



To: Members of the Cabinet

## ***Notice of a Meeting of the Cabinet***

**Tuesday, 17 December 2019 at 2.00 pm**

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

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

Yvonne Rees  
Chief Executive

December 2019

Committee Officer: **Sue Whitehead**

Tel: 07393 001213; E-Mail: [sue.whitehead@oxfordshire.gov.uk](mailto:sue.whitehead@oxfordshire.gov.uk)

---

### **Membership**

#### *Councillors*

Ian Hudspeth	Leader of the Council
Mrs Judith Heathcoat	Deputy Leader
Lawrie Stratford	Cabinet Member for Adult Social Care & Public Health
Ian Corkin	Cabinet Member for Cherwell Partnership
Steve Harrod	Cabinet Member for Children & Family Services
Lorraine Lindsay-Gale	Cabinet Member for Education & Cultural Services
Yvonne Constance OBE	Cabinet Member for Environment
David Bartholomew	Cabinet Member for Finance
Mark Gray	Cabinet Member for Local Communities
Eddie Reeves	Cabinet Member for Transformation

*The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on Friday 27 December 2019 unless called in by that date for review by the appropriate Scrutiny Committee.*

*Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.*

*Date of next meeting: 21 January 2020*

## Declarations of Interest

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

Under the Localism Act 2011 it is a criminal offence to

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

### Whose Interests must be included?

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

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

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

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

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

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

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

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

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

### List of Disclosable Pecuniary Interests:

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

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

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

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

# AGENDA

## 1. Apologies for Absence

## 2. Declarations of Interest

- guidance note opposite

## 3. Minutes (Pages 1 - 10)

To approve the minutes of the meeting held on 19 November 2019 (**CA3**) and to receive information arising from them.

## 4. Questions from County Councillors

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

**In view of the cancellation of the full Council meeting in December Councillor Hudspeth has agreed that at the December and January Cabinet meetings councillors may ask up to three questions (the usual limit at Council) each with a supplementary.**

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

## 5. Petitions and Public Address

## 6. ICT Strategy, Digital Strategy & Endorsement of Local Digital Declaration (Pages 11 - 86)

*Cabinet Member: Transformation*

*Forward Plan Ref: 2019/158*

*Contact: Will Harper, Head of ICT (Interim) Tel: 07920 708233*

Report by Head of ICT (Interim) (**CA6**).

The ICT strategy covers a 5-year period and is designed to ensure the ICT service and technology roadmap are well placed to meet the current and future needs of the

organisation, partners and residents over the lifetime of the strategy.

The ICT service undertook a health check exercise, completed in Feb 2019, with the aim of identifying the current state and the transformation activities required to ensure the service meets the needs of customers going forward.

The Digital Framework covers a 3-year period and sets out our digital vision to achieve the best outcomes for Oxfordshire's communities, residents, businesses and visitors using digital services and systems that work for all.

The Local Digital Declaration is a common aspiration for the future of local public services created in collaboration between the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), Local Government Association (LGA) and a collection of local authorities and sector bodies from across the UK.

***The Cabinet is RECOMMENDED to:***

- (a) Agree the proposed Information Technology Strategy and the Framework for Digital Service Delivery; and***
- (b) Adopt the Local Digital Declaration and become a signatory.***

## **7. Business Management & Monitoring Report - October 2019 (Pages 87 - 136)**

*Cabinet Member:* Deputy Leader of the Council and Cabinet Member for Finance  
*Forward Plan Ref:* 2019/

*Contact:* Steven Fairhurst Jones, Corporate Performance & Risk Manager Tel: 07932 318890/Hannah Doney, Strategic Finance Manager (Assurance & Reporting) Tel: 07584 174654

Report by Corporate Director Customers & Organisational Development and Director of Finance (**CA7**).

This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan from 1 October to 31 October. A summary of overall performance and description of change is contained within the report. The report contains three annexes:

- Annex A shows our current performance against targets and summarises progress towards overall outcomes set out in our Corporate Plan.
- Annex B sets out the new Leadership Risk Register which has been developed as part of the Council's work to strengthen risk and opportunities management
- Annex C sets out the current financial position, providing detailed explanations of significant budget variations and an update on the Medium-Term Financial Plan including the delivery of savings agreed by Council in February 2019



***The Cabinet is RECOMMENDED to:***

- (a) note the contents of this report; and***
- (b) approve the virements set out in Annex C – 2a and note the virements set out in Annex C – 2b.***

**8. Capital Programme Monitoring Report - October 2019 (Pages 137 - 166)**

*Cabinet Member: Finance*

*Forward Plan Ref: 2019/100*

*Contact: Hannah Doney, Strategic Finance Manager (Assurance & Reporting) Tel: 07584 174654*

Report by Director of Finance (**CA8**).

