



## ***Notice of a Meeting***

### **Performance Scrutiny Committee**

**Thursday, 13 December 2018 at 10.00 am**

**Rooms 1&2 - County Hall, New Road, Oxford OX1 1ND**

#### **Membership**

Chairman Councillor Liz Brighthouse OBE

Deputy Chairman - Councillor Jenny Hannaby

#### *Councillors:*

Nick Carter  
Mike Fox-Davies  
Tony Ilott

Liz Leffman  
Charles Mathew  
Glynis Phillips

Emily Smith  
Michael Waine  
Liam Walker

**Notes:** *A pre-meeting briefing will take place in the Members' Board Room at 9.30am on the day of the meeting.*

**Date of next meeting:** 10 January 2019

#### **What does this Committee review or scrutinise?**

- The performance of the Council and to provide a focused review of:
  - Corporate performance and directorate performance and financial reporting
  - Budget scrutiny
- the performance of the Council by means of effective key performance indicators, review of key action plans and obligations and through direct access to service managers, Cabinet Members and partners;
- through call-in, the reconsideration of decisions made but not yet implemented by or on behalf of the Cabinet;
- queries or issues of concern that may occur over decisions being taken in relation to adult social care;
- the Council's scrutiny responsibilities under the Crime and Justice Act 2006.

#### **How can I have my say?**

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am on the working day before the date of the meeting.**

#### **For more information about this Committee please contact:**

Chairman	-	Councillor Liz Brighthouse E.Mail: <a href="mailto:liz.brighthouse@oxfordshire.gov.uk">liz.brighthouse@oxfordshire.gov.uk</a>
Policy & Performance Officer	-	Katie Read, Senior Policy Officer 07584 909530 <a href="mailto:katie.read@oxfordshire.gov.uk">katie.read@oxfordshire.gov.uk</a>
Committee Officer	-	Colm Ó Caomhánaigh, Tel 07393 001096 <a href="mailto:colm.ocaomhanaigh@oxfordshire.gov.uk">colm.ocaomhanaigh@oxfordshire.gov.uk</a>

Yvonne Rees  
Chief Executive

December 2018

## **About the County Council**

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

## **About Scrutiny**

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

## **What does this Committee do?**

The Committee meets up to 6 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

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

**A hearing loop is available at County Hall.**

## AGENDA

1. **Apologies for Absence and Temporary Appointments**
2. **Declarations of Interest - Guidance note on back page of the agenda**
3. **Minutes (Pages 1 - 8)**

To approve the minutes of the meeting held on 8 November 2018 and to receive information arising from them.

4. **Petitions and Public Address**
5. **Business Management and Monitoring Report - Quarter 2 2018-19 (Pages 9 - 32)**

10.05

This paper provides details of performance for quarter two 2018-19 for the Performance Scrutiny Committee to consider before making comments to Cabinet by 22 January. The report, and any comments made by the Committee, are required so that the Cabinet can monitor the performance of the council in key service areas and be assured that progress is being made to improve areas where performance is below the expected level.

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

6. **Service and Resource Planning 2019/20 - 2022/23 (Pages 33 - 56)**

10.30

This report is one in the series on the Service & Resource Planning process for 2019/20 to 2022/23, providing councillors with information on budget issues for 2019/20 and the medium term. This report presents the latest identified pressures and proposed savings for 2019/20 and the medium term as well as key points arising from the Autumn Budget announced on 29 October 2018.

**The Committee is RECOMMENDED to consider and comment on the revenue pressures and savings proposals.**

7. **Committee work programme (Pages 57 - 60)**

12.45

To agree the committee's work programme for future meetings based on key priorities and discussion in the meeting.

## Declarations of Interest

### The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members’ conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or contact Glenn Watson on **07776 997946** or [glenn.watson@oxfordshire.gov.uk](mailto:glenn.watson@oxfordshire.gov.uk) for a hard copy of the document.

## PERFORMANCE SCRUTINY COMMITTEE

**MINUTES** of the meeting held on Thursday, 8 November 2018 commencing at 10.00 am and finishing at 1.35 pm

**Present:**

**Voting Members:** Councillor Liz Brighthouse OBE – in the Chair

Councillor Jenny Hannaby (Deputy Chairman)  
Councillor Nick Carter  
Councillor Mike Fox-Davies  
Councillor Tony Ilott  
Councillor Liz Leffman  
Councillor Charles Mathew  
Councillor Glynis Phillips  
Councillor Emily Smith  
Councillor Michael Waine  
Councillor Liam Walker

**By Invitation:** Pamela Marsden, Independent Chair, Oxfordshire Safeguarding Adults Board  
Richard Simpson, Independent Chair, Oxfordshire Safeguarding Children Board

**Officers:**

Whole of meeting Katie Read, Senior Policy Officer; Colm Ó Caomhánaigh, Committee Officer

Part of meeting

<b>Agenda Item</b>	<b>Officer Attending</b>
5	Glenn Watson, Principal Governance Officer
6, 8	Karen Fuller, Deputy Director Adult Social Care
7	Simon Furlong, Director for Community Safety; Paul Bremble, Strategic Risk & Assurance Manager
8	Melanie Pearce, Service Manager Safeguarding
9	Lara Patel, Deputy Director for Safeguarding; Tan Lea, Strategic Safeguarding Partnerships Manager
10	Daniel Ruaux, Strategic Lead for Missing Children

*The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and agreed as set out below. Copies of the agenda and reports are attached to the signed Minutes.*

### **58/18 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS** (Agenda No. 1)

There were no apologies.

**59/18 DECLARATIONS OF INTEREST - GUIDANCE NOTE ON BACK PAGE OF THE AGENDA**  
(Agenda No. 2)

There were no declarations of interest.

**60/18 MINUTES**  
(Agenda No. 3)

The minutes of the meeting on 6 September 2018 were approved and signed as a correct record.

**61/18 ESTABLISHING A JOINT SUB-COMMITTEE FOR THE FIT FOR THE FUTURE PROGRAMME**  
(Agenda No. 5)

Glenn Watson introduced the report. The proposal is that this Committee and the Audit & Governance Committee delegate their remits to the Sub-Committee to deal with the Fit For the Future transformation programme and the operating model in order to be able to do more detailed work and avoid duplication.

Members raised issues on the proposal and Glenn Watson responded as follows:

- The diagram on Agenda Page 12 was not a route map but outlined the roles of the various groups in the transformation programme.
- The Sub-Committee will decide the required frequency of meetings. It should be more flexible than the main committees and be able to discuss issues before they go to Cabinet. Its meetings will be held in public.
- It can refer matters back to the parent committees and the Performance Scrutiny Committee retains the right of Call-In.
- The law requires that a Chairman and Deputy Chairman be appointed but the Terms of Reference state that the roles will rotate at successive meetings where possible.
- There will be 4 members from each committee. The usual formula for political balance has been applied. It is up to the political groups who to appoint to their positions.

It was agreed that there will be a standing item on the Committee's agenda to receive a report from the Sub-Committee.

**RESOLVED to:**

- a) Agree to the establishment of a joint Sub-Committee of the Performance Scrutiny and Audit & Governance Committees as set out in paragraphs 18-20.**
- b) Agree to the terms of reference set out in Annex 1.**

## **62/18 COMMISSIONING MENTAL HEALTH SOCIAL WORK SERVICES**

(Agenda No. 6)

Karen Fuller gave the Committee a verbal update on the new partnership arrangements with the provider of mental health assessments. The social welfare aspects of the service were taken back within the Council at the beginning of September.

Eleven staff were taken across and there are currently a couple of vacancies to be filled. They are based in Knights Court with some staff in Banbury and Abingdon.

The Oxford Health and County Council lists of Section 117 cases have been checked against each other for disparities. There is now an up to date list which is being reviewed. There was no disruption to users during the transfer period.

Karen Fuller responded to Members' questions:

- There had been concerns over the last 18 months that cases were becoming medicalised. Actions were identified to improve this but the Council did not get the desired outcomes so it was brought back in-house.
- About 50 cases were taken back.
- Terms and Conditions for staff have not changed and the feedback from staff has been positive.
- Cases that have been presented for mental health issues can change so that physical need outweighs the original issue. Some people have been charged when they should not have been.

The Chairman asked for an update in a year which should focus on the Section 117 funding issues.

## **63/18 COMMUNITY SAFETY AND RISK MANAGEMENT**

(Agenda No. 7)

Simon Furlong and Paul Bremble summarised the report and noted that the recommendation should be to approve the CRMP action plan to be published for consultation.

The main changes in this third iteration of the action plan are that there is a new national framework and the interim results of reports on Grenfell and the Manchester Arena bomb have been taken on board.

Feedback on the plan will be sought from the community at large as well as Parish Councils, locality meetings, voluntary organisations, staff and partner organisations.

Officers responded to Members' questions as follows:

- Project 4 on standards in rented housing is a joint project with Trading Standards who have more powers. They are seeking to engage with landlords and all other stakeholders.

- High-risk tenants will be identified with the help of the adult social care database. Problems can be flagged by other agencies visiting properties.
- In regard to landlords retaining deposits, the officers did not have information to hand but will get a response from Trading Standards.
- Local officers are already attending Parish Council and other local meetings to engage with the public.
- Metrics will be developed after the plan's consultation phase and the Committee will see them in future reports.
- Project 6 to increase diversity has shown improvement in terms of gender but more work needs to be done with the BME community. A full report will be completed to assess the impact.
- The Fire Service is happy to emphasise its integration with the County Council more in reports and the recent inspection found this to be a very positive factor.
- Hoarding in private homes is a complex issue – usually a safeguarding and mental health issue. The Fire Service can flag incidences on their system. It takes time to bring people around.

**RESOLVED: The Committee is RECOMMENDED to approve the publication and public consultation of this Community Risk Management Action Plan.**

## **64/18 SAFEGUARDING ADULTS**

(Agenda No. 8)

Pamela Marsden, Independent Chair of the Oxfordshire Safeguarding Adults Board, introduced the report. There was more public engagement involved in this year's report and it was intended to be more accessible. They would welcome feedback on this.

Members raised issues and Pamela Marsden and council officers responded as follows:

- It was noted that the City and District Councils are not listed as partners of the Adult Safeguarding Board report - agreed that this needs to be amended.
- Hoarding is a complex issue but if there is a danger to others then action has to be taken. This issues form part of the safeguarding training being delivered to all which includes safeguarding housing leads so that they are aware of self-neglect to address hoarding.
- The format of the threshold document for accessing safeguarding services has been reviewed and co-produced with provider agencies to make the language more user-friendly.
- There may be a number of reasons why an outcome of an enquiry is unknown, it may be because the person has passed away or moved to another area.
- There is a good relationship with commissioning colleagues to ensure that new Extra Care facilities are fit for purpose.
- The two priorities in the area of housing are ensuring affordability for people moving into the area and the provision of extra-care housing required by the aging population.
- It was agreed that councillors could have a role to play on issues such as call blocking which come to their attention from their constituents.

- With regard to Lasting Power of Attorney when Councillors visit the public they can encourage people to ensure they have made appropriate formal arrangement for managing their finances in place.

**RESOLVED to:**

- a) **Note that the adult safeguarding partnership is working across Oxfordshire and that work undertaken by the Board and its partners has resulted in a 9% decrease in safeguarding concerns being referred into the Local Authority, reversing a six-year trend of an annual 30% increase in concerns year-on-year; and**
- b) **Note the priorities for 2018-19.**

**65/18 SAFEGUARDING CHILDREN - ANNUAL REPORTS**

(Agenda No. 9)

The three annual reports were introduced by Richard Simpson, Independent Chairman of Oxfordshire Safeguarding Children Board, Tan Lea and Lara Patel.

Members raised issues on the report and Richard Simpson and the officers responded as follows:

- Academisation of schools has made it more challenging to deal with exclusions, students on part-time timetables and home schooling. All schools are required to return data and reports which help to identify where additional support is needed.
- The suggestion that a model reporting system is required to ensure that all data is captured consistently will be taken to the Deputy Director for Education.
- The independent chair is keen to meet with Be Free Young Carers soon. New terms of reference are being developed for the Corporate Parenting Panel and should be ready by the end of November.
- Independent fostering agencies are monitored for quality of placements and outcomes for children through a review process.
- CAMHS waiting times had improved but have fallen off again. Those regarded as high risk are prioritised. A new service model has been introduced involving close partnerships with voluntary organisations and schools. The outcomes should be reviewed by the Joint Health Overview and Scrutiny Committee.
- They are working with other learning providers i.e. colleges as well as schools.
- Austerity had an impact not just because of cuts to services but due to reductions in income. However, new issues have contributed to pressures, for example cyber bullying.
- It was clarified that in the table on Agenda Page 96 the second column details the actual spend for the year and the figures for the City and District Councils are just their contributions towards the running of the Board and are negotiated every year.

