18-19 are being developed now.
			Businesses given support by Trading Standards interventions/fire risk inspections	3,332	See right	<ul style="list-style-type: none"> • Fire safety audits completed: May target 58, actual at 31 May – 50 • Trading Standards business interventions: on track for Q1 target (188) • Trading Standards business advice given: on track for Q1 target (160) • Building Regulations consultations responded to: May target 264, actual at 31 May – 137. This measure is demand-led. • Trading Standards business newsletter recipients: on track for Q1 target (50).
			% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and schools 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	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We have initiated development of the scope of work relating to this measure.
	Number of new homes	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	Not yet available	Data and commentary against this measure will be available in the next monthly report, in line with the Partnership Reporting process
			We support the delivery of 464 new affordable housing starts by March 2020	464	Not yet available	Data and commentary against this measure will be available in the next monthly report, in line with the Partnership Reporting process. Housing and Growth Deal partners continue to work on a data gathering method to enable monthly reporting, however, delivery continues to be a key priority for the council.
	Levels of disruption to journeys	↑	Failed utility inspections no higher than 15%	<15%	25%	-
	Level of transport connectivity	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will report on this subject in 2019-20 but need to determine the correct measure, which needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality. We intend to be ready to report on this in the June report.
	Level of access to online and digital services	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	77,464	Number updated to the end of May (up from 77,114 in April)
The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband			97.5%	97%	-	
The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> • At least Basic Broadband (at least 2Mb/s) • OFCOM 'acceptable' broadband (10Mb/s) 			<0.3% <1.2%	0.3% 1.23%	-	

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Local businesses grow and provide employment	GREEN	Employment rates	GREEN	↔	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	Reporting only	See right	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
		Business numbers	GREEN	↔	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)		See right	Dec 2018 figures (next ONS update due in November 2019): Business births: 3,450 in 2017 (down 4% on 2016); business deaths: 3,130 in 2017 (down 2% on 2016). Business survivals: 48.7% surviving 5 years later (was 49.3%).
		Numbers of apprenticeships	GREEN	↔	Number of apprenticeships employed by the county council and maintained schools	80	See right	The tally at the end of March was 121 apprentices. Data for April will be reported in the next monthly report.
		Levels of workforce	GREEN	↔	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	Reporting only	See right	End of May 2019: 4074 FTE
					Total spend on agency staff as proportion of our annual salary budget		See right	End of March 2019: 2.76% of annual salary budget.

ANNEX B – RISK

The table below summarises the council's Strategic Risks. This reflects the latest updates by strategic risk owners.

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

ANNEX C – HUMAN RESOURCES (HR)

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

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

Full-time equivalent (FTE), headcount and turnover (at 31 May 2019)

DIRECTORATE	FTE Employed at 31 March 2019 Q4	FTE Employed at 31 May 2019	Headcount at 31 March 2019 Q4	Headcount at 31 May 2019	Turnover Q4	Turnover May 2019
ADULTS	746.4	741.5	875	873	2.40	0.01
Adult Social Care	623.14	615.95	735	730	2.60	0.01
Joint Commissioning	123.29	125.57	140	143	1.40	0.01
CHILDREN	1225.5	1234.2	1504	1519	2.50	0.01
Children's Social Care (inc ATV)	411.43	412.78	481	478	3.30	0.01
Safeguarding	355.72	357.14	426	432	1.20	0.01
Education	280.14	287.33	385	399	1.80	0.00
Admin and Director's Office	178.25	176.96	212	210	4.70	0.01
PUBLIC HEALTH	20.94	20.94	22	22	9.10	0.00
COMMUNITIES	1282.7	1590.6	1586	2086	2.40	0.01
Planning and Place	144.71	161.09	155	171	1.30	0.01
Infrastructure	475.93	483.30	688	702	2.50	0.01
Capital Investment & Major Infrastructure Delivery	55.19	49.39	61	58	8.20	0.00
Cultural Services		280.65		461		0.01
FRS & Community Safety (inc. Retained)	606.89	614.14	682	695	2.10	0.01
RESOURCES	748.03	460.12	969	501	2.80	0.01
Finance	110.42	113.48	122	125	2.50	0.01
HR	35.19	35.20	40	40	2.50	0.00
Law and Governance	206.65	82.25	264	92	6.10	0.01
Policy, Performance and Comms	47.75	43.44	50	46	4.20	0.02
Customer Experience	225.86	60.24	366	67	1.60	0.01
Programme Management Office		6.31		7		0.00
Digital and ICT	122.16	119.20	127	124	2.40	0.01
TOTAL	4023.7	4047.4	4956	5001	2.50	0.01