The report is the third capital programme update and monitoring report for the 2019/20 financial year and focuses on the delivery of the capital programme based on projections at the end of October 2019 and new inclusions within the overall ten-year capital programme.

***The Cabinet is RECOMMENDED:***

- (a) to approve the updated Capital Programme at Annex 2 and the associated changes to the programme in Annex 1c;***
- (b) In relation to the Housing & Growth Deal agree:***
  - 1. the release of the Benson Relief Road scheme with a budget of £12.0m;***
  - 2. the release of the Milton Heights Bridge scheme with a budget of £2.0m;***
- (c) In relation to Schools agree:***
  - 1. the inclusion of the New Faringdon Primary School project in the Capital Programme with a budget of £10.9m;***
  - 2. the inclusion of the New Primary School project in Wallingford in the Capital programme with a budget of £8.7m;***
  - 3. the inclusion of the expansion project at Thame, Lord Williams's School in the capital programme with a budget of £4.5m;***
  - 4. the release of the expansion project at Chalgrove Primary School in the Basic Need programme with a budget of £2.0m;***
  - 5. the release of the expansion project at John Watson Special School (Secondary) in the Basic Need programme with a budget of £3.0m;***
- (d) agree the release of the Legacy Programme with a budget of £15.0m, and report the governance of these projects at a programme level.***

## 9. **Staffing Report - Quarter 2 - July - September 2019** (Pages 167 - 180)

*Cabinet Member: Deputy Leader of the Council*

*Forward Plan Ref: 2019/197*

*Contact: Sarah Currell, HR Manager – Business Systems Tel: 07793 242888*

Report by Deputy Director – Human Resources (**CA9**).

The report gives an update on staffing numbers and related activity during the period 1 July 2019 to 30 September 2019. It gives details of the actual staffing numbers at 30 September 2019 in terms of Full Time Equivalents. These are shown by directorate in Appendix 1. In addition, the report provides information on the cost of posts being covered by agency staff and a 4 year Agency Trend analysis in Appendix 2.

***The Cabinet is RECOMMENDED to note the report.***

## 10. **Forward Plan and Future Business** (Pages 181 - 184)

*Cabinet Member: All*

*Contact Officer: Sue Whitehead, Committee Services Manager Tel: 07393 001213*

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA10**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

***The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.***

---

## CABINET

**MINUTES** of the meeting held on Tuesday, 19 November 2019 commencing at 2.00 pm and finishing at 3.15 pm

### Present:

**Voting Members:** Councillor Ian Hudspeth – in the Chair  
Councillor Mrs Judith Heathcoat  
Councillor Lawrie Stratford  
Councillor Ian Corkin  
Councillor Yvonne Constance OBE  
Councillor David Bartholomew

**Other Members in Attendance:** Councillor Glynis Phillips (Agenda Item 9)  
Councillor Susanna Pressel (Agenda Item 9)  
Councillor Laura Price (Agenda Item 6)  
Councillor John Sanders (Agenda Item 11)  
Councillor Richard Webber (Agenda Item 7)

### Officers:

Whole of meeting Yvonne Rees (Chief Executive); Lorna Baxter, Director of Finance; Nick Graham, Director of Law & Governance; Sue Whitehead (Law & Governance)

Part of meeting Item	Name
6	Richard Webb, Assistant Director of Regulatory Service
7	Chris Hilliard, Deputy Director of Education (Interim); Allyson Milward, Head of Access to Learning
8	Simon Furlong, Corporate Director of Communities
10	Tim Chapple, Finance Manager, Treasury
11	Simon Furlong, Corporate Director of Communities; Charlotte Simms, Senior Policy Officer

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

### 107/19 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillors Mark Gray, Steve Harrod, Lorraine Lindsay-Gale and Eddie Reeves.

## 108/19 MINUTES

(Agenda Item. 3)

The Minutes of the meeting held on 15 October 2019 were approved and signed subject to the following amendment in bold italics:

Page 11, paragraph 3 – First sentence to be amended to read:

Responding to a question from Councillor David Bartholomew, Cabinet member for Finance, Councillor Phillips confirmed her view that the ***report*** structure was improving.

## 109/19 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

Councillor Richard Webber had given notice of the following question to Councillor Lindsay-Gale:

“Some Service families moving into Oxfordshire mid-year are experiencing difficulties in finding school places. As all but one of the secondary schools in Oxfordshire are academies and control their own in-year admissions policies will the Cabinet Member agree to write to the Secretary of State for Education asking for control of in-year admissions.”