**RESOLVED to note these annual reports and provide any comments.**

## **66/18 CHILDREN MISSING FROM HOME OR CARE IN OXFORDSHIRE**

(Agenda No. 10)

Daniel Ruaux presented the report and responded to Members' questions as follows:

- Overall number of children reported missing has reduced across this reporting period. The response to children who go missing from home or care is robust. A dedicated multi-agency missing panel tracks and cross-references all children missing from home, care and education. Return home interviews are focused and detailed, but need to be recorded in a more timely manner and a new strategy has been implemented to address this. Information derived from interviews is used effectively to analyse patterns and trends. The help provided is effectively reducing the risk and number of missing episodes for children.
- There used to be separate processes for UASCs and indigenous children but the two strands have been brought together which has led to a better response with UASCs less scared to tell their story.
- The new procedure has been effected as evidenced in the report, which showed a reduction in the number of Unaccompanied Asylum-Seeking Children (UASCs) reported missing. However we are currently seeing an increase in the presentation of UASCs coming to the local authority so missing reports may increase.
- There are currently no children recorded as long term missing and when this does occur they have been in relation to UASCs having returned to their country or origin or because they were at risk of deportation as they were actually older people. When this occurs their details remain on the system until all agencies have agreed to remove them.
- Children are "missing" if they are not where they are supposed to be and there is an immediate concern for their safety.

## **67/18 CABINET RESPONSE TO THE YOUNG CARERS DEEP DIVE RECOMMENDATIONS**

(Agenda No. 11)

Councillor Nick Carter updated the Committee on the work on Young Carers since the Cabinet response was received. The group had an excellent meeting with Officers. Councillor Glynis Phillips will attend the annual meeting of Be Free Young Carers and the group will meet representatives in the near future. A final report will be ready for the January meeting of the Committee.

The matter of appointing a Young Carers Champion was discussed and it was agreed that a young age should not be a requirement.

## **68/18 COMMITTEE WORK PROGRAMME**

(Agenda No. 12)

The decision by Council to refer the Annual Partnerships Report to the relevant scrutiny committees was discussed. It was noted that some of the partnerships had recently been scrutinised anyway.

The report of the Fire and Rescue Service inspection will be available by May.

..... in the Chair

Date of signing ..... 20

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Division(s): All

## **PERFORMANCE SCRUTINY COMMITTEE – 13 December 2018**

### **Business Management and Monitoring Report**

#### **Quarter 2 2018-19**

##### **Introduction**

1. The report at Annex 1 demonstrates the state of Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities at the end of Quarter 2 2018-19.

##### **Headlines**

2. At the end of Quarter 2 (30 September) 5 of the 13 outcomes were assessed as Green, and 8 as Amber. None of the outcomes assessed as Amber are considered to be at risk of becoming Red as things stand.
3. Beneath the outcomes, the majority of indicators remained at the same RAG rating (Red, Amber, Green) and outlook as in Quarter 1 – 34 Green and 14 Amber.
4. Performance improved for 3 indicators between Q1 and Q2:
  - i. Numbers of children the subject of protection plans (from Amber to Green);
  - ii. Levels of energy use (from Amber to Green);
  - iii. Funding secured through planning obligations (from Amber to Green).
5. Performance declined for 2 indicators between Quarters 1 and 2:
  - i. Numbers of looked-after children (from Amber to Red, with a stable outlook for the next quarter);
  - ii. Value for money through effective use of resources (from Green to Amber, stable outlook for the next quarter).
6. Further details can be found below and in the dashboards in Annex 2, which provide an account of the outcomes and indicators being used to measure progress towards the OCC Vision this year.
7. The outlook as presented in the dashboards is positive, continuing the position shown in Q1. No indicators in Q2 have a negative/deteriorating outlook.
8. Key achievements are set out in section A of Annex 1, arranged under the 6 priorities of the OCC Vision. Constraints on our performance are set out in section B. There are no Red-rated outcomes being reported for attention by County Leadership Team in section C of the report. A summary of the financial position at the end of October is included at Annex 3.

## RECOMMENDATION

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

5 December 2018

**Report by:** Ben Threadgold, Policy and Performance Service Manager

**Contact Officer:** Steven Jones, Corporate Performance and Risk Manager  
[steven.fairhurstjones@oxfordshire.gov.uk](mailto:steven.fairhurstjones@oxfordshire.gov.uk) 07932 318 890

## ANNEX 1 – PERFORMANCE REPORT – QUARTER 2 2018-19

### Section A: Key achievements against Corporate Plan priorities in this quarter

Our new Outcomes Framework enables our performance to be reported against the six priorities in our Vision and Corporate Plan. Focusing on the outcomes of OCC's activities more effectively connects performance in different parts of the council and supports a more strategic view of progress towards our priorities.

#### Overall OCC ambition: "Thriving communities for Oxfordshire"

- Collectively, the performance dashboards at the end of this report indicate that we are making good progress towards the council's overarching ambition. The good work reported in Quarter 1 has largely been continued into the new business year. Particular highlights this quarter are included in the following narrative.

#### Priority: we listen to our residents so we can continuously improve our services and provide value for money

- Co-production – working with service users and their families to develop social care services tailored to their needs – continues to make good progress. Many projects have emerged during Quarter 2 which will be co-produced, or have elements of co-production in them, including key pieces of work such as our Older People's Strategy and Ageing Well Campaign. Our Older People's Strategy – which involved 600 people from a mix of areas and backgrounds and strong partnership working with a range of health bodies – was the first engagement of its kind between OCC, the NHS Clinical Commissioning Group and residents on this large scale.
- Another example of successful co-production work, our Moving into Adulthood project involved 108 Oxfordshire people from a mix of areas and backgrounds, who worked with us to develop a clear set of recommendations for changes in Adult Social Care. Time was allowed for the group to work together meaningfully, building trust and strong relationships, and the opportunity to get input from a range of stakeholders, including researching other areas out of county. The group's methods are now being taken forward to act as a business model for other co-production activities.
- As in Quarter 1, 72.4% of our adult social care service users in Q2 were extremely or very satisfied with our services – above the national average of 64.7%.
- The development of partnership working between OCC and Cherwell District Council, which will offer long-term opportunities to join up services for residents and reduce the costs of providing services, was strengthened in September. Councillor Ian Corkin took up a joint position on the Cabinet of the county council and Executive of Cherwell District Council, and will chair a joint partnership committee of both councils to look at joint working. For example, Cherwell and OCC spatial and transport planners already work closely together on schemes related to housing and infrastructure, which will make day-to-day working simple.

Over time other services are expected to join up where there are benefits to residents, including improving efficiency and customer service.

Priority: we help people live safe and healthy lives and play an active part in their community

- Safe and Well visits were slightly behind target at the end of September, but remain in line with the annual target as the delivery of fire prevention campaigns are planned for the second part of the year.
- We are at or above target for emergency call responses, although we are below target for our co-responding calls (with South Central Ambulance Service) for the quarter due to national industrial negotiations.
- Our support for people to lead healthy lifestyles remains strong. In the first appointment of its kind in the county, Oxfordshire now has a Winter Director to reduce seasonal pressures across health and care services. Appointed jointly by OCC, Oxford University Hospitals NHS Foundation Trust, Oxfordshire Clinical Commissioning Group and Oxford Health Foundation Trust, The Winter Team will ensure all health and care professionals in the county – including social services, GPs, hospitals, ambulance services, mental health services and charities – work together to deliver better, responsive and more joined-up services.
- Our services to support people exiting treatment for drug or alcohol use are again exceeding 3 of our 4 key targets. The county is slightly behind target on smoking cessation, as noted in section B below.
- The council has appointed an “active and healthy travel” officer, using central government funding, to assess existing walking and cycling routes in the county. Our successful bid for £84,500 of Bikeability funding means that almost every primary school child in the county – around 5000 children per year for the next 2 years – will have access to free cycle safety training.
- Rates of volunteering are an indicator of Oxfordshire residents playing an active part in their community. Volunteer rates rose in Q2 in library and history services. In libraries, the number of volunteer hours rose to 8,412 during Q2 (up from 8,111 the previous quarter), with 285.5 volunteer hours in our History Centre (not reported in Q1).
- Environmental volunteering opportunities are supported directly and indirectly by OCC. We report environmental volunteering contributions on an annual basis. OCC’s direct support (to the end of 2017) for the Lower Windrush Valley Project totalled 51 days. Partial support from OCC included the Wychwood Project and TVERC (Thames Valley Environmental Records Centre) which totalled 50 days in 2016-17. Other part-supported volunteering not currently quantified at county level includes the Cotswolds and Chilterns AONBs and the Thames Path and Ridgeway National Trails.
- The levels of services provided by communities continued to increase in Q2. Under the Oxfordshire Together programme 129 parish or town councils have

devolved highways services, predominantly grass cutting at present. Councillors have continued to allocate their portion of OCC's £945,000 (2018-19) Councillor Priority Fund as part of our commitment to supporting local communities across Oxfordshire. The amount allocated by 30 September was £261,050 – 28% of the £945k budget – of which:

- 63% was allocated to community groups (£163,948)
  - 11% was allocated to direct services (£28,578)
  - 26% was allocated to Town/Parish councils (£68,524)
- The Live Well website (supported jointly by OCC, Age UK and Affinity Works) continues to grow, signposting a range of support services across Oxfordshire for adults, families and carers to meet their own needs for support and care. In Q2, 1,640 services were listed on Live Well, up from 1,588 in Q1, and above our target of improving on the baseline of 1,500 services during the year.

Priority: we provide services that enhance the quality of life and protect the local environment

- In Q2 our performance in maintaining the condition of the county's highways continued to improve from Red levels reported in the latter half of 2017-18. We remain on target for overall condition of the A and B classified road network (32.48% where maintenance should be considered, against a target of 33%) and for repair of defects posing immediate risk of injury (99.6% within 24 hours). We also remain on target for the total length of highway resurfaced and the percentage of highway maintenance, construction, demolition and excavation waste diverted from landfill. As reflected by the Amber rating for this indicator, further improvement is necessary, but the trajectory is positive.
- The indicator "funding secured through planning obligations" has improved from Amber in Q1 to Green in Q2. This is because performance against one of the two underlying measures – targeting at least 70% of s.106 agreements involving contributions to county council infrastructure being completed within 6 months of District Council resolutions – has improved from 57% in Q1 to 73% in Q2.
- Levels of access to cultural services (libraries, archives and museums) remain high. In Q2 the county's libraries welcomed 605,582 visitors (Q1: 565,279; also up on last year, but noting that an increase at County Library in Oxford is masking drops at many branches). New library joiners in Q2 numbered 9,018 (Q1: 5,816), reflecting a seasonal increase due in part to the Summer Reading Challenge. Oxfordshire Museum's visitor numbers were also up in Q2: 35,739 compared with 29,595 in Q1, comparable with figures for the same period last year. Our History Centre in Q2 served 966 visitors and 969 remote enquiries, produced 2,920 documents and enjoyed 161,517 website hits and 2,510 social media engagements.
- Household waste is another area of performance which was reported as declining in the latter part of 2017-18 (from a very strong position, historically) and which continues to perform well in Q2. The percentage of household waste recycled, composted or re-used in the county is on target (60%) and we are similarly on

target for the percentage of household waste sent to landfill (4.1% vs. under 5% targeted) and percentage of household waste recycled, composted or re-used at Household Waste Recycling Centres (61% vs. 59% targeted). Residents' satisfaction with our Household Waste Recycling Centres remains high (95.17% vs. 95% targeted). Further commentary on the outlook for household waste performance is included in section B below.

- Our performance on reduction of carbon emissions and efficient energy use is improving. We achieved a 12% emission reduction across OCC's corporate estate and activities in 2016/17: activities contributing to the 2017/18 annual target this quarter include street lighting upgrades and ongoing monitoring to manage energy use across our buildings. The replacement of old streetlighting columns with modern and more energy-efficient LED lighting saw 16.37% of lighting columns replaced by the end of September, in line with our target of 18% by March.

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

- Indicators relating to children's health remain predominantly good and our performance in Q2 is at or above targeted levels for 4 of the 6 measures relating to new-born children and their mothers. Two constraints on our performance in this area are noted in section B below.
- The target to reduce unnecessary demand in children's social care is beginning to bear fruit. Last year the number of social care referrals in Oxfordshire fell by 4%; whereas nationally they rose by 1% and amongst similar authorities rose by 3%. Similarly, the rate of social care assessments fell by 14%, whereas nationally it rose by 3% and by 10% amongst similar authorities. This year the rate of assessments is ahead of target. This has been supported by a growth over the last 18 months of early help assessments. This reducing of demand has helped to support a reduction of 50 children on child protection plans in the year and we are on target to reduce the numbers to that of similar authorities. We have remained at or very near target for the numbers of staff with caseloads at or below the agreed target level, and for the percentage of cases held by permanent staff.