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

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

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

Agency staff and costs (at 31 March 2019)

Data on agency costs is prepared on a quarterly basis. The most recent data available is reported here. The next available information will be included in the report on June 2019.

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

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

Levels of spend on agency staff rose between Quarter 3 and Quarter 4 2018-19. This is in line with trends in previous years, especially within Directorates providing front line services where additional urgent cover may be required due to higher staff sickness levels in the winter months of Quarter 4.

Also, Quarter 4 figures relate to all financial spend in that quarter, including clearing any outstanding invoices prior to year end and accruing for any committed expenditure not yet processed.

From Quarter 1 2019-20 agency spend will be reported identifying specific agency use and associated costs within that quarter, rather than the invoices paid in that quarter.

In Communities Directorate there was additional agency spend to assist with the Growth Deal, and a number of interims in place pending restructure of Facilities Management and Capital and Investment.







In Adult Social Care, use was made of Government funding to deal with short term and urgent demand, enabling services to use agency staff to respond quickly to the need for experienced staff. The introduction of a new team to tackle waiting lists required the need for more experienced staff: we were not able to recruit as many experienced staff as we needed, so used agency staff.

Public Health made increased agency spend relating to winter projects, all of which was within staffing budgets. Children's Services made additional use of agency staff to provide cover for vacancies and sickness. Resources Directorate agency spending included PA arrangements for the Chief Executive. The Customer Service Centre found recruiting via agencies a highly effective way of securing good candidates to ensure customer demand is met during busy periods (e.g. winter, school admissions deadlines, Blue Badge criteria changes).

Annex D – Finance





Forecast outturn 2019/20 at May 2019


Key

 Red	 Improving
 Amber	 Stable
 Green	 Worsening


Children's Services

£3.8m (3.4%) forecast overspend

<p>Education & Learning</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £2.5m (10.1%) overspend</p> <p>Action Plan Virement of £2.2m agreed by Cabinet on 18 June 2019</p>	<p>£2.5m overspend forecast in relation to SEN Home to School Transport. This forecast is based on current demand along with average growth seen in recent years. There remains a risk that demand will remain high in 2019/20 and increase the forecast spend in this area. On 18 June 2019, Cabinet agreed a temporary virement of £2.2m from Corporate Contingency to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced. This will be included in the June report and will reduce the overspend to £0.3m.</p> <p>There is a potential pressure due to deficit balances in a school which has converted to academy status. The value is currently estimated at £0.1m and it is unlikely that this can be met from existing resources at this time.</p>
<p>Children's Social Care</p> <p>RAG rating </p> <p>Direction of travel </p> <p>Variation £0.0m (0%) overspend</p> <p>Action Plan</p>	<p>The Unaccompanied Asylum-Seeking Children budget is now expected to balance to budget. Following a notification from the Home Office that the funding rate for under 18 young people will be increased from 1 April 2019 it is now expected that this will meet the costs of this cohort overall.</p> <p>As in previous years there remains a risk around use of agency staff in front line social worker teams due to ongoing issues in recruitment of experienced staff exceeding the available budget set aside for this purpose.</p> <p>There is a proposal to move to a new model of service delivery for Children's Social Care, which will require cabinet approval. The savings associated with this are at risk until such time that the project proceeds.</p>