Councillor Lindsay-Gale was not present but had supplied the following response:

‘Oxfordshire is fully committed to supporting Service families and it is deeply concerning that some Service families have experienced difficulties in finding a school place for their children. However, problems associated with in-year admissions are not confined to Service families.

Currently all mainstream state funded schools are required to take part in the coordinated admissions system for the main entry points for primary and infant schools, junior schools and transfer from primary to secondary school. It would be sensible to require studio schools and university technical colleges to be take part in a coordination of admissions scheme for the main point of entry. Local authorities are responsible for coordinating admissions and in Oxfordshire the scheme has worked well with a high proportion of children receiving first preference schools.

Most schools in Oxfordshire are part of the in-year admissions scheme but it would be helpful if all schools were required to take part in a coordinated admissions scheme for in-year applicants. In-year schemes should have timescales that apply to all local authorities and all admission authorities.

Therefore, I would be happy to write to the Secretary of State to ask for changes to the School Admissions Code 2014 to ensure that all admissions to mainstream schools are included in coordinated admissions arrangements for which local authorities are responsible. Primary legislation may be

necessary to enable changes of this kind and I would support such a step to achieve a more efficient and fairer system.

There are arrangements in place to identify schools for hard to place children, but they can involve long delays due to the need to ask the Secretary of State to direct admission. This is against the interests of these vulnerable children and it would be helpful if local authorities responsible for coordination of admissions also had the legal right to direct admission when no school is willing to offer a child a school place. Therefore, I am also willing to write to the Secretary of State to request changes to primary legislation that would invest local authorities with the power to direct admission of hard to place children.'

## **110/19 PETITIONS AND PUBLIC ADDRESS**

(Agenda Item. 5)

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

Item	Speaker
Item 6 – Delegation of Enforcement Powers to City/District Councils	Councillor Laura Price, Opposition Deputy Leader
Item 7 – Statutory Notice to Close Culham Parochial CE Primary School	Councillor Richard Webber, local councillor Sutton Courtenay & Marcham
Item 9 - Business Management & Monitoring Report - September 2019	Marc Thompson, local resident Councillor Susanna Pressel, local Councillor Jericho & Osney Councillor Glynis Phillips, Shadow Cabinet Member for Finance
Item 11. Oxfordshire Local Aggregates Assessment 2019	Councillor John Sanders, Shadow Cabinet Member for Environment

## **111/19 DELEGATION OF ENFORCEMENT POWERS TO CITY/DISTRICT COUNCILS**

(Agenda Item. 6)

The County Council and the City and district councils all have statutory responsibilities in relation to different aspects of the regulatory framework that applies to letting agents and landlords. New legal requirements seek to raise the energy efficiency standards of rented property. For these new requirements to be effective in raising the energy efficiency of buildings in Oxfordshire a new approach is required between the county council and the city and district councils. Cabinet considered a report recommending that the county council delegates powers to enforce the Energy Performance of

Buildings (England and Wales) Regulations 2012 and the Energy Efficiency (Private Rented Property) (England and Wales) Regulations 2015 to the city and district councils whilst retaining the power to also enforce these Regulations.

Councillor Laura Price, Opposition Deputy Leader, spoke in support of the recommendations. She queried the level of engagement from other District Councils and whether it was an all or nothing approach. Could other Councils sign up later. Councillor Price expressed some concern that staffing could be impacted if some Councils did not join up front and demand was reduced. Could we then deliver to the same standard?

In response to queries Richard Webb, Assistant Director of Regulatory Service indicated that he had had meetings with other Oxfordshire District Councils, but no others had yet expressed the wish to take the proposal forward. He added that the proposals would provide an enabling power that they could use but was not compulsory. The proposals should enable a shift in focus by staff to take on anticipated increases in work in other areas.

Councillor Judith Heathcoat, Deputy Leader of the Council, introduced the contents of the report noting that it was partnership working at its very best and moved the recommendations.

During discussion cabinet welcomed the proposals making the following points:

- A member queried whether the regulations would apply to new housing noting that as part of a Government consultation the Council would be responding on the need to require a Code 4 energy efficiency standard for new housing which was achievable but not mandatory. It was queried whether the County would need to persuade the planning authority to take this up. Richard Webb advised that these regulations related to the rented sector. He would take the point back to planning colleagues.
- A member commented that the language in paragraph 4 referring to rogue landlords was not helpful in that this type of language demonised landlords. Landlords were needed and there were more good ones than bad. More balanced language was required and paragraph 25 was an example of that.
- There was consideration of the particular issues relating to houses in multiple occupation that may have been converted without full consideration of the impact on energy efficiency.

