Public Document Pack

Performance Scrutiny Committee
Thursday, 5 September 2019

ADDENDA

7. Business Monitoring Report (Pages 1 - 48)

11.10

Joint report by the Assistant Chief Executive and the Director for Finance.

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 from 1 June to 31 July. Cabinet does not formally meet in August so information from June and July is covered in this report. 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

5 September 2019

Business Management and Monitoring Report – June and July 2019

Report by the Interim Assistant Chief Executive and Director of Finance

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 from 1 June to 31 July. Cabinet do not formally meet in August so information from June and July is covered in this report.

3. The report at Appendix 1 will be considered at Cabinet's 17 September meeting.

4. Following feedback from the Committee in July, this report focuses on highlighting key changes in performance across the Council.

Executive summary

5. Monthly business management reports demonstrate the Council's progress towards our ambitions and priorities, and financial performance in any given period.

6. Within the report, Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.

7. Annex B summaries key Human Resources data. It provides a snapshot in time. The council is reviewing its HR strategies as part of the transformation programme with the objective of developing a comprehensive long term workforce strategy. In due course this will be considered by Cabinet and Scrutiny.

8. From September 2019 workforce data will be provided on a quarterly basis enabling more effective trend analysis. This data will not form part of the monthly business management reports as it follows the quarterly cycle and therefore will be provided as separate item. This will enable a monthly focus on the Council's outcomes and objectives and a quarterly overview into workforce data.

9. Annex C 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.

10. A new Risk and Opportunities Strategy will be considered by the Audit and Governance Committee in September and recommended to Cabinet for adoption in October. A fully revised leadership risk register will then be reported on a monthly basis as an annex to this report.

Performance Highlights – June and July

11. 90% of social care providers in Oxfordshire are rated 'good' or 'outstanding'. This is above the national average of 84%.

12. We are extending the reach of our fire prevention and safety messages through targeted campaigns and the use of social media. We also continue to see good numbers of work placements and fire cadets. This also promotes Oxfordshire Fire and Rescue Service and Trading Standards as prospective employers.

13. The number of volunteer hours contributed to library, museum and history services continues to rise, from 3,475 hours in June to 3,675 hours in July.

14. In July we completed 100% (4 out of 4) of our section 106 agreements on time. Section106 agreements secure contributions from developers to fund community infrastructure.

15. We continue to improve the condition of the county's highways. In July 100% of road defects – whether those posing immediate or potential risk of injury – were repaired on target (24 hours and 28 days respectively).

16. Under the indicator "prevalence of healthy children", performance has improved for two measures relating to face-to-face visits for new or expectant mothers.

17. Over a third of people we support for adult social care receive a direct payment to organise their own care, compared to 28% nationally. This supports people to live independently and to have control over their own care.

18. We have been successful in two Innovate UK (Innovation in Electric Vehicle Charging) competitions. The first project will see us working in partnership with a local company and colleagues in city/district councils to introduce electric vehicle charging hubs into local authority owned car parks across the county. For the second project, Oxfordshire has been chosen as one of nine areas that will trial electric vehicle charging points using Virgin Media cable infrastructure. These projects will result in 500 new electric vehicle charging points across the county by 2021, supporting our climate action objectives.

Areas for Improvement – June and July

19. Two of the 48 indicators are assessed as Red – off target – in July.

20. The first indicator relates to the timeliness of assessments for children and young people with Special Education Needs and Disabilities. This target has been rated Red since the May report, although improvements in the rate of completing Education, Health and Care Plans (EHCPs) have been made: 55% in April, 27% in May, 56% in June and 40% in July. The last five months have seen the highest monthly numbers of requests for an EHCP in the last 3 years with over 100 requests in each of the last three months. A robust action plan is in place to improve performance and a restructuring programme will ensure that we are in a better place in the long-term to meet future demand.

21. The second indicator relates to the number of people delayed leaving hospital awaiting social care. Social care delays have increased because there remains a difficulty in accessing home care, particularly in relation to reablement. Actions are in hand with the provider of reablement services and we are confident that this will address the issues, whilst noting that there remains a risk around the recruitment and retention of care staff.

28 August 2019

Report by: Ben Threadgold, Policy and Performance Service Manager

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Appendix 1: Cabinet paper – Business Management and Monitoring Report – June and July

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Division(s): All

BUSINESS MANAGEMENT & MONITORING REPORT

June and July 2019

Cabinet 17 September 2019

Report by Interim Assistant Chief Executive and Director of Finance

RECOMMENDATION

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

Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan at the end of July 2019. Cabinet do not formally meet in August so information from June and July is covered in this report.

Introduction

3. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness. This report sets out the Council's activities from 1 June through to the month ending 31 July 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 three years, under our vision for Thriving Communities. It also shows our priority activities for the current business year. An accompanying 'Outcomes Framework' sets out the way we measure progress towards those ambitions and priorities and forms the basis of the performance information included within this report.

5. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.[1]

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

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

6. The report summarises performance, human resources and finance. This reflects the Council's commitment to transparency and improved performance management. Further information is provided in three annexes:

    - Annex A: performance
    - Annex B: human resources (HR)
    - Annex C: finance

7. A new Risk and Opportunities Management Strategy will be considered by the Audit and Governance Committee in September and recommended to Cabinet for adoption in October. A fully revised leadership risk register will then be reported on a monthly basis as an annex to this report.

8. Annex B summaries key Human Resources data. It provides a snapshot in time. The council is reviewing its HR strategies as part of the transformation programme with the objective of developing a comprehensive long term workforce strategy. In due course this will be considered by Cabinet and Scrutiny.

9. From September 2019 workforce data will be provided on a quarterly basis enabling more effective trend analysis. This data will not form part of the monthly business management reports as it follows the quarterly cycle and therefore will be provided as separate item. This will enable a monthly focus on the Council's outcomes and objectives and a quarterly overview into workforce data

Progress towards delivery of Oxfordshire County Council's Corporate Plan

10. 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.

11. 48 performance indicators show whether or not the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards those ambitions, is called the Outcomes Framework.

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

13. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help to show progress in these areas. These outcomes and indicators are not given a RAG rating but are shaded grey. The measures which support them are marked as "no target set" – that is, not assessed.

14. In this report all but two of the indicators for which RAG assessments have been made are rated either Green or Amber. This continues our positive start to the year. No additional outcomes are considered at risk of becoming Red in the next reporting period (August).

15. We have indicated in the snapshot tables below the main areas of change since the previous report. In summary, these are:

    a. The indicator “Number of children the subject of child protection plans” has been reassessed as Amber, having been rated Green in June. This reflects a seasonal increase in numbers. The underlying trend remains positive.

    b. The indicator “Number of people delayed leaving hospital awaiting social care” has been reassessed as Red in July, having been rated Amber in June. This is due to difficulties around home care, reablement and recruitment and retention of care staff.

16. This means that two indicators are rated as Red (off target) in July, as the indicator “Timeliness of completing Education, Health and Care Plans” remains Red.