Children's Social Care Countywide Services	£0.1m <u>overspend</u> on Safeguarding as a result of the use of agency staff within the team to cover staff absence.
RAG rating 	£1.2m <u>overspend</u> forecast due to savings which are currently not expected to be achieved relating to third party spend. Alternative savings are being considered and an update will be provided in future reports.
Direction of travel ↓	Overall no variance outside of savings is currently forecast within Corporate Parenting, with overall demand relatively stable and within the assumed budget. Placement mix, particularly the number of residential placements and demand need to be monitored carefully to identify any potential variances as the year progresses.
Variation £1.3m (2.5%) overspend	
Action Plan Options being considered	

DSG Funded Services

High Needs DSG Block	£9.7m to £15m <u>overspend</u> 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.
RAG rating 	
Direction of travel ↓	The variation is due to a significant increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Over the last year this increased by just under 500 plans. 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 £0.055m per place per annum plus transport costs.
Variation £9.7m to £15m (18.6% to 28.8%) overspend	
Action Plan	The forecast range is currently given as there is a risk that the overspend will increase significantly due to exceptional demand for special school places. In March 2019, approximately 80 cases were considered at special school panel and at the June meeting around 140 further requests are being considered which, if agreed, would substantially increase the deficit as limited places are available at local authority and academy special schools in Oxfordshire, with limited availability in neighbouring authorities or the independent sector. Significant uncertainty will remain in this forecast until special school and further education college places and funding are confirmed in the new academic year.

Adult Services

£0.2m (0.1%) forecast overspend

Better Care Fund Pool

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

RAG rating**Direction of travel**

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

Variation Break-even

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**. The underspend would reduce if activity increases.

Action Plan



No action plan required

Home support capacity is being maintained but the local market continues to be impacted by workforce availability. Based on current activity there is a forecast underspend of **£0.1m** (-0.2% of the total home support budget).

Based on current activity, care home placements are forecast to overspend by **£0.9m**, 2.1% of the total care home budget.

£1.4m one – off funding for projects and activity to support hospital discharges and flow over the winter is available in reserves. Plans to support winter pressures and support local system flow are being jointly developed with health partners. An update will be provided in the next report.

Adults with Care and Support Needs Pool	Supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. Ahead of the agreement of contributions and the risk share arrangements for 2019/20 by the Joint Management Group, this report assumes the council is responsible for all the variation on this pool in 2019/20.
RAG rating ▲	
Direction of travel ↑	The forecast <u>overspend</u> of £2.6m is £1.9m higher than the initial forecast reported last month.
Variation £2.6m (3.7%) overspend	£1.0m relates to the social care element of placements in out of county schools and colleges for 18 to 23-year olds with Special Educational Needs (SEN). This is the estimated on-going effect of an increase in the average cost of placements in 2018/19. Further work is required to assess the impact on Adult Social Care but there is a risk that a rising level of activity being reported by Children’s Social Care will increase the pressure against this budget as the year progresses.
Action Plan Mitigated by underspends in non – pool budgets.	£0.5m relates to sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.
	After taking account of £2.1m demographic growth added to the budget in 2019/20 and £2.5m additional funding to manage pressures identified through the Service & Resource Planning process, there is a net overspend of £0.1m in the forecast cost of care packages as a result of new service users and changes to existing services.
	There is a forecast overspend of £0.1m relating to service users with Acquired Brain Injury. Because of the unpredictability of service user needs and the high cost of individual care packages this forecast will fluctuate month to month. Activity on health ABI is also higher than the budget but further work is on-going to determine what the pressure is and how that should be funded.
	Savings totalling £2.4m are built into the council’s contribution to the pool in 2019/20. Plans to implement these are progressing but based on current plans £0.9m is at risk of slipping to 2020/21 and is contributing to the pressure within the pool.

Non-Pool Services	Unallocated on-going base budget of £2.4m is currently being held outside the pooled budgets. £1.7m is funding built into the Medium Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures.
RAG rating 	
Direction of travel ↑	A further £0.7m originally related to Care Act implementation and the withdrawal of the Independent Living Fund. This has been used to manage a range of demand led pressures in the pools in the last two years and continues to be available in 2019/20.
Variation - £2.4m (-17.6%) underspend	All of the £2.4m underspend is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.
Action Plan Not required	All other areas are currently reporting a breakeven position noting on-going challenges around the recruitment and sustainability of social work capacity required to support the implementation of the Medium Term Financial Plan and on-going work.
Commissioning	The service is currently reporting a breakeven position.
RAG rating 	
Direction of travel ↔	
Variation £0.0m Breakeven	
Action Plan Not required	

Public Health

£0m (0%) breakeven position

RAG rating

The service is currently reporting a breakeven position.