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

- All indicators under the outcome "care services support independent living" are either Green, or at Amber but very close to target.
- Performance is above target (the national average) for numbers of people with personal budgets (92% vs. 89% targeted) and direct payments (35% vs. 28.8%).
- In Q2 we continued to make progress in reducing the number of people delayed in hospital awaiting social care. At the end of September, 11 people per day were delayed in this way (the target is to reduce from 15 recorded in March 2018 to 13 by March 2019). Similarly, we reduced the number of people delayed in hospital

awaiting both health and social care from an average of 50 per day in March 2018 to 47 in Q2 (making progress towards our target of 42 by March 2019). This ongoing trend of improved performance was praised by Healthwatch Oxfordshire in July.

- We have ensured that 90% of working age (18-64) service users with a learning disability are living on their own or with their family: this is above the national average (76%) as targeted.
- Consultation was undertaken on a new Older People's Strategy by OCC and Oxfordshire Clinical Commissioning Group. The strategy will outline how all care and health organisations across the county work together over the next 5 years and work together to meet people's changing needs as they age.

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

- The indicator "level of investment attracted" benefits from a new measure in Q2: "Funding secured as a percentage of the yearly investment required to bring the condition of all assets into a good condition (as identified within the Highway Investment Business Case)". Under this measure, an additional £10m has been committed in year through future year borrowing, bringing the total allocated highway maintenance capital budget to £31.09m – equalling 87.5% of the identified investment required.
- Under the same indicator, the OxLEP Inward Investment Team have supported 28 inward investment successes to date (15 of which are Foreign Direct Investments), supporting at least 326 jobs.
- Last quarter we interviewed for the largest collaborative project we have been part of under the Smarter Oxford banner: a £40m Energy Systems bid led by Scottish & Southern Energy. This collaborative project, the first of its kind, uses Oxfordshire as a living lab to develop a new approach to energy markets for the UK. We also interviewed for two Meridian CAV (Connected and Autonomous Vehicle) projects: one relating to further simulation development for virtual CAV testing, and the other delivering a link between Culham and Milbrook to enable testing in the real world and between the two sites. This was in partnership with Buckinghamshire County Council and led by industry.
- Additionally, two previous approved projects have both started looking at the role Autonomous Vehicles (AV) can play in a multimodal transport system. One is focused on research and a business model, while another lead by GWR is a 3-year project that will eventually lead to an AV link from Didcot Parkway to Milton Park under trial conditions. We also submitted bids for funding in collaboration with University of Oxford to access small proof of concept funding, with potential applications in Social care, health and transport.
- Following discussion by Cabinet in September, the Joint Statutory Spatial Plan Programme is being revised, with a performance update due in Q3.

## Section B: key issues currently affecting our ability to deliver our priorities

### Priority: our services improve and deliver value for money

- The indicator “value for money through effective use of resources” has moved from Green to Amber this quarter. Commentary on the underlying measures is:
  - At 91% at the end of October we were slightly behind our target of delivering 95% of our planned savings by March 2019.
  - Our General Balances are expected to be £25.3m at the end of March 2019, which is £9m above the risk assessed level (155% against a target of 100%).
  - We forecast that £27.2m of reserves will be used during 2018/19 compared to £14.2m assumed in the 2018/19 budget agreed by Council in Feb 2018. This mainly relates to the use of the DSG reserve to offset the High Needs Block overspend and a higher contribution from Parking Account Reserve.
  - Forecast to the end of October 2018 is an underspend of £0.7m or 0.1%. This represents a directorate overspend of £7.2m off set by unallocated contingency budget of £6.9m, additional interest of £0.5m and additional business rates of £0.5m.
  - Our Capital programme has increased in value compared to the programme agreed in February 2018

### Priority: we help people live safe and healthy lives and play an active part in their community

- Trading Standards’ risk reduction activities usually include a fireworks poster competition for schools. This is not happening this year, and is expected to have a negative impact on our overall performance against the “number of people helped to live safe and well” indicator.
- The indicator “people receiving support for drug and alcohol dependency” includes a measure with a target of over 2,338 people stopping smoking, which is reported a quarter in arrears. We exceeded this target in Q1 (2,440 quitters) but in Q2 saw a fall to 2,122 quitters. A more cost-effective service model was introduced in April: besides the obvious effects of the new model ‘bedding in’ the dip in performance also reflects a seasonal trend both locally and nationally in Q1 and Q2 quit rates. The outlook remains positive/improving.

### Priority: we provide services that enhance the quality of life and protect the local environment

- Our performance repairing and maintaining highway condition in the county is still showing the effects of a hard winter in 2017-18. As noted in Q1, levels of road defects in April and May increased by 60% compared to last financial year. Under the indicator “condition of highways”, the target most affected is that “90% of defects creating potential risk of injury are repaired within 28 calendar days”. In the

period April-August our performance level was 70.3%: while this rate is continuously being improved, this figure reflects the winter backlog from Q1.

- While our performance against all household waste measures in Q2 remains strong, the outlook is not wholly positive. This reflects a national trend towards plateauing recycling rates, and seasonal trends such as a reduction in green waste. We currently project a year-end position of 58% of household waste being recycled, composted or re-used (target: 60%). Oxfordshire is still predicted to be amongst the best performers in England, and we are working hard with the District and City authorities to increase recycling and reduce residual waste.

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

- Under the indicator “prevalence of healthy children” two measures fell behind target in Q2. As in Q1, the number of expectant mothers who received a universal face-to-face contact at 28 weeks was 64.3% vs. 80% targeted. There are issues with the notifications of pregnancies from midwifery to health visitors. This is being addressed with the commissioned services concerned and the Oxfordshire Clinical Commissioning Group who hold the contract for midwifery. An improved performance against this indicator is anticipated by year end. Secondly, the percentage of children who received a 2-2½ year review fell slightly to 90% in Q2, against a target of 93%. There have been a number of review appointments not being taken up/declined or contact has been unable to be made with the family concerned. Commissioners will continue to monitor and address with the provider. For both measures the outlook is positive/improving.
- As in Q1, the number of looked after children (LAC) in Oxfordshire rose again in Q2: from 728 in Q1 to 764 in Q2, against a target of 672 by March 2019. This needs to be seen in the context of growing numbers of looked after children both nationally and amongst similar authorities, albeit that the growth in Oxfordshire has been more. The increase is despite the reduction in demand at the front door and may reflect more complex cases coming into the looked after system. There are a number of programmes of work to support children to leave the looked after system either via adoption, special guardianship orders or returning home.

**Section C: key performance issues requiring intervention / decision.**

In this section we would explain any outcomes which Directors have rated “Red”. A Red rating would indicate that the outcome in question might not be achieved by year end as things stand. Directors’ ratings may be based on a number of factors including levels of performance and degree of risk. In quarter 2 none of the 13 outcomes in the Outcomes Framework have been assessed as Red.

**ANNEX 2 – Performance dashboards for Quarter 2 2018-19**

**OXFORDSHIRE COUNTY COUNCIL OUTCOMES FRAMEWORK: PRIORITIES, OUTCOMES AND INDICATORS**

<p><b>We listen to residents so we can continuously improve our services and provide value for money</b></p> <p><b>Residents feel engaged with the county council</b></p> <ul style="list-style-type: none"> <li>• Prevalence of services developed through co-production</li> <li>• Number and value of opportunities for public engagement</li> <li>• Rates of customer satisfaction</li> </ul> <p><b>Our services improve and deliver value for money</b></p> <ul style="list-style-type: none"> <li>• Value for money through effective use of resources</li> <li>• Improvement following external inspection or audit</li> </ul> <p><b>The use of our assets is maximised</b></p> <p>Progress with the One Public Estate Programme</p>	<p><b>We help people live safe and healthy lives and play an active part in their community</b></p> <p><b>People are helped to live safe and healthy lives</b></p> <ul style="list-style-type: none"> <li>• Number of people helped to live safe &amp; well</li> <li>• Emergency response times</li> <li>• Prevalence of healthy lifestyles</li> <li>• Number of people receiving support for drug or alcohol dependency</li> <li>• Proportion of people walking &amp; cycling</li> </ul> <p><b>People play an active part in their communities</b></p> <ul style="list-style-type: none"> <li>• Rates of volunteering</li> <li>• Prevalence of services provided by communities</li> </ul>	<p><b>We provide services that enhance the quality of life and protect the local environment</b></p> <p><b>Our quality of life in Oxfordshire is enhanced</b></p> <ul style="list-style-type: none"> <li>• Condition of highways</li> <li>• Funding secured through planning obligations</li> <li>• Levels of public transport use</li> <li>• Rates of access to cultural services</li> </ul> <p><b>Our local environment is protected</b></p> <ul style="list-style-type: none"> <li>• Percentage of planning decisions on time</li> <li>• Levels of carbon emissions</li> <li>• Levels of energy use</li> <li>• Air quality</li> <li>• Proportion of household waste re-used, recycled or composted</li> </ul>
<p><b>We strive to give every child a good start in life and protect everyone from neglect</b></p> <p><b>Children are given a good start in life</b></p> <ul style="list-style-type: none"> <li>• Prevalence of healthy children</li> <li>• Number of looked after children</li> <li>• Number of children’s social care assessments</li> <li>• Number of children the subject of protection plans</li> <li>• Number of children’s cases held by permanent staff</li> </ul> <p><b>Children are able to achieve their potential</b></p> <ul style="list-style-type: none"> <li>• Percentage of children with a place at their first preference school</li> <li>• Percentage of children at a good quality school</li> <li>• Rates of school attendance</li> <li>• Levels of educational attainment</li> </ul>	<p><b>We enable older and disabled people to live independently and care for those in greatest need</b></p> <p><b>Care services support independent living</b></p> <ul style="list-style-type: none"> <li>• Number of home care hours purchased</li> <li>• Number of appropriate safeguarding enquiries</li> <li>• Number of people delayed leaving hospital awaiting social care</li> <li>• Number of people with control over their care</li> <li>• Proportion of older people supported in the community</li> </ul> <p><b>Homes and places support independent living</b></p> <ul style="list-style-type: none"> <li>• Percentage of people who report feeling safe and well</li> <li>• Percentage of people living in safe and suitable housing</li> </ul>	<p><b>We support a thriving local economy by improving transport links to create jobs and homes for the future</b></p> <p><b>Strong investment and infrastructure are secured</b></p> <ul style="list-style-type: none"> <li>• Level of investment attracted</li> <li>• Production of our Joint Statutory Spatial Plan</li> <li>• Number of new homes</li> <li>• Levels of disruption to journeys by congestion or roadworks</li> <li>• Level of transport connectivity</li> <li>• Level of access to online and digital services</li> </ul> <p><b>Local businesses grow and provide employment</b></p> <ul style="list-style-type: none"> <li>• Employment rates</li> <li>• Number of businesses</li> <li>• Number of apprenticeships</li> <li>• Levels of workforce</li> </ul>

## ANNEX 2 – Performance dashboards for Quarter 2 2018-19

PRIORITY: WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
<b>Residents feel engaged with the county council</b>	Prevalence of services developed through co-production	<b>G</b>	↑	4 co-production products are in development (target 5 by March 2019). To date 20 co-production champions have been trained (vs. target of 20 champions by end of July 2018). We are also co-producing an approach to voluntary sector infrastructure support / provision.
	Number and value of opportunities for public engagement	<b>A</b>	↑	Data not yet available. Q2 RAG rating is based on the Q1 position.
	Rates of customer satisfaction	<b>G</b>	↔	72.4% of users of Adult Social Care services are extremely or very satisfied, which remains above the target of the national average (64.7%)
<b>Our services improve and deliver value for money</b>	Value for money through effective use of resources	<b>G</b>	↔	Commentary is provided in section B of the report.
	Improvement following external inspection/audit	<b>G</b>	↔	CSS are currently working on an action plan that came out of their Operational Assurance Peer inspection in 2017. February's CQC report on Oxfordshire's healthcare and adult social care services will be revisited in September by the CQC.
<b>The use of our assets is maximised</b>	Progress with One Public Estate Programme	<b>G</b>	↔	Scoping of projects is proceeding according to schedule and moving into the options appraisal phase. Potential projects to apply for new phase of OPE funding are being considered. Deadline for applications is the end of November.