17. The information below provides a snapshot of progress towards targets set against Corporate Plan outcomes in July 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

Performance highlights

- 90% of social care providers in Oxfordshire are rated ‘good’ or ‘outstanding’. This is above the national average of 84%.
- Oxfordshire Together Transition Fund for Open-Access Children’s Services has been running for two years as a grant-giving fund to kick start community-led delivery. In 2018-19 nearly £270,000 was paid from the Fund and matched by over £800,000 from other funders across the communities of Oxfordshire, demonstrating buy-in and the high value placed on the services being offered, as well as the efforts taken by organisations to diversify their incomes. A final allocation was made by Cabinet in July.

OUTCOMES	INDICATORS	RAG	Change since last month
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	Amber	No change
	Rates of customer satisfaction	Amber	No change
	Value for money through effective use of resources	Amber	No change

OUTCOMES	INDICATORS	RAG	Change since last month
Our services improve and deliver value for money	Improvement following external inspection/audit	Green	No change
The use of our assets is maximised	Progress with One Public Estate Programme	Green	No change

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

Performance highlights

- We are extending the reach of our fire prevention and safety messages through targeted campaigns and the use of social media. We also continue to see steady numbers of work placements and fire cadets. This also promotes Oxfordshire Fire and Rescue Service and Trading Standards as prospective employers.
- We continue to perform above target for the percentage of emergency call attendances made on time.
- The number of volunteer hours contributed to library, museum and history services has risen again, from 3,475 in June to 3,675 in July.

OUTCOMES	INDICATORS	RAG	Change since last month
People are helped to live safe and healthy lives	Number of people helped to live “safe and well”	Green	No change
	Emergency response times	Green	No change
	Prevalence of healthy lifestyles	Green	No change
	Numbers of people receiving support for drug and alcohol dependency	Green	No change
	Proportion of people walking & cycling	Green	No change

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

Performance highlights

- In July we completed 100% (4 out of 4) of our section 106 agreements on time. Section106 agreements secure contributions from developers to Council infrastructure.
- We continue to improve the condition of the county’s highways. In July 100% of road defects – whether those posing immediate or potential risk of injury – were repaired on target (24 hours and 28 days respectively).

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

OUTCOMES	INDICATORS	RAG	Change since last month
	Rates of access to cultural services	Green	No change
Our local environment is protected	Percentage of planning decisions on time	Amber	No change
	Levels of carbon emissions	Green	No change
	Levels of energy use	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

Performance highlights

- Under the indicator “prevalence of healthy children”, performance has improved for two measures relating to face-to-face visits for new or expectant mothers.

Area for improvement

- Although the number of children who are the subject of a child protection plan has increased in the last month (and has therefore been rated Amber), this is to be expected in the Summer holiday and is still over 100 fewer than last year and the underlying trend remains positive
- The indicator “Timeliness of completing Education, Health and Care Plans” remains Red in July. The last five months have seen the highest monthly numbers of requests for an EHCP in the last three years with over 100 requests in each of the last three months. Improvements have been seen (April 55%, May 27%, June 56% and July 40%) with plans, including a restructuring programme, in place so that we are in a better place in the long-term to meet future demand.

OUTCOMES		RAG	Change since last month
Children are given a good start in life	Sufficiency of early years places	Amber	No change
	Number of looked after children	Amber	No change
	Number of children’s social care assessments	Green	No change
	Number of children the subject of protection plans	Amber	Was Green
	Number of children’s cases held by permanent staff	Green	No change
Children are able to achieve to achieve their potential	Children missing education	Amber	No change
	Levels of educational attainment	Green	No change
	Timeliness of completing Education, Health and Care Plans	Red	No change

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

Performance highlights

- Over a third of people we support receive a direct payment to organise their own care, compared to 28% nationally. This supports people to live independently and to have control over their own care.
- 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 96% of people are satisfied with the outcomes they experience.

Areas for improvement

- Delayed transfers of care have increased. Social care delays are increasing because there remains difficulty in accessing home care. Delays specifically for reablement remain high. A robust action plan is in place with the provider of reablement services which we are confident will address the issues while noting the risk that it remains difficult to recruit and retain care staff

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

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

Performance highlights

- We have achieved our Year 1 target against the Growth Deal infrastructure programme with a £30 million committed to fund infrastructure/highways and school capital projects.
- We have been successful in two Innovate UK (Innovation in Electric Vehicle Charging) competitions. The first project will see us working in partnership with a local company and colleagues in city/district councils to introduce Electric Vehicle charging hubs into local authority owned car parks across the county. For project two, Oxfordshire is one of nine areas that will trial new Electric Vehicle charging points using Virgin Media cable infrastructure. These projects will result in 500 new Electric Vehicle charging points across the county by 2021.

OUTCOMES	INDICATORS	RAG	Change since last month
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	No change
	Levels of disruption to journeys	Amber	No change
	Level of transport connectivity	Amber	No change

OUTCOMES	INDICATORS	RAG	Change since last month
	Level of access to online and digital services	Green	No change

Managing risk

18. OCC manages risk at operational (i.e. service-specific) and strategic levels. The Council's Risk Management Strategy is currently being revised. A new Risk and Opportunities Management Strategy will be considered by the Audit and Governance Committee in September, followed by Cabinet in October, and will then be reported on a monthly basis as an annex to this report.

Human resources (HR) data

19. Annex B summaries key Human Resources data. It provides a snapshot in time. The council is reviewing its HR strategies as part of the transformation programme with the objective of developing a comprehensive long term workforce strategy. In due course this will be considered by Cabinet and Scrutiny.

20. From September 2019 workforce data will be provided on a quarterly basis enabling more effective trend analysis. This data will not form part of the monthly business management reports as it follows the quarterly cycle and therefore will be provided as separate item. This will enable a monthly focus on the Council's outcomes and objectives and a quarterly overview into workforce data.

Summary of the Council's financial position

21. Based on expenditure to the end of July 2019, there is a forecast directorate overspend of £2.9m, an increase of £0.5m from the forecast to the end of June[2]. As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of £2.2m from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.

Directorate	Latest Budget 2019/20 £m	Forecast Outturn 2019/20 £m	Forecast Outturn Variance July 2019/20 £m	Forecast Outturn Variance 2019/20 %	Forecast Outturn Variance June 2019/20 £m
Children's Services	117.5	119.1	+1.6	1.4%	+1.6
Adult Services	184.0	184.7	+0.7	0.4%	+0.4
Communities	113.3	113.3	0.0	0.0%	+0.1
Resources	28.8	29.4	+0.6	2.0%	+0.3
Total Directorate Position	**443.6**	**446.5**	**+2.9**	**0.7%**	**+2.4**
Strategic Measures	-443.6	-443.6	0.0	0.0%	0.0
Overall Surplus/Deficit	**0.0**	**2.9**	**+2.9**		**+2.4**

[2] Not reported to Cabinet as there is no meeting in August.