Direction of travel**Variation**

£0.0m (0%)

Breakeven

against

£29.9m

ringfenced

grant

Action Plan

Not required

Communities

£0.1m (0.1%) forecast overspend

Planning & Place

Although a nil variance is reported, the plans to develop an Integrated Delivery team for the implementation of the Growth Deal and HiF programme, may result in a material short-term revenue pressure.







RAG rating

Work is on-going to determine and value the best operating model to support the implementation of the significant programme.

Direction of travel**Variation**

£0.0m (0.0%)

variance

Community Operations	£0.1m of the <u>overspend</u> relates to Fleet income, which is expected to fall short of budget.
RAG rating	The County Libraries anticipates an income target shortfall due to a fall in demand on DVD and CD rentals as well as a lower level of fines, as a result of a more proactive approach to reminders and the availability of online renewals.
	
Direction of travel	Managers are considering operational actions that could be taken to bring these pressures within the available budgets.
	
Variation £0.1m (0.2%) variance	
Property & Investment	Although a nil variance is reported at present, the plans for reshaping the service continues, post Carilion and although this will bring about opportunities in redesigning the service, there is a risk of short-term financial pressures. This includes risk of additional pressures following the asset condition surveys in bringing the estate to a safe/appropriate level of operation.
RAG rating	
	
Direction of travel	
	
Variation £0.0m (0.0%) variance	
Community Safety	Nothing material to report
RAG rating	
	
Direction of travel	
	
Variation £0.0m (0.0%) variance	

Resources

£0.3m (0.9%) forecast overspend

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

RAG rating



£0.03m of the overspend relates to the ongoing pressure in Democratic Services £0.1m, which is being partially offset by underspends across the wider Governance budget.

Direction of travel ↓

£0.13m of the overspend relates to the unfunded costs of the interim Procurement team. The ongoing pressure will be addressed as part of Provision Cycle service redesign.

Variation
£0.3m (0.9%)
overspend

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

Corporate Measures

General Balances The current forecast for general balances at 31 March 2020 is **£25.0m**. This is **£5.7m** higher than the risk assessed level of **£19.3m** as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019. As part of this, it was agreed to transfer **£6.0m** from balances at the start of the 2019/20 financial year to the Transformation Reserve.

RAG rating



Direction of travel ↑

		£'000
General Balances at 1 April 2019		27,971
<u>Calls on balances</u>		
Agreed Transfer to Transformation Fund	-6,000	
Total Calls on balances		-6,000
<u>Additions to balances :</u>		
Underspend	+3,046	
		+3,046
Projected level of General Balances 31 March 2019		+25,017
RISKED ASSESSED LEVEL OF BALANCES 2019/20		+19,300
Level of surplus General Balances		+5,717

Reserves Reserves are forecast to be £63.4m at 31 March 2019. This is a reduction of £5.3m compared to the position reported the April report. The change relates to the increased overspend relating to the High Needs Dedicated Schools Grant as set out in the Children’s Services section above.

RAG rating



Direction of travel ↓

Unplanned Use >£250k

Medium Term Financial Plan Savings At least 81% of the planned savings of **£36.8m** are expected to be delivered.

RAG rating



Direction of travel ↓

% of savings expected to be achieved
95%

Total Directorate Savings	-21,672	
Corporate Savings	-15,157	
Total savings for 2019/20 Budget	-36,829	
Directorate Savings		
Delivered & Green	-14,837	68%
Amber Savings	-4,657	21%
Red Savings	-2,178	10%
	-21,672	
Directorate Delivered & Green Savings	-14,837	
Corporate Savings - all green	-15,157	
	-29,994	
Percentage Delivered & Green of 19/20 total	81%	

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

Original RAG Status	Percentage Green/ Delivered	Target
Red	0%	70%
Amber	55%	90%
Green	98%	100%

Grants The council receives ringfenced and un-ringfenced government grants totalling **£337.2m** a change of £0.7m from last month. The change mainly relates to a reduction in the High Needs DSG.