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

## ANNEX 2 – Performance dashboards for Quarter 2 2018-19

PRIORITY: WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
<b>People are helped to live safe and healthy lives</b>  Page 20	Number of people helped to live “safe and well”	G	↔	This is slightly below target, but no concerns that annual target will not be met.
	Emergency response times	G	↔	We have had no fire deaths this quarter and there has been a slight increase in RTC fatalities in this quarter. We are on target for our emergency response times, achieving 89.4% and 96.6% (attendance within 11 and 14 minutes respectively).
	Prevalence of healthy lifestyles	G	↑	Invitations to NHS are proceeding well (89.4% of the eligible population has been invited vs. target of 97% by year end), as is take-up – 44.3% vs. 49% year-end target.
	Numbers of people receiving support for drug and alcohol dependency	G	↔	3 of the 4 measures supporting this indicator are significantly exceeding targets at the end of Q2 – on numbers of people exiting treatment for drugs or alcohol (opiates: 9.7% vs. target of 6.6%, non-opiates 41.2% vs. 36.6%, alcohol 46.1% vs. 38.6%)
	Proportion of people walking & cycling	G	↔	Baseline and targets being worked on as part of an overall approach using Oxfordshire’s 9 growth corridors The RAG rating is supported by data readily available at the end of Q1.
<b>People play an active part in their communities</b>	Rates of volunteering	G	↔	Commentary on this indicator is included in section A of the report.
	Prevalence of services provided by communities	G	↑	Over 28% of the Councillors’ Priority Fund for the year has been allocated to date. The £261,050 has been allocated as follows: 63% to Community Groups (£163,948), 26% to Town/Parish councils (£68,524) and 11% to direct services (£28,578)

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

## ANNEX 2 – Performance dashboards for Quarter 2 2018-19

PRIORITY: WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
<b>Our quality of life in Oxfordshire is enhanced</b>	Condition of highways	A	↑	Commentary is provided in sections A and B of the main report.
	Funding secured through planning obligations	A	↑	Commentary is provided in section A of the main report
	Levels of public transport use	G	↔	Baseline and targets for work trips are being worked on as part of an overall approach using Oxfordshire's 9 growth corridors. Baseline for % satisfaction with bus use = 90% from 2017 Annual Passenger Focus Data (either very [50%] or fairly [40%] satisfied). Next measure due March 2019.
	Rates of access to cultural services	G	↔	Commentary on this indicator is included in section A of the report.
<b>Our local environment is protected</b>	Percentage of planning decisions on time	A	↑	We determined 7 of 8 applications within target during Q2. The running total for Q1 & Q2 is 13 out of 16; 81% within 13 weeks or extended deadlines (vs. target of 50%)
	Levels of carbon emissions	G	↔	12% emission reduction was achieved across the corporate estate and activities in 2016/17. Activities contributing positively to our 2017/18 annual target include street lighting upgrades and monitoring to manage energy use across our buildings.
	Levels of energy use	A	↑	16.37% of streetlights had been fitted with LED lanterns by the end of quarter 2, in line with this year's target of 18% by March 2019.
	Air quality	G	↔	Activities due include the establishment of an Air Quality Action Group with the District and City Councils, which will set the forward programme of work including reporting metrics.
	Proportion of household waste re-used, recycled or composted	G	↔	Commentary on performance is included in section A of the main report.

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

## ANNEX 2 – Performance dashboards for Quarter 2 2018-19

PRIORITY: WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
Children are given a good start in life	Prevalence of healthy children	A	↑	Commentary on this indicator is included in sections A and B of the main report.
	Number of looked after children	A	↔	764 children were looked after at the end of quarter 2, against a target range of 660-710. This is up from 728 at the end of quarter 1.
	Numbers of children's social care assessments	A	↔	-
	Number of children the subject of protection plans	A	↑	The number of children the subject of protection plans at the end of quarter 2 was 685. This is in line with progress towards our target of 629 by March 2019.
	Number of children's cases held by permanent staff	G	↔	The rate of staff with caseloads at or below the agreed level is near target (76% vs. target of 80% by March 2019). 85% of cases are held by permanent staff (vs. target of 80% by March 2019)
Children are able to reach their potential	Percentage of children with a place at their first preference school	G	↔	Annual reporting is due in Q3
	Percentage of children at a good/outstanding school	A	↔	Annual reporting is due in Q3. Q1 figures indicate that 84.2% of Primary children are at Good/Outstanding schools (target 94%) and 87.7% of Secondary school children (target 90%)
	Rates of school attendance	A	↔	Annual reporting is due in Q3. In quarter 1 indications were that the two relevant measures (on persistent absence and permanent exclusions) were Amber and Green.
	Levels of educational attainment	G	↔	Annual reporting is due in Q3

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

**ANNEX 2 – Performance dashboards for Quarter 2 2018-19**

<b>PRIORITY: WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY AND CARE FOR THOSE IN GREATEST NEED</b>				
<b>OUTCOME</b>	<b>INDICATOR</b>	<b>Q1 RAG</b>	<b>Outlook</b>	<b>Note</b>
<b>Care services support independent living</b>	Number of home care hours purchased	<b>A</b>	↑	Q2 performance is slightly off target: 21,543 hours per week vs. target of 21,779 hours per week
	Number of appropriate safeguarding enquiries	<b>A</b>	↑	Q1 performance is slightly off target: 23% of safeguarding concerns result in a safeguarding enquiry (vs. target of >25%). This is an improvement on Q1's 21%.
	Number of people with control over their care	<b>G</b>	↔	95% of people with safeguarding concerns can define the outcomes they want (target: national average i.e. 90%). Rates of adults with personal budgets or direct payments are 2-5% above national averages.
	Number of people delayed leaving hospital awaiting social care	<b>G</b>	↔	This indicator is discussed in section A of the main report
	Proportion of older people supported in the community	<b>A</b>	↑	This indicator is discussed in section A of the main report
<b>Homes and places support independent living</b>	Percentage of people who report feeling safe	<b>G</b>	↔	This indicator is discussed in section A of the main report
	Percentage of people living in safe and suitable housing	<b>G</b>	↔	This indicator is discussed in section A of the main report

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

## ANNEX 2 – Performance dashboards for Quarter 2 2018-19

PRIORITY: WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE				
OUTCOME	INDICATOR	Q1 RAG	Outlook	Note
<b>Strong investment and infrastructure are secured</b> Page 24	Level of investment attracted	A	↑	The RAG rating of Amber reflects minor shortfalls against some of the underlying measures, in line with expectations.
	Production of our Joint Statutory Spatial Plan	G	↔	The programme is being updated in light of Cabinet discussion in September.
	Number of new homes	G	↔	This indicator is discussed in section A of the main report
	Levels of disruption to journeys by congestion/roadworks	G	↔	190 days cumulatively during Q1-Q2
	Level of transport connectivity	G	↔	Measures in support of this new indicator are being developed for use in Q3.
	Level of access to online and digital services	A	↑	On target for the absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT (76,028 vs. target of 75,945) but 0.2% off target for the % of premises in Oxfordshire with access to superfast/ultrafast/full fibre broadband (96.68% vs. 96.8%).
<b>Local businesses grow and provide employment</b>	Employment rates	G	↔	Reporting only. 81.6% of Oxfordshire residents aged 16-64 in employment, vs. Apr 2017-Mar 2018 GB rate of 75% (source: ONS, retrieved from Nomis, 9 August 2018)
	Business numbers	G	↔	Reporting only. Oxfordshire business births: 3585 in 2016 (down 1% on 2015); business deaths: 3210 in 2016 (up 10% from 2015). Business survivals: 49.3% of businesses born in Oxfordshire in 2011 were still surviving 5 years later (South East 46%, National 44.1%)
	Numbers of apprenticeships	G	↔	79 apprenticeships are currently being undertaken with OCC as at 30 <sup>th</sup> September 2018
	Levels of workforce	G	↔	Reporting only. <ul style="list-style-type: none"> <li>OCC full-time equivalent employees, excl. schools: 3647.2 at 30 Sept (+3 from June)</li> <li>Total OCC spend on agency staff in Q2 as proportion of our annual salary budget: 2%</li> </ul>

**OUTLOOK KEY:**    ↑ the outlook is positive/improving    ↓ the outlook is negative/deteriorating    ↔ the outlook is stable

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
<b>People – Children’s Services</b>				
Actual expenditure for Education & Learning is in line with the latest agreed budget	< 1.0% of net budget	+£0.8m or 3.6%	No	Home to School Transport is currently forecast to overspend by £0.8m. This relates to an underachievement of savings relating to existing students (£0.3m) and Meadowbrook, post 16 and Special Schools (£0.7m) which are offset with an overachievement of £0.2m on new student eligibility.
Actual expenditure for Children’s Social Care is in line with the latest agreed budget	<1.0% of net budget	+£5.9m or +7.5%	No	An overspend of £5.9m is forecast for Children’s Social Care. An additional £9.5m was included in the budget for Children’s Social Care in 2018/19 due to significant increase in demand. Savings of £3m were also included in the budget to reflect the work of the Children’s Services Programme that was established with focus on addressing demand management; strengthening early help and prevention including closer partnership working; strengthening staffing resources and building community resilience. Despite the additional funding demand for Children’s Social Care continues to rise beyond expectations, both locally and nationally and savings are taking longer to deliver than anticipated, although are still expected to be met in the Medium Term Financial Plan period. An action plan has been prepared by this service and will be reported to Cabinet in December 2018.

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
Actual expenditure for DSG funded Services is in line with latest grant	Spend in line with grant available	+£8.0m or 21.4%	No	The overspend forecast on the Dedicated School Grant (DSG) – High Needs Block. This is mainly due to increasing demand for special school places and the need to place children at independent non-maintained schools. This overspend will be met partly by using the £4.9m DSG reserves but the remaining overspend will need to be either carried forward or met by council resources as in accordance with the terms of the grant.
School Reserves (as at 31 March 2019)	-	£14.2m		
Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved	64%	No	£1.9m of savings rated as red consists of £0.8m of savings which are currently not anticipated to be made in Home to School Transport, from a total of £1.2m. In addition, £0.6m of the £1.6m saving in relation to Entry to Care is forecast to not be met, although depending on progress to the end of the year this may still be possible, this relates to savings due to controlling entries to care. This is offsetting against significant increased demand, through stronger controls savings are being achieved by challenging high cost placement requests and entries to care. Finally, savings relating to Reconnecting Families of £0.5m, against a total of £1.2m, is currently forecast to not be achieved in 2018/19, due to a delay in implementation and difficulty in identifying suitable placements to enable children to step down.

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
<b>People - Adult Services</b>				
Actual expenditure for Adult Social Care and Joint Commissioning is in line with the latest agreed budget	< 1.0% of net budget	+£0.4m or 0.2%	Yes	This assumes full use of the Adult Social Care Precept.
Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved	77%	No	£1.4m of the directorate's savings are flagged red or amber. £0.3m saving reflecting an expected reduction in the total income impairment required at the end of 2018/19 is currently assessed as red. Saving of £1m built into Learning Disabilities budgets is flagged as amber because of the forecast pressures noted within the Adults with Care and Support Needs pooled budget. Revisions to the Adult Social Care contributions policy were agreed by Cabinet on 22 May 2018 and will be implemented from 1 October 2018. Financial re-assessments are being offered to all service users as part of the implementation and an update on the part – year saving expected to be achieved in 2018/19, and on-going full year effect from 2019/20 will be provided later in the year. The £2.6m full year effect of the implementation of the council's new Daytime Support service which has been operating since October 2017 is also expected to be achieved but a further review of the financial position will be carried out later in the year.

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
<b>People – Public Health</b>				
Actual expenditure is in line with the latest agreed budget	< 1.0% of net budget	-£0.4m or -1.3%	No	Funded by a ring-fenced grant which is £30.5m for 2018/19. Any balance at year end is placed in the Public Health Reserve in line with the terms and conditions of the grant.
Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved	100%	Yes	
<b>Communities</b>				
Actual expenditure for Place and Planning is in line with the latest agreed budget	< 1.0% of net budget	Breakeven or 0%	Yes	
Actual expenditure for Infrastructure Delivery is in line with the latest agreed budget	< 1.0% of net budget	-£1.5m or -3.1%	No	An overspend of £2.2m relating to defects, street lighting and a shortfall in traffic control income is offset by an £3.6m underspend on contract savings, Waste Management tonnage and by the capitalisation of highways works .
Actual expenditure for Property and Investment is in line with the latest agreed budget	< 1.0% of net budget	+£0.7m or 2.4%	No	This overspend relates to Support Transport. An ongoing Fleet project is looking at ways to further reduce this pressure and the results will be reported in future months.
Actual expenditure Fire and Rescue, Emergency Planning and Community Safety is in line with the latest agreed budget	< 1.0% of net budget	+£0.1m or 0.3%	Yes	

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved	95%	No	£0.1m of the directorate savings are flagged Red or Amber. This is due to a risk that additional income from solar panels on property sites will not be realised and reduced costs through joint working will not be fully delivered.
<b>Resources</b>				
Actual expenditure is in line with the latest agreed budget	< 1.0% of net budget	£0.7m or 3.0%	No	The overspend relates to an increase in Counsel Fees in Legal Services, statutory entitled costs associated with making the previous Chief Executive post redundant, and the cost of the interim Procurement structure.
Planned savings for 2018/19 assumed in the MTFP have been achieved	100% achieved	91%	No	Savings currently forecast to not be met mainly relate to the unachievable target for ICT income from non-OCC users.
<b>Corporate</b>				
Actual expenditure for the Council is in line with the latest agreed budget	< 1.0% of net budget	-£0.7m or -0.1%	Yes	Forecast to the end of October 2018 is an underspend of -£0.7m or -0.1%. This represents a directorate overspend of £7.2m off set by unallocated contingency budget of £6.9m, additional interest of £0.5m and additional business rates of £0.5m
Non - Schools Reserves (as at 31 March 2019)	-	£55.2m		
General balances as a proportion of the original gross budget (£788m for 2018/19)	-	3.2%		
Total reserves as a proportion of	-	8.8%		