22. There is no change to the 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.

23. See Annex C for further details and commentary.

CLAIRE TAYLOR	LORNA BAXTER
Interim Assistant Chief Executive	Director of Finance

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August 2019

ANNEX A – PERFORMANCE DASHBOARDS – to 31 JULY 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	AMBER	↑	% 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%. The results of the next Residents Survey will be published in the September monthly report
				% 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%. The results of the next Residents Survey will be published in the September monthly report
				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 in August. The Council's Monitoring Officer will make his annual report on this to our Audit and Governance Committee in September and an update will be included in the next monthly report.
	Rates of customer satisfaction	AMBER	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	48% (May 19)	Summer '18 to Summer '19 average was 34.5%. The results of the next Residents Survey will be published in the September monthly report
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	75%	75% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	118%	**118%** - The current forecast for general balances at 31 March 2020 is £22.8m. This is £3.5m 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. There has been no change to the use of reserves this month.
				Total Directorate outturn variation	=< 1% variation	0.7%	Based on expenditure to the end of July 2019 there is a forecast directorate overspend of £2.9m. As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of £2.2m from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.
				Total outturn variation	0%	0.0%	£3.7m of the Corporate Contingency is currently unallocated it may be possible to use this to offset the directorate forecast overspend of £2.9m.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection / audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	100%	HMI Action plan agreed and work progressing within target dates set.
				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 a 1% increase on last month's report. This is supported by robust commissioning and contract management arrangements in the Council
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	Projects are progressing 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	Number of people helped to live "safe and well"	GREEN	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	6,248	See right	• Safe & well visits: July target 1,220, July actual 1,076. There is a delay in reporting these figures: a faster, digitised process is due to be implemented in October • Trading Standards programmes for vulnerable adults & children: July target 208, July actual 1,384 (year to date) • Gypsy & traveller site fire safety visits: 90 to be completed by the end of the year, July actual 11 (year to date: 25)
				Number of children better educated to live safer and healthier lives	14,168	See right	• Work experience placements: Q1 target: 1, actual 2. July actual 5 • Fire cadets: Q1 target: 960, actual 584. July actual (year to date) 802 • Trading Standards risk reduction activities for children & young adults: 650 activities to be completed by the end of the year, July actual 0 (no concerns at this stage) • Fire prevention campaigns: July target 3,650, July actual 12,582
	Emergency response times	GREEN	↔	More people alive as a result of our prevention, protection and emergency response activities	1,000	See right	• RTC fatalities: July target 8, July actual 9 • Fatalities from primary fires: July target 2, July actual 1 • Special service rescues: July target 70, July actual 152 • Rescues from primary fires: July target 8, July actual 7 • Co-responding calls: July target 288, July actual 44. Co-responding ceased in all but one of our stations from September 2017 due to National pay negotiations and the national position is still not clear
				% of emergency call attendances made within 11 minutes	80%	90.58%	Performance continues above expectations
				% of emergency call attendances made within 14 minutes	95%	97.8%	
	Prevalence of healthy lifestyles	GREEN	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	84.%	88.4%	Our quarterly targets are being exceeded. Quarterly benchmarking shows that Oxfordshire has exceeded South-East and England performance levels. Quarterly Benchmarking data next available 3rd September 2019.
				% of eligible population 40-74 who have received a NHS Health Check since Apr '15	41.6%	42%	
	Numbers of people receiving support for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 2,338	3468	We have exceeded our local target. We are targeting those most at risk. Quarterly Benchmarking data next available 9th September 2019.
				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%	10.2%	We continue to exceed local targets and England averages
				Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	>36.6%	48.8%	We continue to exceed local targets and England averages
				Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	>38.6%	53.7%	We continue to exceed local targets and England averages
	Proportion of people walking & cycling	GREEN	↔	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 are reviewing whether the final 2017/18 data is complete and will update accordingly in September's report.
People play an active part in their communities	Rates of volunteering	GREY	↔	Number of environmental volunteer hours generated through County Council activities	No targets set	1784 hours (18-19)	This is an annual measure, next due to be reported on in April 2020. 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		3,675.5 hours in July	• Library volunteer hours: 3,035 hours contributed in July. • Museum Service volunteer hours: 437 hours contributed in July. • History Centre volunteer hours: 203.5 hours contributed in July.
	Prevalence of services provided by communities	GREY	↑	Number of town or parish councils with devolved service responsibilities	No targets set	127	As at 31st July, there is a total of 127 agreements with town or parish councils, and additionally 4 with district councils. 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	July: 52% of £1.89m allocated = £977,128, of which: • 64% to Community Groups = £631,652 • 22% to Town/Parish councils = £212,143 • 14% to direct services = £133,332

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 which is due for delivery at the end of August 2019.
				Defects posing immediate risk of injury are repaired within 24 hours	100%	100%	Cumulative rate and covers all defects April to June. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	100%	Cumulative rate and covers all defects April to June. (Data is reported one month in arrears.)
				Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired : 24% Closed without action: 62% Remain open: 14%	This information is reported in arrears to enable inclusion of full month activity. Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in June was 742. Of these: • 180 (24%) are now repaired. • 456 (62%) were closed without action. This may be because the fault was below our intervention threshold, or the reported issue was not the responsibility of the council. • 89 (12%) are still awaiting a decision from officers. • 17 (2%) are waiting for Skanska to repair.
				Km of highway resurfaced as % of total	0.6%	1.89%	The cumulative rate up to 31st July is 1.89% which equates to 87% of planned programme delivery. The expected position for full year 2019/20 is 2.18%.
				% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.45%	Rate is the average for April to June. (Data is reported one month in arrears.)
	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%	4 new agreements were completed during July.
				Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	100%	-
	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	Bus targets represent a 1% annual increase in millions of journeys taken. The next bus and rail surveys will take place in Autumn and December: outcomes will be known in Spring 2019
				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	Rail target represents a 5% annual increase in millions of journeys taken (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 is being established quarterly throughout 2019/20. Attendance at Library Services 2019 quarter 1 programs increased by 27% over 2018 quarter 1. The Museum Service and History Centre activities are presented on an annual program, and the services performance indicator provides for that annual comparison.

				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.
Our local environment is protected	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	60%	93 responses were completed this month: this is significantly up from last month, and up from the last 5 months' average of 63 applications. This is in addition to 53 'discharge of conditions' responses completed.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	1 out of 1 applications were determined within target in July. Year to date = 17 out of 17.
	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 Q3.
	Levels of energy use	GREEN	↑	% of streetlights fitted with LED lanterns by March 2020	22%	20.46%	As at 31st July, 12,202 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 20.46% of our total street lighting asset.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	(100%) 100%	(100%) 80%	Percentages refer to progress towards the adoption of new standards, not implementation of fleet improvements. (Taxi emissions standards were adopted by city council in January 2019) Bus Euro 6 LEZ agreed by city and county in June 2019; next step is application to Traffic Commissioner for implementation
	Proportion of household waste re-used, recycled or composted	GREEN	↔	% of household waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 29.73% b) 28.27% c) 0.37% Total 58.37%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils.
				% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.95%	On track at the end of July.
				% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	57.4%	The overall amount of green waste has reduced this year due to the weather and as such this has reduced as an overall proportion of the waste streams.
				% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT

OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Children are given a good start in life	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	75%	Many factors have impact 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 and there has been an increase in performance from 72.20% in June.
				Percentage of births that have received a face to face New Birth Visit	95%	98.70%	This indicator continues to perform well and shows an increase on the June rate of 98.40%
				Percentage of children who received a 12-month review	93%	90%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.7%. The vacancy rate affects performance locally: this will lessen when the student health visitors graduate from Oxford Brookes University
				Percentage of children who received a 2-2½ year review	93%	88.90%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 77.7%. The vacancy rate affects performance locally: this will lessen when the student health visitors graduate from Oxford Brookes University
				Babies breastfed at 6-8 weeks of age	60%	61.50%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98.50%	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	776	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	1,546	Figure for last 12 months. Continues to rise month on month [the rate in June was 1,448) and over 1500 in the last 12 months
				Not to exceed the level of social care assessments in 2018-19	6,250	6,085	Figure is projected based on activity so far this year
	Number of children the subject of protection plans	AMBER	↑	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	633	Although the figure is higher than the target, and up from 578 in June, it is around 100 fewer than this time last year. Numbers traditionally rise in summer holidays as children are not at school. Rated amber to reflect the seasonal increase in numbers, but the underlying trend remains positive.
	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%	64%	Although figures have fallen (74% in June) this is in part due to a revised definition of "a case" following a change in the Council's IT systems. Individual targets now need to be reviewed by the Principal Social Worker
				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 June. 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 1st preference school	GREY	↔	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at	GR	↔	% of children attending primary schools rated good/outstanding by Ofsted	No target set	85.1%	-

good schools / settings	EY		% of children attending secondary schools rated good/outstanding by Ofsted		87.0%	-
Children missing education	AMBER	↔	Persistent absence rates in primary schools (%)	6.8%	7.2%	Our education services are actively working with schools within a new Learner Engagement strategy overseen by the Learner Engagement Board. This focuses on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS (Child and Adolescent Mental Health Services) on their Oxford City pilot.
			Persistent absence rates in secondary schools (%)	12.2%	13.9%	
			Reduction in permanent exclusions to 44 or fewer	< 44	59	Although exclusions are higher than the target, relative performance is good. The target was set to be extremely ambitious as part of our determination that no one should miss out on education
Levels of educational attainment	GREEN	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	-	Annual only measures. Finalised information for KS2 will be 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)	No target set		
			16-18: average point score per pupil (Tech level)			
			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%	45%	75% is the target for the year. So far 45% of completed EHCPs have been within 20 weeks (April 55%, May 27%, June 56% and July 40%). The last 5 months have seen the highest monthly numbers of requests in the last 3 years with over 100 requests in each of the last 3 months.

WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED

OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Care services support independent living	Number of home care hours purchased	AMBER	↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,857	Small drop in the month. Figure above March 31 benchmark, but below target. Home Care 2020 project reviewing the way we commission and purchase care.
	Number of hours of reablement delivered	AMBER	↑	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,551	Small increase in July, but still 3% below target. Action plan in place with the provider.
	Number of people with control over their care	GREEN	↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
				% of people with safeguarding concerns who define the outcomes they want	> 90%	96%	This is an improvement from 95% in June.
				% 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	RED	↔	Reduce the number of people delayed in hospital awaiting social care	6	11.2	Latest national figures for June (11.2) are off target, although our local figures for July have dropped to 9. Figures are 25% lower (better) than this time last year. Delays are associated with difficulties accessing care.
				Reduce the number of people delayed in hospital awaiting both health and social care	26	50.8	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50 to 26 in the year. Latest national figures for June (50.8) are worse than the target. Local figures for July have increased to 56. An action plan is in place with the provider of reablement to deliver the required improvement.
	Proportion of older people supported in the community	AMBER	↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.7%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply.
Homes and places support independent living	Percentage of people living in safe and suitable housing	GREEN	↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	A market position statement on Extra Care Housing (ECH) has been produced and will be published by September. The target has been changed (from 4,500 units by 2026) to reflect the statement and national guidance on ECH planning and provision.
				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	AMBER	↑	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a "good" condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial 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	12	We have submitted 12 bids to date. In July we had announcements of success in 3 bids – 2 in Electric Vehicle charging innovation and 1 related to Air Quality and dynamic road management.
				Businesses given support by Trading Standards interventions/fire risk inspections	3,332	See right	• Fire safety audits completed: July target 115, July actual 109 • Trading Standards business interventions: July actual 526 • Trading Standards business advice given: July actual 152 • Trading Standards business newsletter recipients: July actual 740 • Building Regulations consultation responses: July target 528, actual 259. We have no control over the number of consultations received.
				% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes. Next update will be provided at end of Q2 (September).
	Level of infrastructure investment required	GREEN	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	No target set	See right	We have initiated development of this measure, which will be defined during the 3rd quarter of the year.
	Number of new homes	AMBER	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire. The RAG remains Amber due to level of risk emerging if SODC withdraw their Local Plan
				We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast for the number of affordable homes is currently below target as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can delivery as part of their existing projects/ Work is ongoing to understand how this can be improved during the remaining 3 quarters.
	Levels of disruption to journeys	AMBER	↑	Failed utility inspections no higher than 15%	<15%	38%	The failure rate of works undertaken by utilities has increased from 32% in June. The issue has been addressed at HAUC (Highway Authority and Utilities Committee) and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans. The Council is moving to being a Permit Authority, which will give us greater powers of scrutiny and challenge. We expect this to bring an improvement in performance during quarter 3.
	Level of transport connectivity	AMBER	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will report on this in 2019-20 but need to determine the correct measure. This needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality.

							A proposal is due to be worked up in partnership with bus operators as part of developing a shared vision and strategy for buses to inform development of the Council's updated Local Transport & Connectivity Plan for initial consultation in autumn 2019
	Level of access to online and digital services	GREEN	↑	The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT	77,500	77,533	We continue to progress well towards these targets
				The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	97.5%	97.1%	
				The % of premises in Oxfordshire without access to: • At least Basic Broadband (at least 2Mb/s) • OFCOM 'acceptable' broadband (10Mb/s)	<0.3% <1.2%	0.3% 1.17%	
Local businesses grow and provide employment	Employment rates	GREY	↔	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	No target set	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	GREY	↔	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 apprentice-ships	GREY	↔	Number of apprenticeships employed by the County Council and maintained schools	No target set	31	Since 1 April we have appointed 31 new apprentices. At the end of June the total number of apprentices was 152.
	Levels of workforce	GREY	↔	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	No target set	See right	End of July 2019: 4055.44 FTE
				Total spend on agency staff		See right	End of quarter 1 (June 2019): £3,774,950

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ANNEX B – HUMAN RESOURCES (HR) – 31 JULY

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

Full-time equivalent (FTE), headcount and turnover

Note that 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.