RAG rating



Direction of travel ↓

Strategic Measures

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

RAG rating**Direction of travel**

Month	Average cash balance	Average rate of return
May	£372.71m	0.911%

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

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

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

Debt and Loan Write Offs & Impairments – Corporate Debtors

**RAG rating****Direction of travel**

Invoice collection and average days debt outstanding have both improved this month.

Debt requiring impairment has risen slightly due to four new cases that have are now in the 120 days overdue category. The highest of these relates to an overpayment to Scope for care services; this is in the process of being recovered: the remaining cases are all linked to recovery of direct payments that have not been used appropriately.

	Target	May 2019
Invoice collection rate	97.5%	97.06%
Avg. days outstanding	35	32
Debt requiring impairment	<£0.30m	£0.33m
Unsecure debt over 1 year	<£0.50m	£0.62m
Write offs as % of income Year to Date	<0.10%	0.001%

Debt and Loan Write Offs & Impairments – Adult Contribution Charges

All indicators for social care have worsened this month. The most significant changes were to the level of debt requiring impairment and unsecure debt over 1 year. The debt requiring impairment figure has been impacted by the introduction of Adult's new charging policy in October 18 as these charges have now reached the 6 month bad debt period.

RAG rating



Direction of travel ↓

There are several factors contributing to the increasing debt levels and work is underway to make changes to social care processes to improve systems and pathways (ASC System Blocker project and the joint ASC & CEF LAS/LCS Project). Throughout 2018/19 delayed packages of care continued to be entered leading to several high value and complex debt recovery cases. Within the ASC Income team objectives have been defined that link to reduction of aged and bad debt; delays to recruit to a vacant position have delayed some activity in this area.

	Target	May 2019
Invoice collection rate	92%	89.01%
Avg. days outstanding	100	102
Debt requiring impairment	<£2.00m	£3.00m
Unsecure debt over 1 year	<£1.60m	£2.89m
Write offs as % of income Year to Date	<1.0%	0.64%

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

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Children						
Gross Expenditure	368,782	-394	368,388	372,226	3,838	R
Gross Income	-255,037	340	-254,697	-254,697	0	G
	113,745	-54	113,691	117,529	3,838	R
Resources						
Gross Expenditure	40,330	7	40,337	40,617	280	G
Gross Income	-11,487	1	-11,486	-11,505	-19	G
	28,843	8	28,851	29,112	261	G
Communities						
Gross Expenditure	175,434	1,308	176,742	176,863	121	G
Gross Income	-61,968	-1,458	-63,426	-63,426	0	G
	113,466	-150	113,316	113,437	121	G
Adults						
Gross Expenditure	204,376	-6	204,371	204,575	204	G
Gross Income	-20,349	1	-20,348	-20,348	0	G
	184,027	-5	184,022	184,226	204	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	916	819,787	824,230	4,443	G
Directorate Income Total	-378,791	-1,117	-379,908	-379,927	-19	G

**Business Management Report
Position to the end of May 2019
Budget Monitoring**

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000	£000	underspend - overspend + £000	
Directorate Total Net	440,081	-201	439,880	444,304	4,424	R

**Business Management Report
Position to the end of May 2019
Budget Monitoring**

Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income £000	Projected Year end Variation to Budget underspend - overspend + £000	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date	Latest Budget			
	£000	£000	£000			
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000		-6,000	-2,954	3,046	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500		-1,500	-1,500	0	
Contingency	7,629	201	7,830	360	-7,470	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-8,419	0	
Strategic Measures Budget	29,208	201	29,409	24,985	-4,424	
Unringfenced Government Grants	-18,743		-18,743	-18,743	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
Council Tax Requirement	369,065	0	369,065	369,065	0	