**RESOLVED:** to:

- (a) approve the delegation of specific powers from the county council to the city and district councils in relation enforcement of the legal requirements concerning domestic Energy Performance Certificates (EPCs).
- (b) approve the delegation of specific powers from the county council to the city and district councils in relation to the enforcement of the Minimum Energy Efficiency Standards (MEES) in commercial properties; and

- (c) authorise the Director of Community Safety and Chief Fire Officer, acting in consultation with the Director of Law & Governance, to enter the necessary agreements to implement this delegation.

## **112/19 STATUTORY NOTICE TO CLOSE CULHAM PAROCHIAL CE PRIMARY SCHOOL**

(Agenda Item. 7)

Cabinet considered a report following the publication of a Statutory Notice relating to the county council's proposal to close Culham Parochial Church of England Primary School.

Councillor Richard Webber, local councillor Sutton Courtenay & Marcham whilst not objecting to the proposals expressed concern that this was the tip of the iceberg regarding rural schools. He commented that he had not seen signs of much overall planning noting that there was spare capacity at Sutton Courtenay.

Councillor Ian Hudspeth, Leader of the Council responded to the points made and confirmed that there was planning and future projections on numbers.

Councillor Hudspeth introduced the report and moved the recommendations.

During discussion Cabinet in supporting the recommendation:

- referred to the historical context that had seen the school saved from closure before. At that time there had been a strong protest from local people. Cabinet noted that this was not the case currently with only 3 objections being received.
- Explored the difficulty caused to school place planning when it was subject to decisions made elsewhere on housing.
- Noted that the report made it clear that home to school transport would be available

**RESOLVED:** to approve the proposed closure of Culham Parochial Church of England Primary School.

## **113/19 COMMUNITY ASSET TRANSFER POLICY**

(Agenda Item. 8)

Cabinet had before them a report that set out the background to the community asset transfer policy and the issues that have arisen from its application in its current form, most recently through the children's services transformation. The report proposes revisions to the policy to improve the process for all parties in future, to provide greater clarity when working with community organisations interested in taking on council buildings.

Councillor Ian Corkin, Cabinet Member for Cherwell Partnership introduced the contents of the report and moved the recommendations.

**RESOLVED:** (unanimously) to adopt the revised Community Asset Transfer Policy.

## **114/19 BUSINESS MANAGEMENT & MONITORING REPORT - SEPTEMBER 2019**

(Agenda Item. 9)

Cabinet considered a report that set out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provided an update on the delivery of the Medium-Term Financial Plan from 1 September to 30 September. A summary of overall performance and description of change was contained within the report. The report contained three annexes covering current performance against targets, the Leadership Risk Register and the current financial position. Cabinet also had before it the comments of the Performance Scrutiny Committee following that Committee's consideration of on 7 November 2019 and this is attached as an annex to these minutes.

Councillor Susanna Pressel, local Councillor Jericho & Osney commented in relation to the proportion of people walking and cycling in Oxfordshire. Firstly, she requested that the County Council encourage cycling and walking by putting money into funding for roads maintenance. She stated that conditions were particularly bad in Oxford and as a result people made short car journeys instead of cycling because cycling was no pleasure. Secondly Councillor Pressel queried how revenue was shared out between the District Councils and the City noting that the City had a greater length of pavements and generally more wear and tear from greater usage of the roads. Lastly, Councillor Pressel asked how much of the additional funding for potholes had been spent in the City. Councillor Hudspeth responded to the points made explaining that the City Council had the responsibility from the County for the maintenance of roads in the City and perhaps there was a need for a review of performance. He commended the capital programme that saw surfaces renewed rather than repaired and that meant that maintenance funding went further. Responding to the last point Councillor Hudspeth undertook to provide information on the distribution across the City and Districts of the pot hole fund.

Marc Thompson, local resident spoke of his experiences as a regular cyclist. He expressed disappointment that the work on Botley Road had not been carried through to the City centre and in particular that work to the rail bridge had not happened. He referred to the poor quality of workmanship in the completed works. Mr Thompson also highlighted the poor quality of country roads and referred to the accidents, running at 10% of the membership, that had occurred within his small cycling club. Councillor Yvonne Constance, Cabinet Member for Environment asked that Mr Thompson let her have details. Councillor Constance referred to the record levels of funding and felt that it was unfair if he was referring to historic accidents. In relation to the recent work on Botley Road she would ask officers to look at it again.