DIRECTORATE	FTE Employed at 30 June 2019 Q1	FTE Employed at 31 July 2019	Headcount at 30 June 2019 Q1	Headcount at 31 July 2019	Turnover Q1 %	Turnover July
ADULTS	**747.64**	**754.35**	**880**	**888**	**2.80**	**1.50**
Adult Social Care	620.92	625.71	736	742	3.00	1.50
Joint Commissioning	126.72	128.64	144	146	2.10	1.40
CHILDREN	**1229.95**	**1232.51**	**1513**	**1515**	**2.60**	**1.40**
Children's Social Care (inc ATV)	415.01	418.28	481	478	2.30	1.70
Safeguarding	353.30	349.97	427	428	2.60	0.90
Education	284.18	286.67	394	397	2.30	0.30
Admin and Director's Office	177.46	177.59	211	212	3.80	3.80
PUBLIC HEALTH	**22.03**	**22.03**	**23**	**23**	**0.00**	**0.00**
COMMUNITIES*	**1589.76**	**1588.89**	**2084**	**2083**	**2.80**	**0.90**
Planning and Place	173.44	166.18	184	176	1.10	1.10
Infrastructure Delivery*	584.12	580.86	806	803	3.00	1.40
Capital Investment & Major Infrastructure Delivery**	NA	NA			NA	NA
Property Investment & Facilities Management**	217.66	219.14	398	400	3.00	0.00
FRS and Community Safety (inc Retained)	614.54	615.11	696	696	2.60	0.70
Growth Deal*	NA	7.60	NA	8	NA	0.00
RESOURCES	**458.01**	**457.26**	**498**	**498**	**3.00**	**1.25**
Finance	112.12	111.89	124	124	1.60	0.00
HR	34.20	34.20	39	39	5.10	2.60
Law and Governance*	83.36	82.90	93	92	2.20	1.10
Policy (includes CE Office and Business Support)	43.44	42.44	46	45	2.20	2.20
Customer Experience*	NA	NA	NA	NA	NA	NA
Customer Services (previously part of Customer Experience)	60.49	61.03	66	67	3.00	0.00
Programme Management Office***	6.90	7.90	8	9	0.00	0.00
Digital and ICT	117.50	116.90	122	122	1.60	0.80
TOTAL	**4047.39**	**4055.04**	**4998**	**5007**	**2.70**	**1.1**

Explanatory notes

* Customer Experience - Libraries transferred to Cultural Services, in Infrastructure Delivery

* Law & Governance - Registration, Coroners, Music Service - transferred to Cultural Services within Infrastructure Delivery

** The majority of Capital Investment transferred to Property and FM - now a separate Directorate. Small numbers transferred into Planning and Place and Infrastructure Delivery

*** Programme Management Office now shown separately

**** Growth Deal now shown separately

Agency staff and costs – to 30 June

Agency spend data is available at the end of each quarter. The latest available data is to 30 June. This is shown below, with comparison to the previous quarter (to 31 March 2019).

DIRECTORATE	Cost of Agency Staff £ Q4	Cost of Agency Staff £ Q1
ADULTS	**£1,135,362**	**£814,710**
Adult Social Care	£471,720	£523,092
Joint Commissioning	£663,642	£291,617
CHILDREN	**£956,999**	**£1,299,182**
Children's Social Care (inc ATV)	£699,310	£621,587
Safeguarding	£104,559	£278,723
Education	£133,352	£90,632
Admin and Director's Office	£19,778	£308,240
PUBLIC HEALTH	**£3,448**	**£5,958**
COMMUNITIES*	**£1,441,313**	**£1,259,132**
Planning and Place	£529,901	£465,929
Infrastructure Delivery*	£131,344	£319,310
Capital Investment & Major Infrastructure Delivery**	£709,038	NA
Property Investment & Facilities Management**	NA	£432,650
FRS and Community Safety (inc Retained)	£71,030	£41,244
Growth Deal*	NA	NA
RESOURCES	**£502,613**	**£395,969**
Finance	£131,945	£118,711
HR	£0	£0
Law and Governance*	£61,688	£55,874
Policy (includes CE Office and Business Support)	£147,562	£37,758
Customer Experience*	£103,054	NA
Customer Services (previously part of Customer Experience)	NA	£58,631
Programme Management Office***	NA	£0
Digital and ICT	£58,364	£124,995
TOTAL	**4,039,735**	**3,774,950**

Commentary

Adult Social Care agency costs have reduced this quarter but are still significant. Much of this activity is funded by short term grants. We have needed to maximise this budget to complete as many assessments as possible, before moving to a new Responsible Localities model, which is currently subject to a staff consultation. The level of spend also demonstrates the difficulties in recruiting experienced and short-term qualified social workers.

There is an overall increase in agency spend for Children Services. The increase in Administrative Support, which includes Director's Office/Children's Services central costs, is due to some outstanding invoices for previous quarters being paid in Q1 which have increased the figures for this quarter. There has also been an increase in spend in Safeguarding, with the majority of agency spend across the directorate relating to interim arrangements covering vacant posts.

Communities spend has slightly decreased overall. The increase in spend in Infrastructure Operations is due to the transfer in of other services from other parts of the directorate where agency staff are already in place, plus an increase in agency staff to support the Growth Deal. Agency spend across Planning and Place and Community Safety has reduced.

Top four reasons for using agency workers

Reason	Q4	Q1
Covering a vacancy	61.22%	59%
Project work	12.24%	12%
Temporary/Unplanned demand	13.26%	12%
Sickness	8.16%	10%

Most frequent job categories of agency staff (309 orders in Q1)

Job Category	Q4	Q1
Social and Health Care qualified	70%	39%
Manager, Admin and clerical	7%	32%
Engineering and surveying		8%
Interim		5%
Catering and hospitality		6%
Manual / Passenger assistant	7%	

ANNEX C – FINANCE

Forecast outturn 2019/20 at July 2019

Key

Red	Improving
Amber	Stable
Green	Worsening

Children's Services

£1.6m (1.4%) forecast overspend

Education & Learning **RAG rating** **Direction of travel** **Variation** £0.3m (1.1%) overspend **Action Plan** Not required	**£0.3m** 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. To ensure the budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced, a temporary virement of **£2.2m** from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 has been approved which has reduced the forecast overspend from £2.5m to £0.3m. 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.
Children's Social Care **RAG rating** **Direction of travel** **Variation** £0.0m (0%) breakeven **Action Plan** Not required	In relation to the Unaccompanied Asylum-Seeking Children 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 the costs of this cohort overall will be met by the grant funding available. 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. There is also a risk around legal costs in relation to Children's Social Care. The implementation of the family safeguarding plus model to deliver Children's Social Care was approved by Cabinet in July 2019. Cabinet also agreed that the savings in the MTFP associated with this service would no longer be delivered in the same time frame and that the **£0.8m**

	planned for 2019/20 would be funded from Corporate Contingency.
Children's Social Care Countywide Services **RAG rating** **Direction of travel** **Variation** £1.3m (2.5%) overspend **Action Plan** Being Developed	**£0.1m** overspend on Safeguarding as a result of the use of agency staff within the team to cover staff absence. **£1.2m** overspend 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. 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.

DSG Funded Services

High Needs DSG Block **RAG rating** **Direction of travel** **Variation** £9.7m to £15m (18.6% to 28.8%) overspend **Action Plan** SEND Sufficiency of Places Strategy approved by Cabinet in December 2018 to be supplemented by further actions currently in development	**£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. The variation is due to an 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. 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. Significant uncertainty will remain in this forecast until special school and further education college places are secured in the new academic year.