KEY TO TRAFFIC LIGHTS

Balanced Scorecard Type of Indicator

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

Children 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 +	Traffic Light Indicator
CEF1 Education & Learning						
Gross Expenditure	79,259	-356	78,903	81,403	2,500	R
Gross Income	-54,797	658	-54,139	-54,139	0	G
	24,462	302	24,764	27,264	2,500	R
CEF2 Children's Social Care						
Gross Expenditure	34,717	-1,242	33,475	33,475	0	G
Gross Income	-3,352	-91	-3,443	-3,443	0	G
	31,365	-1,333	30,032	30,032	0	G
CEF3 Children's Social Care Countywide Services						
Gross Expenditure	55,690	1,703	57,393	58,729	1,336	R
Gross Income	-3,882	-321	-4,203	-4,203	0	G
	51,808	1,382	53,190	54,526	1,336	R
CEF4-1 Delegated Schools						
Gross Expenditure	154,133	-93	154,040	154,040	0	G
Gross Income	-154,133	93	-154,040	-154,040	0	G
	0	0	0	0	0	G
CEF4 Other Schools						
Gross Expenditure	38,570	-1	38,569	38,569	0	G
Gross Income	-38,354	0	-38,354	-38,354	0	G
	216	-1	216	216	0	G

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

Children Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
CEF5 Children's Services Central Costs						
Gross Expenditure	6,413	-405	6,008	6,010	2	G
Gross Income	-519	0	-519	-519	0	G
	5,894	-405	5,489	5,491	2	G
Directorate Expenditure Total	368,782	-394	368,389	372,226	3,838	R
Directorate Income Total	-255,037	340	-254,697	-254,697	0	G
Directorate Total Net	113,745	-54	113,691	117,529	3,838	R

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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 May 2019
Budget Monitoring

Communities Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
EE1 Planning & Place						
Gross Expenditure	11,862	1,267	13,129	13,129	0	G
Gross Income	-6,577	-1,459	-8,036	-8,036	0	G
	5,285	-192	5,093	5,093	0	G
EE2 Community Operations						
Gross Expenditure	124,284	-1,508	122,777	122,897	120	G
Gross Income	-48,224	64	-48,161	-48,161	0	G
	76,060	-1,444	74,616	74,736	120	G
EE3 Property & Investment						
Gross Expenditure	12,822	1,495	14,317	14,318	1	G
Gross Income	-4,324	0	-4,324	-4,324	0	G
	8,498	1,495	9,993	9,994	1	G
EE4 Community Safety						
Gross Expenditure	26,466	53	26,519	26,519	0	G
Gross Income	-2,843	-62	-2,905	-2,905	0	G
	23,623	-9	23,614	23,614	0	G
Directorate Expenditure Total	175,434	1,308	176,742	176,863	121	G
Directorate Income Total	-61,968	-1,458	-63,426	-63,426	0	G
Directorate Total Net	113,466	-150	113,316	113,437	121	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 May 2019
Budget Monitoring

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
CEO1 Corporate Services						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	2,298	0	2,298	2,298	0	G
CEO2 Law & Governance and Human Resources						
Gross Expenditure	11,223	44	11,267	11,347	80	G
Gross Income	-5,070	1	-5,069	-5,069	0	G
	6,153	45	6,198	6,278	80	R
CEO3 Corporate Finance & Internal Audit						
Gross Expenditure	7,388	1	7,389	7,539	150	R
Gross Income	-2,599	0	-2,599	-2,618	-19	G
	4,789	1	4,790	4,921	131	R
CEO4 Assistant Chief Executives						
Gross Expenditure	19,421	-38	19,383	19,433	50	G
Gross Income	-3,818	0	-3,818	-3,818	0	G
	15,603	-38	15,565	15,615	50	G
Directorate Expenditure Total	40,330	7	40,337	40,617	280	G
Directorate Income Total	-11,487	1	-11,486	-11,505	-19	G
Directorate Total Net	28,843	8	28,851	29,112	261	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 May 2019
Budget Monitoring