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
the original gross budget (£788m for 2018/19)				
Capital programme use of resources compared to programme agreed in February 2018	90%	121%		2018/19 Capital Programme has increased in value compared to the programme agreed in February 2018.
Capital programme expenditure realisation rate		21%		
Year to date debtor invoices – all	48 days	46 days	Yes	Throughout 18/19 debtor days has been below the target of 48 days, this means we are collecting our high value invoices quickly and performance has maintained.
Percentage of debtor invoices cleared in 90 days - Social Care Clients	94%	89%	No	The number of people paying their social care invoices on receipt is maintaining as similar levels to last financial year. Issues in this area have been identified and improvement actions being put in place to increase collection rates
Percentage of debtor invoices cleared in 90 days	97%	97%	Yes	The average collection rate has reached 97% for the 1 <sup>st</sup> time since 14/15 in September 18. This shows that income collection and billing procedures are working well between OCC and the IBC credit control team.
Treasury Management Indicators – Average Interest Rate achieved (In - House) compared to Treasury Management Budgeted Rate	0.75%	0.82%	Yes	Slightly above target as Bank of England raised base rate earlier than forecast in the budget
Treasury Management Indicators – Average Annualised Return achieved compared to Benchmark Rate (*) (Pooled Fund)	3.44%	2.68%	Yes	

### ANNEX 3 – finance summary to the end of October 2018

Success Indicator	Target	Position at end of October 2018	On Target?	Notes
<b>Value for money through effective use of resources</b>				
Achievement of planned savings	95%	91.0%	No	
Achievement of general balance outturn in accordance with risk-assessed level	100% of risk assessed level	155%		155% of Risked Assessed Level. General Balances are expected to be £25.3m at 31.3.2019 which is £9.0m above the risked assessed level.
Use of earmarked reserves	100% of planned use	192%	No	It is forecast that £27.2m of reserves will be used during 2018/19 compared to £14.2m assumed in the 2018/19 budget agreed by Council in February 2018. This mainly relates the use of the DSG reserve to offset the High Needs Block overspend and a higher contribution from Parking Account Reserve.
Return variation by Directorate	1% variation by directorate	-£0.7m or -0.1%		Forecast to the end of October 2018 is an underspend of £0.7m or 0.1%. This represents a directorate overspend of £7.2m off set by unallocated contingency budget of £6.9m, additional interest of £0.5m and additional business rates of £0.5m
Capital outturn variation compared to original programme	-5%	+21%		Capital programme has increased in value compared to the programme agreed in February 2018

(\*) Composite of 7 Day LIBID, 7 Day LIBID + 50BPS, IPD Other Balanced Property Funds Index, BofA Merrill Lynch 1-10 Year Non-Gilt Index & BofA Merrill Lynch Euro High Yield ex Financials Index (GBP Hedged).

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Division(s): N/A

## **PERFORMANCE SCRUTINY COMMITTEE 13 December 2018**

### **Service & Resource Planning 2019/20 to 2022/23**

**Report by the Chief Finance Officer**

#### **Recommendation**

1. **The Committee is RECOMMENDED to consider and comment on the revenue pressures and savings proposals.**

#### **Introduction**

2. This report is one in the series on the Service & Resource Planning process for 2019/20 to 2022/23, providing councillors with information on budget issues for 2019/20 and the medium term. This report presents the latest identified pressures and proposed savings for 2019/20 and the medium term as well as key points arising from the Autumn Budget announced on 29 October 2018.
3. The attached annexes comprise of the Cabinet report which will be presented on 18 December 2018. The Performance Scrutiny Committee is invited to consider the new latest identified pressures and proposed savings and, taking account of the overarching service and community impact assessment, to comment on the proposals. The Committee will have an opportunity to comment on the capital programme, treasury management strategy and the review of charges at its meeting on 10 January 2019.
4. These comments will be taken into consideration by Cabinet in finalising its budget proposals which will be set out in the report to Cabinet on 22 January 2019, when the Cabinet will propose its 2019/20 revenue budget, 2019/20 – 2022/23 Medium Term Financial Plan and Capital Programme to 2028/29.
5. The following annexes are attached to this report:

Annex 1: Service & Resource Planning Report 2019/20 to 2022/23 to Cabinet on 18 December 2018

## Pressures & Savings Proposals

### Pressures

6. In addition to the pressures and investments included in the existing MTFP, there are new Service and Corporate pressures totalling £61.9m for the period 2019/20 to 2022/23 as shown in the table below.

Service Area	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Children's Services	10.2	5.0	3.9	5.2	<b>24.3</b>
Adult Services	7.0	1.3	1.6	7.2	<b>17.1</b>
Communities	5.0	1.2	0.2	1.0	<b>7.4</b>
Corporate Measures	3.8	0.7	1.0	7.6	<b>13.1</b>
<b>TOTAL NEW PRESSURES</b>	<b>26.0</b>	<b>8.2</b>	<b>6.7</b>	<b>21.0</b>	<b>61.9</b>
Total Pressures in Existing MTFP	7.3	4.5	-0.3		<b>11.5</b>
<b>TOTAL PRESSURES</b>	<b>33.3</b>	<b>12.7</b>	<b>6.4</b>	<b>21.0</b>	<b>73.4</b>

### Savings

7. Service and corporate savings proposals of £22.2m have been identified over the period 2019/20 to 2022/23. A summary by service is shown in the following table:

Service Area	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
Children's Services	0.8	-1.4	-1.1	-0.7	<b>-2.4</b>
Adult Services	-5.5	-2.2	-0.5	0.0	<b>-8.2</b>
Communities	-3.4	-1.2	-0.7	-1.0	<b>-6.3</b>
Corporate Measures	-9.8	17.7	4.1	-17.3	<b>-5.3</b>
<b>TOTAL NEW SAVINGS</b>	<b>-17.9</b>	<b>12.9</b>	<b>1.8</b>	<b>-19.0</b>	<b>-22.2</b>
Total Savings in Existing MTFP	-7.3	-4.5	-7.5		<b>-19.3</b>
<b>TOTAL SAVINGS</b>	<b>-25.2</b>	<b>8.4</b>	<b>-5.7</b>	<b>-19.0</b>	<b>-41.5</b>

### Overall Position

8. The table below shows that currently there is a remaining net pressure of £8.1m in 2019/20, £21.1m in 2020/21, £8.5m in 2021/22 and £2.0m in 2022/23, giving a total net pressure of £39.7m over the medium term.

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>TOTAL £m</b>
Pressures	26.0	8.2	6.7	21.0	<b>61.9</b>
Savings	-17.9	12.9	1.8	-19.0	<b>-22.2</b>
<b>Net Pressure (+)/Saving (-)</b>	<b>8.1</b>	<b>21.1</b>	<b>8.5</b>	<b>2.0</b>	<b>39.7</b>

#### 2019/20 Position

9. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 12 February 2019. At this stage, it is anticipated that, the net pressure in 2019/20 will be met in part, on a one-off basis, by the use of reserves and balances.

#### 2020/21 Position

10. The assumptions for the level of government funding received following the Local Government Finance reforms in 2020/21 are moderately pessimistic. Assumptions include the loss of all growth in business rates since 2013/14; the fallout of the additional social care grant and firefighters pension grant; and the fallout of the negative RSG amount that is being reinstated for 2019/20. Government ministers have given indications that Local Government funding is going to increase by at least the rate of inflation during the next spending review period. As a result, current funding assumptions are being reviewed and will be presented in the January Cabinet report. At this stage it is estimated that the shortfall in 2020/21 may reduce to circa £9m.

#### 2021/22 Position

11. The current MTFP includes £7.9m of funding not allocated in 2021/22. Once the implications of the finance reforms are clear, a decision will be taken on how this should be utilised.

### **Next Steps**

12. The comments from this Committee on the budget proposals will be fed back to the Cabinet for it to take into consideration when proposing its revenue budget for 2019/20 and MTFP to 2022/23 MTFP on 22 January 2019.
13. The Council will meet to set the budget and council tax requirement for 2019/20 on 12 February 2019.

### **Financial and Legal Implications**

14. This report is mostly concerned with finance and the implications are set out in the main body of the report.

## **RECOMMENDATION**

- 15. The Committee is RECOMMENDED to consider and comment on the revenue pressures and savings proposals.**

LORNA BAXTER  
Chief Finance Officer

Contact Officers:

Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)  
(Tel: 07584 909518)

December 2018

Division(s): N/A

## **CABINET – 18 December 2018**

### **Service & Resource Planning 2019/20 to 2022/23**

**Report by the Chief Finance Officer**

#### **Recommendations**

1. **Cabinet is RECOMMENDED to take the issues set out in the report into consideration in forming their proposed budget for 2019/20, Medium Term Financial Plan to 2022/23 and Capital Programme to 2028/29.**

#### **Executive Summary**

2. This report is the second in the series on the Service & Resource Planning process for 2019/20 and sets out the latest identified pressures and proposed savings for 2019/20 and the medium term as well as key points arising from the Autumn Budget announced on 29 October 2018.
3. The report to Cabinet in September 2018 and the Financial Monitoring reports throughout the year have set out the emerging pressures that need addressing as part of the 2019/20 Service & Resource Planning process.
4. In addition to the pressures and investments included in the existing MTFP, there are new Service and Corporate pressures totalling £61.9m for the period 2019/20 to 2022/23. Predominantly these arise from increased demand in both adults and children's social care. There has also been a significant rise in the number of children with Education, Health and Care Plans putting significant pressure on the High Needs Block of the Dedicated Schools Grant.
5. Service and corporate savings proposals of £22.2m have been identified over the period 2019/20 to 2022/23. Details of savings along with the pressures are set out in Annex 1 to the report.
6. Currently there is a remaining net pressure of £8.1m in 2019/20, £21.1m in 2020/21, £8.5m in 2021/22 and £2.0m in 2022/23, giving a total net pressure of £39.7m over the medium term. This position includes the removal of the current transformation savings profile included in the existing MTFP. A new profile will be set out in the January 2019 Cabinet report to reflect expected delivery times. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing the 2019/20 position in order that a balanced budget can be set on 12 February 2019. At this stage, it is anticipated that, the net pressure in 2019/20 will be met, on a one-off basis, by the use of reserves and balances.

7. The current assumptions for the level of government funding beyond 2019/20 are moderately pessimistic. Assumptions include the loss of all growth in business rates since 2013/14 and the fallout of all one-off grants and funding received in 2019/20. Government ministers have given indications that Local Government funding is going to increase by at least the rate of inflation during the next spending review period. As a result, current funding assumptions are being reviewed and will be presented in the January Cabinet report. At this stage it is estimated that the shortfall in 2020/21 may reduce to circa £9m.
8. A risk assessment will be undertaken following the Provisional Local Government Finance Settlement to determine the appropriate level of general balances to be held for the forthcoming year. The level of corporate contingency, held to manage demand led budgets, will also need to be reviewed in light of the risk assessment.
9. Members of the public and stakeholders will be able to comment on the budget proposals and Council Tax level. The consultation will open on 6 December 2018 and close on 6 January 2019. A summary of responses will be provided to Cabinet to allow them to take the comments into consideration in agreeing their budget proposals.

## **Introduction**

10. This report will be considered ahead of Cabinet by the Performance Scrutiny Committee on 13 December 2018. The report to Cabinet in January will set out the Cabinet's proposed 2019/20 revenue budget including a council tax requirement and a council tax for Band D equivalent properties, the 2019/20 – 2022/23 Medium Term Financial Plan and Capital Programme with associated strategies to 2028/29.
11. The provisional local government finance settlement is expected to be announced on 6 December 2018. An addendum setting out the implications will be produced once it has been announced.
12. The following annexes are attached to this report:

Annex 1: Revenue budget pressures and savings 2019/20 – 2022/23  
Annex 2: Service & Community Impact Statement (SCIA)

## **Corporate Plan and Priority Delivery Plans**

13. An updated Corporate Plan will be presented to Council for approval in February 2019.
14. The Corporate Plan sets out the Council's vision: **Thriving communities for everyone in Oxfordshire.**

15. To achieve our vision, we will listen to residents so we can continuously improve our services and provide value for money. Our priorities are:

#### **Thriving communities**

- We help people live safe, healthy lives and play an active part in their community
- We provide services that enhance the quality of life in our communities, and protect the local environment

#### **Thriving people**

- We strive to give every child a good start in life, and protect everyone from abuse and neglect
- We enable older and disabled people to live independently and care for those in greatest need

#### **Thriving economy**

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

16. To help articulate how the Council will focus on each of these priorities, we are Priority Delivery Plans will be produced (one for each of the priorities above). These will be cross-cutting plans that bring together key actions from across the Council, and help to demonstrate how we will make meaningful steps towards the key outcomes identified in the corporate plan.