Adult Services

£0.7m (0.4%) forecast overspend

Better Care Fund Pool **RAG rating** ★ **Direction of travel** ↑ **Variation** £0.1m (-0.1%) underspend **Action Plan** Not required	Combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities. The risk share arrangements for managing variations to the pooled budgets in 2019/20 was agreed by the Joint Management Group (JMG) for the Better Care Fund Pool in July 2019. It was agreed that there will be aligned ownership of any under or overspends within the pool, therefore this report does not include any variations against the health elements. 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.** This is an increase of £0.1m from the previous month, so while an improvement plan is in place the activity has reduced further. Home support capacity is broadly 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); forecast expenditure has increased by £0.1m compared to the previous month. Since the beginning of the year equipment has been delivered by a new service provider. As more consistent activity information is received this forecast will be updated but forecast expenditure has increased by £0.2m since the previous month so there is currently an underspend of **£0.1m.** An exercise is being undertaken to validate the split of the previous invoices received to date between the two partner organisations, so an update will be provided in the next report. Based on current activity, the budget for care home placements is forecast to overspend by **£0.9m**, (2.0% of the total care home budget). The decrease of £0.5m from the previous month reflects an increase in forecast service user contributions partly offset by an increase in placements for service users aged under 65.

Oxfordshire Clinical Commissioning Group (OCCG) are the accountable body for the Better Care Fund (BCF). Based on the anticipated national increase, the total for Oxfordshire for 2019/20 was estimated to be £38.4m. £22.5m of that was assumed to be available to support Adult Social Care activity. In July 2019, NHS England announced a 5.3% uplift in the BCF nationally and a 6.1% increase for Oxfordshire. An update on the agreed use of the £39.7m funding within the pool, reflecting a stipulated increase in the minimum amount to be spent on Adult Social Care and the additional funding available to OCCG in 2019/20, will be provided in the next report.

Adults with Care and Support Needs Pool

RAG rating

Direction of travel

Variation £3.1m (3.7%) overspend

Action Plan
Mitigated by underspends in non – pool budgets.

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

£1.3m forecast overspend relates to the social care element of placements in out of county schools and colleges for 18 to 24-year olds with Special Educational Needs (SEN). The increase of £0.3m since the June forecast reflects the anticipated cost of current and expected placements in 2019/20 but may change further based on activity later in the year. Work to clarify all the placements and costs, to improve the ongoing visibility to Adult Social Care, and to ensure that relevant health costs are recharged to the appropriate organisation, is continuing.

£0.5m overspend relates to sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process. There is a risk this may increase if the new provider does not mobilise as planned from November 2019.

There is a forecast overspend of **£0.1m** relating to service users with Acquired Brain Injury (ABI) with social care needs. Because of the unpredictability of their needs and the high cost of individual care packages this forecast will fluctuate month to month.

	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 **£1.2m** is at risk of slipping to 2020/21 and is contributing to the overspend within the pool. This is £0.3m higher than reported at the end of June, as the forecast achievement of savings through the reassessment of care packages is lower than anticipated earlier in the year.
Non-Pool Services **RAG rating** ★ **Direction of travel** ⬇ **Variation -**£2.2m (-15.7%) underspend **Action Plan** Not required	Unallocated on-going base budget of **£2.4m** is currently being held outside the pooled budgets. **£1.7m** is funding built into the Medium-Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19. However, as in 2018/19, these costs will again be met from the iBCF grant funding, releasing the equivalent base budget to support other pressures. A budget of **£0.7m** originally related to Care Act implementation and the withdrawal of the Independent Living Fund. This has been used to manage a range of demand led pressures in the pools in the last two years and continues to be available in 2019/20. All of the **£2.4m** <u>underspend</u> is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget. Within provider and support services, an estimated <u>overspend</u> of **£0.2m** is being reported, including a forecast overspend of £0.3m in relation to a staffing pressure within the community support service partly offset by £0.1m unallocated budget previously used to subsidise the employment service. A review of the community support service is currently taking place. 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

RAG rating

Direction of travel

Variation £0.0m
Breakeven

Action Plan
Not required

The service is currently reporting a breakeven position.

Public Health

£0m (0%) breakeven position after a transfer of £0.2m to the Public Health reserve.

RAG rating

Direction of travel

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

Action Plan
Not required

The **£0.2m** underspend reflects staff vacancies held within the service.

The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.2m.

Communities

£0.0m (0.0%) breakeven forecast

Planning & Place

RAG rating

Direction of travel

Variation £0.0m
(0.0%) variance

Action Plan
Not required

Although a nil variance is reported for July, 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. Work is on-going to determine and value the best operating model to support the implementation of this significant programme.

A significant level of external income funds Growth and Place expenditure budgets, and although to date no significant issues are envisaged, there is an inherent risk associated with the volatility of this type of funding, which, if not fully realised could result in a year end overspend.

Community Operations **RAG rating** **Direction of travel** **Variation** £0.0m (0.0%) variance **Action Plan** Not required	**£0.2m** overspend relates to a loss of trading income for the Integrated Transport Unit (ITU) as a result of a contract ending. There is a further risk of overspend if the unit does not realise its operational savings in the MTFP for this year. **£0.2m** overspend relates to additional Depot Works above the budgeted amount. **£0.2m** overspend relates to the pension costs resulting from structural changes in Cultural Services. **£0.6m** underspend is reported in Waste Management due to early indications that tonnages in all waste streams will be lower than budgeted for.
Property & Investment **RAG rating** **Direction of travel** **Variation** £0.0m (0.0%) variance **Action Plan** Not required	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.
Community Safety **RAG rating** **Direction of travel** **Variation** £0.0m (0.0%) variance **Action Plan** Not required	The service is currently reporting a breakeven position.

Resources

£0.6m (2.0%) forecast overspend

Resources **RAG rating** **Direction of travel** **Variation** £0.6m (2.0%) Overspend **Action Plan** Not required	**£0.2m** of the overspend relates to the unfunded costs of the interim Procurement team from April to December. The ongoing pressure will be addressed as part of Provision Cycle service redesign. **£0.2m** of the overspend reflects an indicative pressure for the Legal Service budget. This includes the effect of complex childcare cases which have increased counsel costs and court fees in quarter 1. A review of legal services internal recharges to date has highlighted a potential full year pressure of £0.4m on legal budgets in Communities and Children's directorates. **£0.1m** of the overspend relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria. **£0.1m** of the overspend relates to a number of small pressures across HR and Democratic Services. It is noted that there is a risk that the IBC on-boarding of new partners may have an impact on the part year deliverability of the £0.2m savings in the MTFP, which are flagged as amber in this report. An update will be included in the next month's report.

Corporate Measures

General Balances **RAG rating** **Direction of travel**	The current forecast for general balances at 31 March 2020 is **£22.8m.** This is **£3.5m** 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. This position assumes that forecast Directorate overspend is not managed and corporate contingency used in full.
Reserves **RAG rating** **Direction of travel** **Unplanned Use** >£250k	Reserves are forecast to be £63.4m at 31 March 2020, unchanged from last month.

Medium Term Financial Plan Savings

RAG rating

Direction of travel

% of savings expected to be achieved
95%

At least 75**%** of the planned savings of **£36.8m** are expected to be delivered.

Summary of Savings Delivery Progress		
Total Directorate Savings	-21,672	
Corporate Savings	-15,157	
Total savings for 2019/20 Budget	-36,829	
Directorate Savings		
Met from Contingency - Cabinet decision July 2019	-755	3%
Delivered & Green	-11,639	54%
Amber Savings	-7,521	35%
Red Savings	-1,757	8%
	-21,672	
Directorate Delivered & Green Savings	-12,394	
Corporate Savings - all green	-15,157	
	-27,551	
Percentage Delivered & Green of 19/20 total	75%	

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	32%	70%
Amber	37%	90%
Green	90%	100%

Grants

RAG rating

Direction of travel

The council receives ringfenced and un-ringfenced government grants totalling **£336.3m** in 2019/20. There are no changes to grant allocations this month.