Adults Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000			
					underspend - overspend +	
					£000	
SCS1 Adult Social Care						
Gross Expenditure	196,700	-1	196,699	196,903	204	G
Gross Income	-18,999	1	-18,998	-18,998	0	G
	177,701	0	177,701	177,905	204	G
SCS2 Joint Commissioning						
Gross Expenditure	7,676	-5	7,671	7,671	0	G
Gross Income	-1,350	0	-1,350	-1,350	0	G
	6,326	-5	6,321	6,321	0	G
Directorate Expenditure Total	204,376	-6	204,371	204,575	204	G
Directorate Income Total	-20,349	1	-20,348	-20,348	0	G
Directorate Total Net	184,027	-5	184,022	184,226	204	G

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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 May 2019
Budget Monitoring

Public Health Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend +	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	16,353	0	G
	Gross Income	0	0	0	0	0	G
		16,352	1	16,353	16,353	0	G
PH2	LA Commissioning Responsibilities - Locally Defined						
	Gross Expenditure	12,965	0	12,965	12,965	0	G
	Gross Income	-228	0	-228	-228	0	G
		12,737	-1	12,737	12,737	0	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	0	0	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	G
	Estimated outturn showing variance in excess of +/- 1% of year end budget	R

**Business Management Report
Position to the end of May 2019**

CABINET IS RECOMMENDED TO APPROVE 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
CD	Jun	May	Mockingbird Grant	CEF3-1	Corporate Parenting	T	47	0
				VSMMSGT	Strategic Measures	T	0	-47
EE	Jun	May	EE2 Staffing Budget Tidy	EE2-1	Infrastructure Delivery Management	P	1,079	-879
				EE2-2	Asset & Contract Management	P	-267	-338
				EE2-3	Operations & Major Project Delivery	P	387	-45
				EE2-4	Civil Enforcement, Traffic & Business Operations	P	-36	100
SCS	Jun	May	iBCF allocation to workforce projects (recharge)	SCS2	Joint Commissioning	T	500	-500
Grand Total							1,710	-1,710

**Business Management Report
Position to the end of May 2019**

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
CD	Jun	May	Funding for OVO cycle race	EE4-1	Fire & Rescue Service	T	30	0
				VSMMGT	Strategic Measures	T	-30	0
			OxLEP Budget Tidy	EE1-6	Local Enterprise Partnership	P	-192	0
				VSMMGT	Strategic Measures	P	192	0
			Transfer for Children's Policy Work	CEF3-2	Safeguarding	P	5	0
				SCS2	Joint Commissioning	P	-5	0
			Fire & Rescue New Dimensions grant income	EE4-1	Fire & Rescue Service	P	0	-39
VSMMGT	Strategic Measures	P		39	0			
CEF	Jun	May	CEF Investment Priorities Allocation	CEF2-1	Management & Central Costs	T	24	0
				CEF5-1	Management & Admin	T	-24	0
			Access to Learning Pressure	CEF1-4	Organisation & Planning	T	30	0
				CEF5-1	Management & Admin	T	-30	0
			Learner Engagement Budget Allocation	CEF1-5	Learner Engagement Service	P	65	0
				CEF5-1	Management & Admin	P	-65	0
			YJB grant change 2019-20	CEF3-4	Youth Offending Service	P	-5	5
			HN DSG Correction	CEF1-2	Additional & Special Education Needs	P	-749	749
Budget Tidy	CEF1-2	Additional & Special Education Needs	P	0	0			
	CEF5-1	Management & Admin	P	-100	0			
Allocate Additional SEND Education Pressure	CEF1-2	Additional & Special Education Needs	P	100	0			
	CEF5-1	Management & Admin	P	-100	0			
CS	Jun	May	Resetting Unison budget	CEO2	Human Resources	P	5	-5
EE	Jun	May	Budget Tidy F90100	EE4-3	Gypsy & Traveller Services	P	20	-20
SCS	Jun	May	Clear budgets on unused Cost Centres	SCS1-3	Provider and Support Services	P	0	0
Grand Total							-691	691

Business Management Report - May 2019
Cabinet - 16 July 2019
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	-2,102	799	799	0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	14,704	-21,334	-6,630	-1,330	5,300	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	-692	632	632	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	-777	1,882	1,882	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	-982	2,211	2,211	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	-3,006	1,884	1,884	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.
Total Reserves	92,300	-28,875	63,425	68,725	5,300	

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