Councillor Glynis Phillips, Shadow Cabinet Member for Finance highlighted the comments from the Performance Scrutiny Committee. Councillor Phillips then commented that the report was familiar with the same concerns relating to delayed discharges of care and the timeliness of Education & Health Care Plans. With regard to delayed discharges of care she asked what other more successful areas were doing that we were not. In relation to EHCPs Councillor Price referred to comments on page 69 relating to the restructuring programme that 'Our restructuring programme will ensure that we are in a better place in the long-term to meet future demands.' She felt that this was a relaxed and complacent view and that progress needed to be tracked.

Councillor Price referring to the forecast outturn felt that there were no surprises. She was grateful for the reserve and contingency funds but felt that it was not possible to continue in this way.

Councillor Judith Heathcoat, Deputy Leader of the Council in introducing the business and risk elements of the report stated that the report gave a clear and comprehensive picture and demonstrated good progress at the half way point in the year. She noted that the risk register was included for the first time. In moving the recommendations Councillor Heathcoat highlighted the positive work of Oxfordshire Fire & Rescue Service and Trading Standards Service in helping adults to live safe and well.

Councillor Lawrie Stratford, Cabinet Member for Adult Social Care commented that the challenge around delayed discharges of care was recognised. It was the biggest single concern he had. He did believe however that the relative position to other authorities was perhaps not how it was portrayed as he believed that the counting elsewhere was done differently.

Councillor David Bartholomew, Cabinet Member for Finance introduced the finance element of the report drawing attention to Annex C which set out variations. Councillor Bartholomew noted that 77% of the planned savings were to be delivered.

**RESOLVED:** to note the report and consider any matters for future attention by the Committee.

## **115/19 TREASURY MANAGEMENT MID-TERM REVIEW (2019/20)**

(Agenda Item. 10)

Cabinet considered a report that set out the Treasury Management activity undertaken in the first half of the financial year 2019/20 in compliance with the CIPFA Code of Practice. The report included Debt and Investment activity, Prudential Indicator monitoring and forecast interest receivable and payable for the financial year.

Councillor David Bartholomew, Cabinet Member for Finance introduced the contents of the report and moved the recommendations.

Cabinet congratulated the team on their levels of investment.

**RESOLVED:** to:

- (a) note the report, and
- (b) **RECOMMEND** Council to note the Council's Mid-Term Treasury Management Review 2019/20.

## **116/19 OXFORDSHIRE LOCAL AGGREGATES ASSESSMENT 2019**

(Agenda Item. 11)

The purpose of an annual Local Aggregates Assessment is to review the latest information available in order to forecast future demand as well as analysing all aggregate supply options and assessing the balance between supply and demand. Cabinet had before them a report on the latest LAA that set the level of provision to be made for future supply of sand and gravel and crushed rock from quarries and the NPPF states the LAA should 'forecast future demand, based on a rolling average of 10 years' sales data and other relevant information, and an assessment of all supply options.'

Councillor John Sanders, Shadow Cabinet Member for Environment asked what the outcome of the meeting of the South East England Aggregate Working Party (SEEAWP) had been. Charlotte Simms, Senior Policy Officer, Development Management - Policy replied that SEEAWP had been happy with the report and had made no comments.

Councillor Yvonne Constance, Cabinet Member for Environment, introduced the contents of the report and moved the recommendations.

Following comments about the need to translate the figures in a way that people would understand it was agreed that officers look at whether it is possible to provide a simple illustration linked to housing, road or other developments that would demonstrate what the figures represented.

**RESOLVED:** (unanimously) noting that there was no advice from the South East England Aggregate Working Party to:

- (a) approve the inclusion of the provision level figures in paragraph 30 of the report in the Oxfordshire Local Aggregate Assessment 2019 for use as the basis for provision for mineral working in the Oxfordshire Minerals and Waste Local Plan and for calculating the Oxfordshire landbank; and
- (b) authorise the Director for Planning and Place in consultation with the Cabinet Member for Environment to finalise the Oxfordshire Local Aggregate Assessment 2019 and to publish it on the Council website.

**117/19 FORWARD PLAN AND FUTURE BUSINESS**

(Agenda Item. 12)

The Cabinet considered a list of items for the immediately forthcoming meetings of the Cabinet.

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

..... in the Chair

Date of signing ..... 2019

## **MINUTE 114/19 - BUSINESS MANAGEMENT & MONITORING REPORT – SEPTEMBER 2019 – NOTES FOR CABINET FROM PERFORMANCE SCRUTINY COMMITTEE**

The Performance Scrutiny Committee considered the September Business Monitoring and Management report at our meeting on 7<sup>th</sup> November 2019.