Strategic Measures

RAG rating

Direction of travel

The following table sets out average in-house cash balances and average rates of return for June 2019. The current forecast outturn position for in house interest receivable is **£2.35m**, which is in line with budget.

Month	Average cash balance	Average rate of return
July	£367.42m	0.817%

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	0.93%	>=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

Indicators are showing a stable state for collection and recovery of corporate income. The collection rate is down this month due to the Music Service Summer term invoice run dropping into the 90-120 day period; this is a high volume run hence the impact. However, both days revenue outstanding and debt over 1 year is down and the invoice collection will rebound next month.

Debt requiring impairment has reduced slightly for the third month and remains marginally above the current impairment level. There were no new high value bad debt cases this month; 55% of bad debt is owed by organisations and two cases that make up 27% of the impaired debt are identified as uncollectable and will be put forward to Cabinet to be written off at the next opportunity.

	Target	**June 2019**
Invoice collection rate	97.5%	94.83%
Avg. days outstanding	35	32
Debt requiring impairment	<£0.30m	£0.30m
Unsecure debt over 1 year	<£0.50m	£0.51m
Write offs as % of income Year to Date	<0.10%	0.02%

Debt and Loan Write Offs & Impairments

– Adult Contribution Charges

RAG rating

Direction of travel

Both the invoice collection rate & days revenue outstanding figures were stable this month with no material movement. Both debt requiring impairment & unsecure debt over 1 year were reduced for the second month in a row. The bad debt level dropped by £0.15m, this is in line with the monthly reductions required to meet this year's MTFP savings target.

As previously reported there are several factors contributing to the Adult debt levels and a number of projects are underway that will support improved debt collection going forward. These projects will be ongoing throughout 2019/20.

Staffing in the team responsible for debt recovery is now at full strength. Local improvement work is underway to target both resolution of historical debt cases, as well as the introduction of new processes to target more efficient resolution of new debt cases so the net effect is to reduce debt overall.

	Target	July 2019
Invoice collection rate	92%	88.45%
Avg. days outstanding	100	102
Debt requiring impairment	<£2.00m	£2.79m
Unsecure debt over 1 year	<£1.60m	£3.1m
Write offs as % of income Year to Date	<1.0%	0.75%

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

Directorate	Original Budget £000	BUDGET 2019/20 Movement to Date £000	Latest Budget £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation to Budget underspend - overspend + £000	Projected Year end Variance Traffic Light
Children						
Gross Expenditure	368,782	-427	368,355	369,991	1,636	G
Gross Income	-255,037	4,161	-250,876	-250,876	0.000	G
	113,745	**3,734**	**117,479**	**119,115**	**1,636**	R
Resources						
Gross Expenditure	40,330	75	40,405	40,999	594	R
Gross Income	-11,487	-71	-11,558	-11,586	-28	G
	28,843	**4**	**28,847**	**29,413**	**566**	R
Communities						
Gross Expenditure	175,434	2,521	177,955	177,929	-26	G
Gross Income	-61,968	-2,672	-64,640	-64,640	0	G
	113,466	**-151**	**113,315**	**113,289**	**-26**	G
Adults						
Gross Expenditure	204,376	754	205,131	205,854	723	G
Gross Income	-20,349	-759	-21,108	-21,108	0	G
	184,027	**-5**	**184,022**	**184,745**	**723**	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**	**2,923**	**821,796**	**824,723**	**2,927**	G
Directorate Income Total	**-378,791**	**658**	**-378,133**	**-378,161**	**-28**	G
Directorate Total Net	**440,081**	**3,582**	**443,663**	**446,562**	**2,899**	G

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

Directorate	BUDGET 2019/20 Original Budget £000	Movement to Date £000	Latest Budget £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation to Budget underspend - overspend + £000	Projected Year end Variance Traffic Light
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000		-6,000	-5,173	827	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	25	-1,475	-1,475	0	
Contingency	7,629	-3,475	4,154	428	-3,726	
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	-3,450	25,758	22,859	-2,899	
Unringfenced Government Grants	-18,743	-131	-18,874	-18,874	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	369,066	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 July 2019
Budget Monitoring

	Children Directorate	BUDGET 2019/20 Original Budget £000	Movement to Date £000	Latest Estimate £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation underspend - overspend + £000	Projected Year end Variance Traffic Light Indicator
CEF1	**Education & Learning**						
	Gross Expenditure	79,259	1,823	81,082	81,382	300	G
	Gross Income	-54,797	679	-54,118	-54,118	0	G
		24,462	**2,502**	**26,964**	**27,264**	**300**	R
CEF2	**Children's Social Care**						
	Gross Expenditure	34,717	426	35,143	35,143	0	G
	Gross Income	-3,352	-91	-3,443	-3,443	0	G
		31,365	**335**	**31,700**	**31,700**	**0**	G
CEF3	**Children's Social Care Countywide Services**						
	Gross Expenditure	55,690	1,785	57,475	58,811	1,336	R
	Gross Income	-3,882	-356	-4,238	-4,238	0	G
		51,808	**1,429**	**53,237**	**54,573**	**1,336**	R
CEF4-1	**Delegated Schools**						
	Gross Expenditure	154,133	-4,804	149,329	149,329	0	G
	Gross Income	-154,133	4,804	-149,329	-149,329	0	G
		0	**0**	**0**	**0**	**0**	G
CEF4	**Other Schools**						
	Gross Expenditure	38,570	874	39,444	39,444	0	G
	Gross Income	-38,354	-875	-39,229	-39,229	0	G
		216	**-1**	**216**	**216**	**0**	G

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

	Children Directorate	BUDGET 2019/20 Original Budget	Movement to Date	Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation underspend - overspend +	Projected Year end Variance Traffic Light Indicator
		£000	£000	£000	£000	£000	
CEF5	**Children's Services Central Costs**						
	Gross Expenditure	6,413	-531	5,882	5,882	0	G
	Gross Income	-519	0	-519	-519	0	G
		5,894	**-531**	**5,363**	**5,363**	**0**	G
	Directorate Expenditure Total	**368,782**	**-427**	**368,355**	**369,991**	**1,636**	G
	Directorate Income Total	**-255,037**	**4,161**	**-250,876**	**-250,876**	**0**	G
	Directorate Total Net	**113,745**	**3,734**	**117,479**	**119,115**	**1,636**	R