### **The Financial Strategy**

17. A new financial strategy for 2018/19 – 2027/28 which was approved last year set out a vision for how the Council will become self-sustaining and financially resilient in delivering its vision for thriving communities for everyone in Oxfordshire. A revised strategy for this year's planning timeframe will be brought to Cabinet in January 2019 for approval. However, the principles of the strategy remain unchanged as set out below:

- The Council aims to achieve long term sustainability and financial resilience and provide the resources to deliver the Council's vision and priorities. However, to succeed in reaching this state requires successful delivery of three critical elements which reflect the financial planning principles for the forthcoming year:
  - Managing the impact of rising need, caused by increased population and increased complexity, for adult and children's social care through effective demand management approaches and cost control
  - Delivering the savings currently in the medium term financial plan (MTFP), and identifying upwards of £17m<sup>1</sup> of savings included in the MTFP from transforming how we work.
  - Taking a holistic approach to use of reserves and other corporate measures as well as income generation, to ensure the council has

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<sup>1</sup> Was £15m when the Strategy was agreed by Cabinet in January 2018 but subsequently changed to £17.4m when the budget was agreed by Council in February 2018

the financial breathing space during 2018/19 and 2019/20 to drive forward actions which will reduce demand

## **Service & Resource Planning process**

18. The Service & Resource planning process is well established. The clear financial planning principles contained in the Financial Strategy set the framework in which the budget for 2019/20 and MTFP to 2022/23 have been proposed.
19. The approach to financial planning for the 2019/20 cycle was discussed with the Political Group Leaders ahead of the process commencing in September 2018.
20. A member engagement session was held in November 2018 for Cabinet plus key members of the Labour and Liberal Democrat Groups. The purpose was to review the latest revenue pressures and savings.
21. The Performance Scrutiny Committee will consider and comment on the revenue pressures and savings and will feedback to Cabinet. The Cabinet will take the Scrutiny Committee's comments into consideration in proposing its budget in January 2019. Performance Scrutiny Committee will also consider and comment on the capital proposals and the review of charges at its meeting in January 2019.
22. Following the announcement of the Provisional Local Government Finance Settlement, the Cabinet will propose the 2019/20 revenue budget, 2019/20 – 2022/23 Medium Term Financial Plan and Capital Programme to 2028/29 on 22 January 2019.
23. A briefing session will also be held with union representatives in January 2019.
24. Council will meet on 12 February 2019, following the Final Local Government Finance Settlement and final information from District Councils, to agree the 2019/20 revenue budget, Medium Term Financial Plan for 2019/20 – 2022/23 and Capital Programme to 2028/29.

## **Pressures and Savings**

25. The report to Cabinet in September 2018 and the Financial Monitoring reports throughout the year have set out the emerging pressures that need addressing as part of the 2019/20 Service & Resource Planning process. The paragraphs below set out the pressures and savings proposals, details of which are provided in Annex 1.

### Pressures

26. In addition to the pressures and investments included in the existing MTFP, there are new Service and Corporate pressures totalling £61.9m for the period 2019/20 to 2022/23 as shown in the table below.

<b>Service Area</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Children's Services	10.2	5.0	3.9	5.2	<b>24.3</b>
Adult Services	7.0	1.3	1.6	7.2	<b>17.1</b>
Communities	5.0	1.2	0.2	1.0	<b>7.4</b>
Corporate Measures	3.8	0.7	1.0	7.6	<b>13.1</b>
<b>TOTAL NEW PRESSURES</b>	<b>26.0</b>	<b>8.2</b>	<b>6.7</b>	<b>21.0</b>	<b>61.9</b>
Total Pressures in Existing MTFP	7.3	4.5	-0.3		<b>11.5</b>
<b>TOTAL PRESSURES</b>	<b>33.3</b>	<b>12.7</b>	<b>6.4</b>	<b>21.0</b>	<b>73.4</b>

### Children's Services

27. In Children's Services, there are pressures in Children's Social Care due to the increasing number of looked after children (including children with disabilities) requiring placements. The number of looked after children has increased from 684 in March 2017 to 785 at the end of October 2018, an increase of 15% (mainly in mainstream looked after children). The 2018/19 budget was sufficient to meet growth of 6%. Assuming a mid-range forecast of 9% growth, it is estimated that the number of looked after children will be 880 at the end of 2019/20. This gives rise to a pressure of £5.1m in 2019/20 and a further £10.5m over the medium term. Significant increases in the number of looked after children is a pattern being seen nationally. Comparing to statistical neighbours, Oxfordshire is within the range expected based on population size and characteristics.
28. A staffing pressure totalling £2.3m over the medium-term period is included in Children's Social Care. This is required as a result of the increased demand in Children's Services and will keep social worker caseloads at the current level.
29. The High Needs block of the ring-fenced Dedicated Schools Grant, supports provision for children and young people with special educational needs and disabilities (SEND) from birth to age 25. Spend in this area is expected to exceed the grant funding available by between £7m and £8m in 2018/19 and continue to increase over the medium term. The growth in demand for Special School and Resource Base provision has increased rapidly due to:
- Changes in the Children's & Families Act 2014 that increased the age range in provision for children with SEND from 2-19 to 0-25 years. This has led to a 77% increase (since 2013) in the number of requests for an Education, Health and Care Plan assessment.
  - A rise in the number of children identified as having Social and Emotional Mental Health (SEMH) and an Autistic Spectrum Condition (ASC) diagnosis.
  - A real term reduction in school funding has also impacted on the ability of mainstream schools to effectively educate pupils with special educational needs at an early stage.

30. The increase in requests for special school places and the lack of Council places available within the County, has led to a higher number of children being placed out of county in the independent sector. This has also resulted in an additional pressure in the Home to School Transport budget and an additional £0.8m is included for each year of the medium term financial plan to meet the increased demand.
31. The Council is applying to the Secretary of State for Education to transfer 0.5% (£1.8m) of Schools Block funding to the High Needs Block to relieve part of the pressure in the short term. This is allowable under the conditions attached to the Dedicated Schools grant.
32. Taking into account the current consultation from the Department for Education (paragraph 67 below), there is an expectation that a recovery plan will be developed alongside the SEND sufficiency strategy (elsewhere on the agenda) which will help to address the underlying pressure. However, this is likely to take some time to bring the spend back in line with the grant funding received. Therefore, £3m will be added to the corporate contingency budget in 2019/20 as local authorities cannot continue to build up cumulative deficits on DSG provision that cannot realistically be recouped.
33. The significant increase in the number of Education, Health and Care Plan assessments has placed pressure on the SEND case work team to carry out assessments within the required 20-week timescale and the annual review process. £0.9m is included in the proposals to address this statutory requirement.

#### Adult Services

34. Currently, there is a forecast overspend of £2.9m in 2018/19 on the Learning Disabilities element of the Adult with Care and Support Needs Pooled Budget. The number of service users has remained stable; however, the level of need is increasing which significantly increases the cost of care packages. To meet the current year overspend on an ongoing basis and allow for additional growth, a pressure of £3.7m is included for 2019/20 plus a further £0.5m in each year of the medium term, giving a total pressure of £5.2m to 2022/23.
35. Subject to consultation, a £3.3m pressure may arise from the impact of future increases in the National Living Wage (NLW) on the rates the council pays external providers for adult social care. The Adult Social Care Precept has been used to fund this pressure to date, however, it will not be clear until the Spending Review in 2019 if additional funding will be made available for social care.
36. A staffing pressure totalling £1.5m over the medium-term reflects increased demand for service user care assessments and reviews and the need to support on-going work on co-production of changes to services with service users and initiatives to encourage more people to join and remain within the local care workforce. £0.6m of the pressure will be met by a shift in staffing

resource from mental health to Special Education Needs and Disabilities (SEND) and safeguarding to meet demand.

37. £5.8m is included for demographic growth in adult social care in 2022/23, the additional year of the medium term financial plan.

### Communities

38. As reflected in the Financial Monitoring reports to Cabinet, there is a £0.8m pressure in 2018/19 on the street lighting budget that is due to an increase in energy prices as well as an increase in the cost of maintenance under the new contract. The pressure is expected to increase over the medium term to £1.8m by 2022/23.
39. Employer contribution rates on unfunded pension schemes, including the Fire Fighters scheme, will increase significantly from 2019/20 as the Treasury has lowered the discount rate applied when calculating contribution rates from 2.8% to 2.4%. The cost of the increase is estimated at £1.6m for the Council. It is expected that a grant will be issued to cover broadly 70% of the increased cost in 2019/20. It is currently assumed that this grant will only be available for 2019/20.

### Corporate Measures

40. The MTFP includes growth in the taxbase of 2.0% in 2019/20. Provisional figures from the District Councils indicate that the actual growth in the taxbase for 2019/20 will only be 1.78%. This results in a £0.9m pressure over the medium term.
41. Adding an additional year, 2022/23, to the medium term financial plan requires an allowance for pay and contract inflation, this has been included at £6.6m.

### Savings

42. Service and corporate savings proposals of £22.2m have been identified over the period 2019/20 to 2022/23. A summary by service is shown in the following table:

<b>Service Area</b>	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>Total £m</b>
Children's Services	0.8	-1.4	-1.1	-0.7	<b>-2.4</b>
Adult Services	-5.5	-2.2	-0.5	0.0	<b>-8.2</b>
Communities	-3.4	-1.2	-0.7	-1.0	<b>-6.3</b>
Corporate Measures	-9.8	17.7	4.1	-17.3	<b>-5.3</b>
<b>TOTAL NEW SAVINGS</b>	<b>-17.9</b>	<b>12.9</b>	<b>1.8</b>	<b>-19.0</b>	<b>-22.2</b>
Total Savings in Existing MTFP	-7.3	-4.5	-7.5		<b>-19.3</b>
<b>TOTAL SAVINGS</b>	<b>-25.2</b>	<b>8.4</b>	<b>-5.7</b>	<b>-19.0</b>	<b>-41.5</b>

### Children's Services

43. In Children's Services, savings that were agreed as part of the 2018/19 Service & Resource Planning process for Children's Social Care and Home to School Transport are being re-profiled to reflect the expected timescale for delivery. The savings in Children's Social Care focus on addressing demand management; strengthening early help and prevention including closer partnership working; strengthening staffing resources and building community resilience. The service is also aiming to reduce, where possible, the length of time children stay in care and support families to reunite at the earliest possible stage and increase the number of in-house foster carers to reduce the reliance on more expensive foster care agencies.

### Adult Services

44. Within Adult Services, the Learning Disabilities Community Connections team will carry out proactive and supportive reviews/re-assessments of learning disabilities packages of care aimed at increasing independence and reducing spend through improvements to the provision of supported living, using assistive technology and connections to the community. This will be challenging but is expected to deliver £1.5m of on-going savings from 2019/20.
45. By investing in a more proactive approach to reviewing the packages of care that older people receive, it is expected that care packages can be streamlined to ensure they are meeting people's core needs and excess capacity can be released for new growth (funded from demography) creating a saving of £1.2m in 2019/20 and a further £1.2m in 2020/21.
46. £1.5m of savings are expected to be achieved through moving to block purchasing arrangements for most long and short-term care home beds across the health and social care system and negotiating with providers about prices.

### Communities

47. Within the Communities directorate, the council has made savings of £1.7m through renegotiating contracts within the infrastructure operations service area.
48. As approved by Cabinet in July 2018, the £40m investment in street lighting to replace traditional lanterns with LED lighting will make significant energy savings to bring the budget back into balance and pay for the cost of investment.
49. The Integrated Transport Unit will achieve £1.4m of savings over the medium term through reviewing the number and type of vehicles used in the service,

changing vehicle maintenance provider and exploring additional external income opportunities.

### Corporate Measures

50. The transformation savings included in the existing MTFP will be re-profiled over the medium term to reflect expected delivery times. The current savings profile has been removed and the new profile will be set out in the January report.
51. In Strategic Measures, a target saving of £1.0m is included for 2019/20 to be realised from additional investment income as a result of higher forecast cash balances and a higher return on investments. The actual figure will be confirmed in the January 2018 Cabinet report as the Treasury Management Strategy is further developed and changes arising from the capital programme are incorporated into the Strategic Measures budget.
52. In July 2018, the Government published a technical consultation on the 2019/20 Local Government Finance Settlement. This included a preferred option for removing negative Revenue Support Grant (RSG) (a negative adjustment to business rates top-up grant) from the 2019/20 settlement. This will give the Council a one-off benefit of £6.2m and will be confirmed in the Provisional Local Government Finance Settlement due to be published on 6 December 2018.
53. As detailed in paragraph 63 below, the Council will receive an additional £6.2m Adult and Children’s Social Care grant in 2019/20.
54. An additional £16.3m of funding is included in 2022/23 by adding an additional year of Council Tax and business rates inflation increases in the medium term financial plan.

### Overall Position

55. The table below shows that currently there is a remaining net pressure of £8.1m in 2019/20, £21.1m in 2020/21, £8.5m in 2021/22 and £2.0m in 2022/23, giving a total net pressure of £39.7m over the medium term.