The Committee challenged the methodology and commentary provided in relation to a number of targets, including those that have remained 'amber' throughout the year so far or have been consistently green without more detailed information provided in the commentary about specific achievements including:

- Achievement of planned savings – we have asked for actual data to be provided in the commentary
- Percentage of children who receive a 12-month review has a target of 93% and a current measure of 90% - whilst we are significantly above the national average (76.7%) we should still be pushing to meet our own target
- Our target to reduce the number of permanent exclusions has been rated amber despite being over our target rate of less than 44 (currently 59). Whilst we acknowledge this is consistent with a national trend, we should still be trying to reduce this number as often the safest place for a child, particularly vulnerable learners, will be at school
- Progress with our One Public Estate programme has been consistently rated green, but the commentary has not provided any notable successes to date
- Under our 'Safe and Healthy Lives' outcome we identified that a number of the targets have been dramatically exceeded and queried whether our original targets were not stretching enough or were unrealistic

We queried the forecast overspend in Children's Services with the Director of Finance and understand that this is not related to service delivery but anticipated savings on third party spend not materialising. We are reassured that officers are providing external support to try to address this overspend and we will monitor the situation.

Finally, we touched on changes that we would like to see to the outcome's framework for next year. We are keen that we revise our measures in relation to air quality and Co2 emissions and link this more explicitly to the wider climate emergency agenda. We also questioned the number of measures where there is 'no target set' and therefore have no rating, an example being our measures around volunteering, and whether these targets need to be revised for next year so that they are measurable. We would like to see targets that are measurable, and evidence based next year.

Division(s): All
------------------

## **CABINET - 17 DECEMBER 2019**

### **INFORMATION AND COMMUNICATIONS TECHNOLOGY (ICT) STRATEGY, DIGITAL FRAMEWORK AND THE LOCAL DIGITAL DECLARATION**

**Report by Corporate Director for Customers and Organisational Development  
and the IT Head of Service (interim)**

#### **RECOMMENDATION**

1. **The Cabinet is RECOMMENDED to:**
  - (a) **Agree the proposed Information Technology Strategy and the Framework for Digital Service Delivery**
  - (b) **Adopt the Local Digital Declaration and become a signatory**

#### **Executive Summary**

**A new strategy to guide the development and delivery of information technology for the next five years:**

2. Following engagement with service users, a service health-check and a review of national good practice the Information Technology (IT) department has produced a new strategy and technology roadmap to support the vision and objectives of the Council. The strategy will underpin the council's modernisation, improvement and development plans and will ensure that services are equipped to deliver for local residents and businesses.
3. The proposed strategy (attached at annex 1) covers a five-year period and is designed to ensure the service and the technology it deploys are well placed to meet the current and future needs of the organisation. This includes working with partners and the health sector, providing solutions that meet the needs of residents and business users.
4. The strategy will also underpin the Council's objectives to maximise the opportunities that 'digital technology' provides, ensuring local people have a choice about how to receive their services and that staff who work for the Council have access to technology that makes it easier to do their jobs. As such this paper also recommends that the Council adopts the digital service

framework (annex 2) and signs up to the Local Digital Declaration and its guiding principles (set out at annex 3).

5. It should be noted that the investment required to upgrade ICT is being built into the medium-term financial strategy and is part of the developing budget proposals for 2020/21 and will be published in the coming weeks.

### **The ICT Strategy (Annex 1)**

6. To meet our customers' expectations and the Council's strategic objectives, we will change the way we design and deliver our ICT.
7. For OCC to deliver on our vision as a place where people want to live, work and thrive, we will have to meet the needs of the community we serve, whilst at the same time creating the basis for growth, enhancement and a thriving local environment. The ICT solutions and systems across the Council provide for a critical enabling foundation for staff working within the Council, partners and citizens engaging with us.
8. The ICT Strategy outlines a 5-year plan with a significant 2-year transformation delivery programme. Its main overall aim is to build the right technology base and the IT Service to support the vision.
9. The ICT Strategy has been designed to:
  - Underpin and enable the Council's vision, integrating the core values of the Council into the IT Service and placing all customers at the heart of the way it operates.
  - Transform the way the Council utilises technology to improve service delivery, ensuring the best outcomes and value for money for residents.
  - Equipping our staff with the IT tools and services they need to do their jobs effectively.

### **The Aims and Outcomes of the Strategy**

10. The ICT Strategy has the following aims:
  - Developing a customer focused ICT service aligned to the transformation and strategic objectives of the Council. The IT Service will focus on delivering inclusive solutions that can be used by all.
  - A costed business case along with an implementation plan for the delivery of the defined ICT Strategy to ensure a clear plan for capital investment over the life of the strategy.
  - An ICT delivery model including service framework/portfolio, organisational structure and governance to support current and future joint working and partnership arrangements.
  - Identifying the future ICT related sourcing and commissioning strategy which is pragmatic but robust in achieving value for money.