KEY TO TRAFFIC LIGHTS
Balanced Scorecard Type of Indicator

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

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

	Communities Directorate	BUDGET 2019/20 Original Budget £000	BUDGET 2019/20 Movement to Date £000	Latest Estimate £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation underspend - overspend + £000	Projected Year end Variance Traffic Light Indicator
EE1	**Planning & Place**						
	Gross Expenditure	11,862	1,321	13,183	13,183	0	G
	Gross Income	-6,577	-1,513	-8,090	-8,090	0	G
		5,285	**-192**	**5,093**	**5,093**	**0**	G
EE2	**Community Operations**						
	Gross Expenditure	124,284	-348	123,936	123,910	-26	G
	Gross Income	-48,224	-1,099	-49,323	-49,323	0	G
		76,060	**-1,447**	**74,613**	**74,587**	**-26**	G
EE3	**Property & Investment**						
	Gross Expenditure	12,822	1,495	14,317	14,317	0	G
	Gross Income	-4,324	1	-4,324	-4,324	0	G
		8,498	**1,495**	**9,993**	**9,993**	**0**	G
EE4	**Community Safety**						
	Gross Expenditure	26,466	53	26,519	26,519	0	G
	Gross Income	-2,843	-61	-2,904	-2,904	0	G
		23,623	**-7**	**23,616**	**23,616**	**0**	G
	Directorate Expenditure Total	**175,434**	**2,521**	**177,955**	**177,929**	**-26**	G
	Directorate Income Total	**-61,968**	**-2,672**	**-64,640**	**-64,640**	**0**	G
	Directorate Total Net	**113,466**	**-151**	**113,315**	**113,289**	**-26**	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 July 2019
Budget Monitoring

	Resources Directorate	BUDGET 2019/20 Original Budget £000	Movement to Date £000	Latest Estimate £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation underspend - overspend + £000	Projected Year end Variance Traffic Light Indicator
CEO1	**Corporate Services**						
	Gross Expenditure	2,298	11	2,309	2,309	0	G
	Gross Income	0	0	0	0	0	G
		2,298	**11**	**2,309**	**2,309**	**0**	G
CEO2	**Law & Governance and Human Resources**						
	Gross Expenditure	11,223	-16	11,207	11,507	300	R
	Gross Income	-5,070	-70	-5,140	-5,140	0	G
		6,153	**-87**	**6,066**	**6,366**	**300**	R
CEO3	**Corporate Finance & Internal Audit**						
	Gross Expenditure	7,388	-251	7,137	7,311	174	R
	Gross Income	-2,599	0	-2,599	-2,627	-28	R
		4,789	**-251**	**4,538**	**4,684**	**146**	R
CEO4	**Assistant Chief Executives**						
	Gross Expenditure	19,421	332	19,753	19,873	120	G
	Gross Income	-3,818	0	-3,818	-3,818	0	G
		15,603	**331**	**15,934**	**16,054**	**120**	G
	Directorate Expenditure Total	**40,330**	**75**	**40,405**	**40,999**	**594**	G
	Directorate Income Total	**-11,487**	**-71**	**-11,558**	**-11,586**	**-28**	G
	Directorate Total Net	**28,843**	**4**	**28,847**	**29,413**	**566**	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 July 2019
Budget Monitoring

	Adults Directorate	Original Budget £000	BUDGET 2019/20 Movement to Date £000	Latest Estimate £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation underspend - overspend + £000	Projected Year end Variance Traffic Light Indicator
SCS1	**Adult Social Care**						
	Gross Expenditure	196,700	259	196,959	197,682	723	G
	Gross Income	-18,999	-259	-19,258	-19,258	0	G
		177,701	**0**	**177,701**	**178,424**	**723**	G
SCS2	**Joint Commissioning**						
	Gross Expenditure	7,676	495	8,171	8,171	0	G
	Gross Income	-1,350	-500	-1,850	-1,850	0	G
		6,326	**-5**	**6,321**	**6,321**	**0**	G
	Directorate Expenditure Total	**204,376**	**754**	**205,131**	**205,854**	**723**	G
	Directorate Income Total	**-20,349**	**-759**	**-21,108**	**-21,108**	**0**	G
	Directorate Total Net	**184,027**	**-5**	**184,022**	**184,745**	**723**	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 July 2019
Budget Monitoring

	Public Health Directorate	BUDGET 2019/20 Original Budget £000	Movement to Date £000	Latest Estimate £000	Outturn Forecast Year end Spend/Income £000	Projected Year end Variation underspend - overspend + £000	Projected Year end Variance Traffic Light Indicator
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	12,730	-235	R
	Gross Income	-228	0	-228	-228	0	G
		12,737	**-1**	**12,737**	**12,502**	**-235**	R
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**	**235**	**235**	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 July 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	Sep	Jul	Members pay inflation 2019-20	CEO4	Law & Governance	P	21	0
				VSMMGT	Strategic Measures	P	-21	0
			CE and ACE posts shared with Cherwell District Council - savings to offset against the snr mgmt review saving - per LB	CEO1	Resources Business Support	P	10	0
				CEO5	Policy	P	-35	0
				VSMMGT	Strategic Measures	P	25	0
CEF	Sep	Jun	Revenue funding allocation for new Children's Social Care system.	CEF2-1	Management & Central Costs	P	28	0
				CEF5-1	Management & Admin	P	-28	0
		Jul	Pupil Premium budget update	CEF4-1	Delegated Budgets	P	-504	504
			Universal Infant Free School Meals - June update	CEF4-1	Delegated Budgets	P	-365	365
			Budget Tidy Vulnerable Learners	CEF1-2	Additional & Special Education Needs	P	202	-202
				CEF1-4	Organisation & Planning	P	0	0
				CEF1-5	Learner Engagement Service	P	65	-65
			Balance NCS Budget	CEF2-1	Management & Central Costs	P	0	0
				CEF2-2	Social Care	P	0	0
			Allocate Service Redesign savings	CEF2-2	Social Care	P	100	0
				CEF5-1	Management & Admin	P	-100	0
			Virement From The Agency Pot Q1	CEF2-1	Management & Central Costs	T	-204	0
				CEF2-2	Social Care	T	204	0
			July DSG Notification Update	CEF1-4	Organisation & Planning	P	-288	288
				CEF4-1	Delegated Budgets	P	-3,842	3,842
				CEF4-2	Nursery Education Funding (EY)	P	875	-875
			Emergency Duty Team budget tidy 2019-20	CEF2-2	Social Care	P	36	-36
CS	Sep	Jul	Budget for Corporate Performance and Risk Manager	CEO3	Corporate Finance & Internal Audit	P	-58	0
				CEO5	Policy	P	58	0
			budget setting Legal services 2019-20	CEO4	Law & Governance	P	71.1	-71.1
			IBC budget adj - ICT budget is incorrect	CEO3	Corporate Finance & Internal Audit	P	-194	0
				CEO8	ICT	P	194	0
EE	Sep	Jun	Planning & Place Budget Tidy	EE1-4	Planning & Place	P	0	-53.3
				EE1-5	Planning & Place	P	53.3	0
		Jul	Temp budget tidy WT FF external secondments	EE4-1	Fire & Rescue Service	T	98	-98
SCS	Sep	Jul	Budget realignment	SCS1-3	Provider and Support Services	P	-114	0
				SCS1-9	ASC Staffing & Infrastructure	P	114	0
			Budget Tidy and Allocate savings	SCS1-3	Provider and Support Services	P	110.1	-260.1
				SCS1-6	Other Funding	P	150	0
			CCG Budget Contribution	BCFPOOL	Better Care Fund Pool	P	19,103	(19,103)
SM	Sep	Jun	Additional Section 31 Business Rate Relief Grant	VSMMGT	Strategic Measures	T	84	(84)
Grand Total							15,848	(15,848)

Business Management Report
Position to the end of 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	£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	-6,630	0	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 proirities 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**	**63,425**	**0**	