	<b>2019/20 £m</b>	<b>2020/21 £m</b>	<b>2021/22 £m</b>	<b>2022/23 £m</b>	<b>TOTAL £m</b>
Pressures	26.0	8.2	6.7	21.0	<b>61.9</b>
Savings	-17.9	12.9	1.8	-19.0	<b>-22.2</b>
<b>Net Pressure (+)/Saving (-)</b>	<b>8.1</b>	<b>21.1</b>	<b>8.5</b>	<b>2.0</b>	<b>39.7</b>

### 2019/20 Position

56. The Council is awaiting the outcome of the Provisional Local Government Finance Settlement and final information from district councils before addressing this position in order that a balanced budget can be set on 12 February 2019. At this stage, it is anticipated that, the net pressure in 2019/20 will be met in part, on a one-off basis, by the use of reserves and balances.

#### 2020/21 Position

57. The assumptions for the level of government funding received following the Local Government Finance reforms in 2020/21 are moderately pessimistic. Assumptions include the loss of all growth in business rates since 2013/14; the fallout of the additional social care grant and firefighters pension grant; and the fallout of the negative RSG amount that is being reinstated for 2019/20. Government ministers have given indications that Local Government funding is going to increase by at least the rate of inflation during the next spending review period. As a result, current funding assumptions are being reviewed and will be presented in the January Cabinet report. At this stage it is estimated that the shortfall in 2020/21 may reduce to circa £9m.

#### 2021/22 Position

58. The current MTFP includes £7.9m of funding not allocated in 2021/22. Once the implications of the finance reforms are clear, a decision will be taken on how this should be utilised.

#### Risks

59. As part of the Cabinet's proposed budget each January, a risk assessment is undertaken to determine the appropriate level of general balances to be held for the forthcoming year. This takes into account the latest financial monitoring position, the risks in the proposed budget and the economy generally. A corporate contingency is also held to enable those more volatile budgets to be managed. The existing MTFP includes a corporate contingency of £4.5m for 2019/20 and this will need to be reviewed in light of the risk assessment. The risk is particularly around the uncertainty in being able to manage demand and achieve the savings in full.

#### **Transformation**

60. Following the approval of the business case in September 2018 for the council-wide transformation programme, the costs of change and resultant benefits and savings continue to be modelled. These will be routinely reported as the programme moves from the design phase into the implementation phase.

61. Officers moved quickly to implement the Cabinet decision of 16 October 2018 to work with its strategic partner, PwC, and initial transformational activity already underway includes:
- Improvements to our Shared Services Partnership that delivers Finance and HR back office support systems.
  - Exploring the opportunities for creating a joint Law and Governance Service between Oxfordshire County Council and Cherwell District Council
  - Detailed planning of further phases of transformational activity that will commence early in 2019, including the fitness for purpose of the Council's Information and Communications Technology.

### **Autumn Budget 2018 and other government consultations**

62. On 29 October 2018, the Chancellor of the Exchequer, Phillip Hammond MP, announced the Autumn Budget. The following paragraphs outline the key announcements in the Budget which impact on 2019/20 and beyond, in particular those of interest to local government and Oxfordshire.
63. A month before the Budget, the Secretary of State for Health and Social Care, Matt Hancock, announced an additional £240m of funding for social care in 2018/19 to help councils alleviate winter pressures on the NHS. The Council's share of this funding is £2.3m. In his Budget speech the Chancellor announced a repeat of this funding for 2019/20 alongside an additional £410m for adult and children's social care totalling an extra £650m for 2019/20. This will give the Council an additional grant of £6.2m in 2019/20. The 2019/20 winter pressures element of the additional funding (£2.3m) is required to be pooled into the Better Care Fund. The Social Care Support grant (£3.9m) will not be ringfenced and can be used to improve social care for older people, people with disabilities and children.
64. The government will allocate £420m to Local Authorities in 2018/19 to tackle potholes, repair damaged roads, and invest in keeping bridges open and safe. The Council's share of this additional funding is £7.4m. To support projects across England that ease congestion on local routes, the government will also make £150m of NPIF funding available to Local Authorities for small improvement projects such as roundabouts. The £7.4m will be used in 2018/19 to fund the additional £10m highway maintenance programme approved at Cabinet in July 2018. The Council funding will be carried forward and added to the 2019/20 programme.
65. The 2016 Autumn Statement established the National Productivity Investment Fund (NPIF) to provide over £23bn of high-value investment between 2017/18 and 2021/22. The 2017 Autumn Budget expanded the NPIF by an additional year and increased the total level of funding to over £31bn. The 2018 Budget extended the NPIF by a further year to 2023-24, and expanded it to £37bn. It also announces a roads investment package and next steps for the rollout of full fibre broadband nationwide.

66. Following the recommendations of the independent Low Pay Commission, the National Living Wage (NLW) will increase by 4.9% from £7.83 to £8.21 from April 2019.

Consultation on the Implementation of New Arrangements for Reporting Deficits of the Dedicated Schools Grant (DSG)

67. DSG is a ring-fenced specific grant, provided outside the local government finance settlement. It must be used in support of the school's budget for the purposes defined in the School and Early Years Finance Regulations. As funding is ringfenced, there is no requirement for local authorities to top-up the grant from general funding from non-ringfenced revenue reserves.
68. For this reason, the DfE intends to require all local authorities with a cumulative overspend on DSG provision to produce recovery plans detailing how the overall DSG account can be brought into balance within a three-year period.
69. Even though there is no requirement to subsidise DSG funding from general funding, local authorities cannot continue to build up cumulative deficits on DSG provision. In this scenario, local authorities may come under pressure to address the cumulative deficit on DSG provision through drawing on other resources.
70. The Department recognises that it may be hard for some authorities to balance the DSG account within three years, therefore they may accept a recovery plan that leaves some or all of the deficit accumulated to date outstanding. The local authority would carry forward the amount agreed as a deficit, but this would not be required to be recovered within the three-year period. In all cases, the department will expect local authorities' recovery plans to demonstrate how in-year spending will be brought in line with in-year resources within three years at most.

## **Capital Strategy and Programme**

71. Last year, in-line with the ambition to focus on a longer-term approach to financial planning, the Council moved from a four year to a ten-year capital programme.
72. There is a new focus on:
- Developing the Council's assets and responding to rising demand (social care and highway condition)
  - Improving and retaining our assets to generate positive return
  - New approach to borrowing to take a more responsible approach to asset management (including statutory compliance)
  - New approach to investment in further assets where this meets our corporate objectives
  - Strategies underpinning investment decisions

73. The current capital programme includes the delivery of some major capital programmes including grant funded schemes through City Deal, Local Growth Fund, the Housing and Growth Deal and additional highways pothole funding. There is also Council investment in the Street Lighting estate.
74. Capital proposals are emerging in each of the following portfolio areas:
- Schools Estate – including basic need (new schools and expansion), maintenance, health and safety and improvements
  - Non-Schools Estate – including health & safety, maintenance, improvements
  - Operational Assets – including vehicles, ICT systems and equipment
  - Highways and associated infrastructure – including street lighting, and bridges
  - Organisational redesign – including schemes to address demand management and digitalisation
75. Further major delivery programmes are emerging including the Housing Infrastructure Fund (HIF), where the council is bidding for a further £300m; additional £120m investment in highways and property assets; investment required from the Special Educational Need and Disabilities (SEND) Strategy; the office accommodation strategy and the transformation programme.
76. Capital proposals will be presented to the Performance Scrutiny Committee on 10 January 2019 and Cabinet on 22 January 2019.

## **Consultation**

77. Members of the public and stakeholders will be able to comment on the budget proposals and Council Tax level through the Council's website, by email, social media or by writing to the County Council. Paper copies of the consultation document will also be made available in libraries. The consultation will open on 6 December 2018 and close on 6 January 2019. A summary of responses will be provided to Cabinet to allow them to take the comments into consideration in agreeing their budget proposals.

## **Equality and Inclusion Implications**

78. The Equality Act 2010 imposes a duty on local authorities that, when making decisions of a strategic nature, decision makers must exercise 'due regard to the need to eliminate unlawful discrimination... advance equality of opportunity... and foster good relations.'
79. Potential impacts of the budget options have been considered and are set out in the overarching Service & Community Impact Statement in Annex 2.

## **Financial and Legal Implications**

80. This report is mostly concerned with finance and the implications are set out in the main body of the report. The Council is required under the Localism Act 2011 to set a council tax requirement for the authority. This report provides information which, when taken together with the future reports up to January 2019, will lead to the council tax requirement being agreed in February 2019, together with a budget for 2019/20, updated medium term financial plan and capital programme.

## **RECOMMENDATIONS**

81. **Cabinet is RECOMMENDED to take the issues set out in the report into consideration in forming their proposed budget for 2019/20, Medium Term Financial Plan to 2022/23 and Capital Programme to 2028/29.**

LORNA BAXTER  
Chief Finance Officer

Contact Officers:  
Katy Jurczynszyn: Strategic Finance Manager (Financial Strategy & Monitoring)  
(Tel: 07584 909518)

December 2018

## Pressures and Savings Summary

Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m
<b>Pressures</b>					
Children's Services	10.193	5.011	3.850	5.250	<b>24.304</b>
Adult Services	7.006	1.338	1.600	7.150	<b>17.094</b>
Communities	4.961	1.236	0.190	1.000	<b>7.387</b>
Corporate	3.814	0.633	1.034	7.633	<b>13.114</b>
<b>TOTAL PRESSURES</b>	<b>25.974</b>	<b>8.218</b>	<b>6.674</b>	<b>21.033</b>	<b>61.899</b>
<b>Savings</b>					
Children's Services	0.826	-1.369	-1.150	-0.750	<b>-2.443</b>
Adult Services	-5.461	-2.200	-0.500	0.000	<b>-8.161</b>
Communities	-3.365	-1.160	-0.730	-1.045	<b>-6.300</b>
Corporate	-9.852	17.645	4.162	-17.219	<b>-5.264</b>
<b>TOTAL SAVINGS</b>	<b>-17.852</b>	<b>12.916</b>	<b>1.782</b>	<b>-19.014</b>	<b>-22.168</b>
<b>TOTAL NET PRESSURES (+)/SAVINGS (-)</b>	<b>8.122</b>	<b>21.134</b>	<b>8.456</b>	<b>2.019</b>	<b>39.731</b>

## Children's Services

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	<b>Pressures</b>								
20CH1	Education & Learning - Reinvestment to deliver statutory responsibilities	0.839				0.839			Low
20CH2	Education & Learning - Investment in SEND EHCP case work team	0.900				0.900			High
20CH3	Education & Learning - Home to School Transport demography	0.800	0.800	0.800	0.800	3.200			High
20CH4	Children's Social Care - Programme pressure	0.390	0.080			0.470			Low
20CH5	Children's Social Care - Corporate Parenting & Placements : Demographic Increases (Mid Case)	4.674	3.500	2.800	3.800	14.774			High
20CH6	Children's Social Care - Children with Disabilities : Demographic Increases	0.400	0.100	0.100	0.200	0.800			Medium
20CH7	Children's Social Care - Staffing pressure	1.640	0.381		0.300	2.321			Medium
20CH8	Children's Social Care - Leaving Care Allowances & Support	0.550	0.150	0.150	0.150	1.000			Medium
	<b>Total Pressures - Children's Services</b>	<b>10.193</b>	<b>5.011</b>	<b>3.850</b>	<b>5.250</b>	<b>24.304</b>			
	<b>Savings</b>								
20CH9	Education & Learning - rephase existing Home to School Transport savings (19PC4)	0.707	0.270			0.977			
20CH10	Education & Learning - rephase Home to School Transport saving	-0.307	-0.270	-0.400		-0.977	R	A	
20CH11	Children's Social Care - (19PC5) Entry to Care - Restate Savings	3.284	1.900			5.184			
20CH12	Children's Social Care - (19PC6) Reconnecting Families - Restate Savings	1.880	0.500			2.380			
20CH13	Children's Social Care - (19PC7) Placement Costs - Restate Savings	0.310				0.310			
20CH14	Children's Social Care - restated savings : Reconnecting Families	-1.658	-0.833			-2.491	A	G	
20CH15	Children's Social Care - restated savings : Review of Third Party Spend	-1.650	-1.000			-2.650	R	G	
20CH16	Children's Social Care - restated savings : Fostering	-0.088	-1.016			-1.104	A	G	
20CH17	Children's Social Care - restated savings : Service Redesign	-0.940	-0.800			-1.740	R	A	
20CH18	Children's Social Care - restated savings : Supported Lodgings	-0.120	-0.120			-0.240	G	G	
20CH19	Children's Social Care - Prudential Borrowing Payment period extended	-0.492				-0.492	G	G	
20CH20	Children's Social Care - Savings on Unregulated Placements (assuming capital PB)	-0.100				-0.100	A	G	
20CH21	Children's Social Care - Extend Review of Third Party Spend			-0.250	-0.250	-0.500	R	G	
20CH23	Children's Social Care - Efficiencies resulting from embedded new model			-0.500	-0.500	-1.000	R	R	
	<b>Total Savings - Children's Services</b>	<b>0.826</b>	<b>-1.369</b>	<b>-1.150</b>	<b>-0.750</b>	<b>-2.443</b>			
	<b>Net Pressure (+)/Saving (-)</b>	<b>11.019</b>	<b>3.642</b>	<b>2.700</b>	<b>4.500</b>	<b>21.861</b>			