- A technology, systems and applications roadmap with a clear pathway for change across the ICT landscape.
- Enabling the Council to continue to deliver existing and new services underpinned by technology for staff, partners and residents.

11. The ICT Strategy will deliver the following outcomes:

- Improving ICT services for all staff and customers which is tangible in the day to day use of technology and in how IT staff operate.
- Providing ICT that is more robust, resilient, less complex with reduced outages.
- Enabling the IT Service to become more productive and effective in delivering IT services.
- Improving information from ICT to support better decision making.
- Reducing the overall cost of ICT to the Council whilst providing greater value for money.
- Engaging more effectively with strategic partners facilitated and supported by ICT through joint working and proactive strategic ICT leadership.

This will be measured by satisfaction ratings, budget outturns and service desk KPIs.

12. It should be noted that the strategy set out at Annex 1 is a shortened version of a detailed document which has delivery plans and an in-depth technology roadmap. It is designed for a 'non-technical' reader. The detailed documents are available on request, where commercially sensitive information is included this will be treated in the appropriate fashion.

### **The Digital Framework (Annex 2)**

13. The Framework for Digital Service Delivery (2019 – 2022) has been developed through a process of engagement with staff and service users. It is a vision and set of principles of how the organisation will utilise digital capability to transform how we deliver services to our customers. Digital will allow us to better support our customers, as well as make our internal processes more efficient and cost effective. Achieving the best outcomes for Oxfordshire's communities, residents, businesses and visitors using digital services and systems that work for all.
14. In an internet enabled and consumer driven age, the experience of using our online services must be such that our customers prefer to use them, allowing us to free up staff to focus on dealing with complex human interactions. In the longer-term technology may also be used as part of the 'internet of things' to really support people to live independent and healthy lives. The framework will help us work to develop these new opportunities and technologies as they become available.

### **The principles at the heart of the digital framework**

15. Customer engagement and user centric design will be at the core of our digital services so that they deliver improved customer outcomes and, in doing so, relieve Council pressures. The way we use and share data is key. We will actively lead initiatives with our local and regional partners and service providers about how we invest in data science and data sharing capabilities, tools and platforms.
16. We will encourage, incentivise and trust our staff to experiment and embrace digital changes – and importantly we will equip them with the skills to do so.
17. The Digital Team will play a central role in supporting the Council to design, select, procure, deliver and support digital solutions – as well as ensuring consistency and adherence to standards. Over the next three years we'll take advantage of the tools and technologies that are currently available to us, whilst investing tactically where we need to. Our digital systems will support us to collect better insight, data and customer feedback – which we will use to improve our customer offer, the services we deliver and our policies.

### **The Local Digital Declaration (Annex 3)**

18. The Local Digital Declaration is a joint endeavour initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), the Local Government Association (LGA) and a collection of local authorities and sector bodies from across the UK. The Digital Declaration aims to make it possible to collaborate more effectively, to deliver services across many boundaries, to interrogate data insightfully, to realise efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty, through encouraging signatories to work to an agreed set of principles.
19. Along with the Council stating its determination and vigour to transform its services to meet the current and future needs of customers, signing up to the Local Digital Declaration brings collaboration opportunities for the Council.
20. The MHCLG has established a delivery team to support all Declaration co-signatories in realising their ambition. It plays a role within central government, advocating for the approach set out in this declaration.
21. The Technology Code of Practice within the Local Digital Declaration adopts the Central Government's 'Greening Government: Sustainable Technology Strategy 2020'. This strategy sets out how government information and communication technologies (ICT) will contribute to green commitments and adopt efficient, sustainable practices.



22. Alongside this, a key members of the Local Digital Declaration namely the LGA is offering the Government to set up a joint national taskforce comprising local leaders and relevant government departments – including the Department for Business, Energy and Industrial Strategy; the Ministry for Housing, Communities and Local Government; the Department for Environment, Food and Rural Affairs; the Department for Transport; and the Treasury – to determine the funding, legislation and policy changes needed to deliver zero net carbon emissions by 2030.