## Adult Services

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	<b>Pressures</b>								
20AD1	Learning Disabilities - ongoing effect of additional service users and packages	3.700	0.500	0.500	0.500	5.200			High
20AD2	Physical Disabilities - on-going effect of additional service users and packages	0.750				0.750			High
20AD3	Demographic Growth in 2022/23 (additional year of MTFP)				5.800	5.800			Low
20AD4	Provider Inflation - reflecting National Living Wage increases	0.200	0.900	1.100	1.100	3.300			Low
20AD5	Review Team, Assistive Technology, and Sourcing Capacity to support reviewing process	0.390				0.390			Low
20AD6	Additional Resources to manage coproduction, cross system work, and service change	0.842	-0.312			0.530			Low
20AD7	Increase in SEND and safeguarding staffing	0.624				0.624			Low
20AD8	Extend funding for Housing Related Support/Homelessness (as per February 2018 Council)		0.250		-0.250	0.000			Low
20AD9	Adult Social Care Precept Fallout	0.500				0.500			Low
	<b>Total Pressures - Adult Services</b>	<b>7.006</b>	<b>1.338</b>	<b>1.600</b>	<b>7.150</b>	<b>17.094</b>			
	<b>Savings</b>								
20AD10	Learning Disability Package Savings	-1.500				-1.500	A	A	
20AD11	Learning Disabilities Regional Framework		-0.200			-0.200	A	G	
20AD12	Impact of reviews of older peoples home care packages	-1.200	-1.200			-2.400	A	G	
20AD13	Use iBCF to fund inflation in 2019/20	-0.200				-0.200	G	G	
20AD14	Improvement to Aquired Brain Injury/Autism Pathway	-0.200				-0.200	A	A	
20AD15	Reduce contribution to the Mental Health Outcome Based Contract for Adults of Working Age (£6.2m current contribution to Oxford Health Foundation NHS Trust)		-0.500	-0.500		-1.000	A	A	
20AD16	Review of investment and support for employment and wellbeing	-0.400				-0.400	G	G	
20AD17	Commercial Savings - price negotiations with care home providers	-1.500				-1.500	A	G	
20AD18	Release planned MTFP funding (18SCS3) back into Adult Social Care in 2019/20	-0.161				-0.161	G	G	
20AD19	Reduction to mental health social work contribution for Adults of Working Age (£1.8m current contribution to Oxford Health Foundation NHS Trust)	-0.300	-0.300			-0.600	A	G	
	<b>Total Savings - Adult Services</b>	<b>-5.461</b>	<b>-2.200</b>	<b>-0.500</b>	<b>0.000</b>	<b>-8.161</b>			
	<b>Net Pressure (+)/Saving (-)</b>	<b>1.545</b>	<b>-0.862</b>	<b>1.100</b>	<b>7.150</b>	<b>8.933</b>			

## Communities

Ref	Pressures and Savings	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	Total £m	RAG STATUS OF SAVING		PRESSURE
							Deliverability	Operational Impact	Volatility
	<b>Pressures</b>								
	<b>Infrastructure Operations</b>								
20COM1	Street Lighting - Energy and Maintenance Costs	1.400	0.100	0.150	0.150	1.800			Low
20COM2	Street Lighting - Borrowing Costs of replacement investment				0.780	0.780			Low
20COM3	Integrated Transport Unit - net operating deficit	1.400				1.400			Low
20COM4	Infrastructure Operations - average annual Safety Defects demand pressure	0.500				0.500			Medium
	<b>Capital Investment &amp; Delivery</b>								
20COM5	Joint Use Agreements - net cost pressure	0.400				0.400			Low
20COM6	Property utility cost increases	0.450	0.035	0.065	0.070	0.620			Medium
20COM7	Atrium (Property database) replacement costs	0.100	-0.050	-0.025	-0.015	0.010			Low
	<b>Community Safety</b>								
20COM8	Increased co-ordination costs of alignment	0.150				0.150			Low
20COM9	Increased pension costs for Fire Fighters	0.446	1.151			1.597			Low
20COM10	Increase share of Joint Control Centre costs - growth in volume				0.015	0.030			Low
20COM11	New H&S requirement for Firefighter PPE	0.100				0.100			Low
	<b>Total Pressures - Communities</b>	<b>4.961</b>	<b>1.236</b>	<b>0.190</b>	<b>1.000</b>	<b>7.387</b>			
	<b>Savings</b>								
	<b>Infrastructure Operations</b>								
20COM12	Street Lighting - cost efficiency due to LED replacement		-0.700	-0.950	-0.930	-2.580	A	G	
20COM13	ITU - Use of Bus Services Operators Grant to fund net cost of the Comet Bus Service	-0.400		0.400		0.000	A	A	
20COM14	Integrated Transport Unit change to the cost of operating model	-0.300	-0.500	-0.600		-1.400	A	A	
20COM15	Infrastructure Operations - short term use of Waste demography (MTFP - 17EE35)	-0.500		0.500		0.000	A	G	
20COM16	Infrastructure Operations - increased capitalisation of chargeable activities	-0.100				-0.100	G	G	
20COM17	Infrastructure Operations - Contract negotiations	-1.700				-1.700	G	G	
	<b>Capital Investment &amp; Delivery</b>								
20COM18	Joint Use Agreements - One off funding to part fund pressure	-0.100	0.100			0.000	G	G	
	<b>Planning &amp; Place</b>								
20COM19	Income from the new Strategic Transport Model		-0.060	-0.080	-0.100	-0.240	A	A	
	<b>Community Safety</b>								
20COM20	Impact of greater alignment of services			-0.150		-0.150	G	G	
20COM21	Cost recovery charges for Coroner's Service	-0.010			-0.005	-0.015	G	G	
20COM22	Retained Fire Fighters budget higher than required	-0.150		0.150		0.000	A	G	
20COM23	Increased income from extra demand	-0.005			-0.010	-0.015	G	G	
20COM24	Use of remarked reserves and contributions to reserve budgets	-0.100				-0.100	G	G	
	<b>Total Savings - Communities</b>	<b>-3.365</b>	<b>-1.160</b>	<b>-0.730</b>	<b>-1.045</b>	<b>-6.300</b>			
	<b>Net Pressure (+)/Saving (-)</b>	<b>1.596</b>	<b>0.076</b>	<b>-0.540</b>	<b>-0.045</b>	<b>1.087</b>			

## Corporate Measures

Ref	Pressures and Savings	2019/20	2020/21	2021/22	2022/23	Total
		£m	£m	£m	£m	£m
	<b>Pressures</b>					
20CM1	Taxbase increase for 2019/20 is 1.78% compared to the 2% estimated in the current MTFP	0.814	0.033	0.034	0.033	0.914
20CM2	Increase in Contingency for SEND High Needs Block	3.000	0.600	1.000	1.000	5.600
20CM3	Inflation for 2022/23 (additional year of MTFP)				6.600	6.600
	<b>Total Pressures - Corporate</b>	<b>3.814</b>	<b>0.633</b>	<b>1.034</b>	<b>7.633</b>	<b>13.114</b>
	<b>Savings/Funding Changes</b>					
20CM4	Reprofile Transformation Savings	10.000	4.200	3.200		17.400
20CM5	Strategic Measures - target saving from investment returns	-1.000				-1.000
20CM6	Business Rates pooling share of growth (until business rates baseline reset)	-0.500	0.500			0.000
20CM7	Negative Revenue Support Grant - not implemented in 2019/20	-6.239	6.239			0.000
20CM8	Adults & Children's Social Care Grant - announced in Autumn Budget 2018	-6.206	6.206			0.000
20CM9	Use of Budget Reserve	-5.907	0.500	0.962	-0.962	-5.407
20CM10	Council Tax increase 1.99% in 2022/23 (additional year of MTFP)				-7.963	-7.963
20CM11	1.75% increase in taxbase in 2022/23 (additional year of MTFP)				-7.143	-7.143
20CM12	Inflation increase on Business rates in 2022/23 (additional year of MTFP)				-1.151	-1.151
	<b>Total Savings - Corporate</b>	<b>-9.852</b>	<b>17.645</b>	<b>4.162</b>	<b>-17.219</b>	<b>-5.264</b>
	<b>Net Pressure (+)/Saving (-)</b>	<b>-6.038</b>	<b>18.278</b>	<b>5.196</b>	<b>-9.586</b>	<b>7.850</b>

RAG STATUS OF SAVING		PRESSURE
Deliverability	Operational Impact	Volatility

Low
High
Low

G	G
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## PERFORMANCE SCRUTINY COMMITTEE

### PROPOSED WORK PROGRAMME

ITEM	NOTES
<b>10 January 2019</b>	
Corporate Plan and Priority Delivery Plans	To provide context for a discussion about resources and budget pressures, Directors will share their priorities within the overarching delivery plans and service plans.
Service and Resource Planning 2019/20 – 2028/29	Scrutiny to consider draft capital proposals and draft Treasury Management Strategy and provide comment to the Cabinet before proposals are reviewed on 22 January. This discussion will include proposals for an Investment Strategy and Capital Strategy.
Scrutiny Highways Deep Dive	A discussion about the findings and recommendations from the Committee's deep dive into the condition of highways in Oxfordshire and customer satisfaction rates.
<b>14 March 2019</b>	
Q3 Corporate Performance	An overview of the council's performance in Q3 and identification of areas that the committee may wish scrutinise in further detail.
Scrutiny Young Carers Deep Dive	A further report on the findings and recommendations from the Committee's deep dive into inequalities faced by young carers, particularly focusing on areas highlighted by the Cabinet in its response to the initial scrutiny report.
Co-production	Scrutiny of progress embedding co-production within Adult Social Care, but also as a key principle in how the Council operates across the board.
Adult Social Care Contributions Policy	Scrutiny of how changes to the way the council charges for adult social care services are being implemented and the impact this is having on residents and their carers
Oxfordshire Local Enterprise Partnership	Scrutiny of the LEP's activity in supporting innovation and driving productivity.  Scrutiny members may wish to consider a deep dive in preparation for this item, focusing on: <ul style="list-style-type: none"> <li>- How the LEP is accountable to the public,</li> <li>- How the County Council operates as the accountable body,</li> <li>- Governance and transparency around decision-making.</li> </ul>
Recycling Rates	An update on progress made with implementing the recommendations from the recycling deep dive and how this may have affected performance.
<b>9 May 2019</b>	

<b>4 July 2019</b>	
<b>5 September 2019</b>	
Young Carers	Review of progress in relation to the recommendations from the Young Carers' scrutiny deep dive and the impact of moving the Young Carers Service into the Family Solutions Service.
<b>7 November 2019</b>	
Mental Health Social Work services	Review the outcomes of transferring social work staff back into the council for the delivery of mental health assessments, including an overview of s.117 funding, team performance and numbers of clients supported.
<b>12 December 2019</b>	

<b>TO BE SCHEDULED</b>	
<b>ITEM</b>	<b>NOTES</b>
Drug use in Oxfordshire	Links with health, domestic violence, housing – examine relationship with districts and Thames Valley Police, including work underway to tackle Child Drug Exploitation and County Lines.
Contract performance	Scrutiny of how high value contracts with key providers, such as SKANSKA or Adult Social Care providers are managed.
Use of s.106 monies	Update on progress since the PSC deep dive into s.106/Community Infrastructure Levy (CIL) payments.
Plans to tackle roadside NO2 concentrations	Council's approach to dealing with the impact of national policy to tackle roadside NO2 concentrations on Oxfordshire's transport network/ road infrastructure (i.e. ending the sale of diesel/petrol cars by 2040)
Strategic drivers	How the council is meeting its identified strategic risks, including council transformation and culture change, its relationship with external partners, building communities, etc.
Income generation	Scrutiny of the council's principles in relation to income generation, the opportunities available to the Authority and plans for increased income generation.
Operational Assessment – Community Safety	Scrutiny's comments on the proposed next steps following the report on the operational assessment.

Daytime Support Services	Review of the impact of changes to Daytime Support Services and whether there are clients who did not get places in the new service – to include an Age UK representative.
Ofsted inspection response	Scrutiny of the actions the Council is planning to take in response to the findings of the inspection into local authority services for children in need of help and protection, children in care and care leavers.
Council workforce	How the Council is meeting its Investors in People standard, ensuring its workforce is diverse and representative of local communities, and building workforce resilience, including its relationship with Unison.
Oxfordshire Local Transport Plan	Scrutiny of the Council's overall transport vision, goals and objectives to support population and economic growth.
Key worker housing	A report on progress with addressing housing and affordability issues in Oxfordshire as one of the biggest barriers to attracting key workers for the care workforce.

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