### **External Funding Opportunities**

23. The Local Digital Fund was announced in July 2018, by the UK Local Government Minister of the Ministry of Housing, Communities and Local Government (MHCLG). It aims to help local authorities implement the Local Digital Declaration by funding digital skills training and projects that address common local service challenges in common, reusable ways. Examples of funded projects are given below:
- *Birmingham City Council and two partners were awarded £69,300 to investigate how the use of virtual assistants or chatbots, such as Amazon's Alexa or Apple's Siri, could improve the provision of care for people in need.*
  - *Greater Manchester Combined Authority and 3 partners were awarded £80,000 to understand how better uses of children's services data could help staff make better decisions and deliver better outcomes for children.*
  - *Sunderland City Council and 4 partners were awarded £77,000 to learn how to allow people moving into a council's jurisdiction to contact the council just once to have all their services - including council tax, bin collections, and possibly benefits - set up.*
  - *North East Lincolnshire Council and 4 partners were awarded £52,103 to look at how the Government's online payment service for government and public sector organisations - GOV.UK Pay - can be adopted more easily to help councils save money. Worcestershire County Council and 14 partners were awarded £57,500 to look at how registration data for births, deaths and marriages can be securely and ethically shared to improve services and reduce fraud.*
  - *Oxford City Council and 12 partners were awarded £80,000 to uncover common patterns for chatbots and artificial intelligence to help councils avoid unnecessary pressure on their contact centres.*
  - *Adur and Worthing Council and 2 partners were awarded £78,400 to discover how local directories in councils, health bodies, police forces and the voluntary sector can be better coordinated.*

## **One Oxfordshire and cross boundary collaboration**

24. During the formation of the IT strategy and the digital framework, the IT service has worked closely with partner organisation such as Oxford health, Oxford University Hospital trust and all members of the Buckinghamshire, Oxfordshire and Berkshire West (BOB), Integrated Care System (ICS) to ensure each organisations' digital ambitions are conducive and focused to facilitate joint working, information sharing and delivery of integrated care services to the resident and consumers of our services.
25. The strategies reflect the standards and requirements of Central Government bodies such as Digital.gov and the Cabinet Office to ensure the Council is compliant, following best practice models and will be in a position to collaborate and share information across central and local government organisations as the Council requires.
26. The service has also worked closely with Cherwell District Council to ensure the strategic ICT and Digital future outcomes are aligned to facilitate the joint working ambitions of both organisations and that any joint working models can be used with other partners should this be appropriate.

## **Financial and Staff Implications**

27. Underpinning the new IT strategy is a business case, that sets out the financial implications and the capital budgets required. These budgets are already in place and capital IT expenditure has been provided for. The Service is forecasting a significant reduction in annual revenue costs year on year over a the 5-year period of the strategy.
28. A capital expenditure programme has been defined within the strategy business case to support the implementation and on-going activities. At the time of drafting this report the council's budget is still in development, but the
29. The ICT service will realign the current organisational structure to meet the objectives of the strategy where necessary. In terms of staffing implications there are none at this time, if any staffing implications arise as the strategy is implemented, they will be subject to the usual formal consultation approaches. There is no expectation that staffing costs will increase and over the life of the strategy we are not expecting to increase the size of the IT workforce.
30. The digital strategy sets the direction and ambition for how the Council will operate in the future, so is not a specific, funded programme of work. Projects and workstreams will be required produce a business case identifying capital and revenue implications. However, many elements of 'digital improvement' will be addressed through the work the Council is already doing to improve its customer contact centre, ensuring that business processes make the most of the technology we have available. There are skilled digital professionals and

business analysts in the council's workforce that will support this improvement work.

31. The Local Digital Declaration carries no direct financial implications for the Council. Central Government periodically release funding and specialist resources specifically to support local initiatives which align with the declaration. On becoming a signatory OCC will be in a position to bid for funding to support specific digital projects (see paragraph 3.17).

## **Equalities and Inclusivity Implications**

32. The IT Strategy and our Digital Framework align with the Local Digital Declaration. It is a primary aim for our organisation to ensure that services are provided that everyone can use, including people with disabilities. We also recognise that not all people want to use 'online' services or access a website and therefore our technology should also ensure people can access services by smart phone or calling our contact centre.
33. Good digital services should not exclude people, they should provide choice. Where service users need face to face or telephone support, our technology should enable our staff to provide effective and efficient services in this way. As such our plans to improve technology include telephony and communications equipment as well as online transactions.
34. We also recognise that digital exclusion exists and as technology develops at such a pace, new groups of people and communities may become digitally excluded or find it harder to adopt new digital services. As such the Council will work to make sure that any new technology is rolled out to service users, whether they be internal customer or local residents with relevant support and guidance and that this will need to be an ongoing commitment.

## **Environmental Impacts – Reducing the Council's Carbon Footprint**

35. The Council has declared a climate emergency and stated the commitment to deliver zero net carbon emissions by 2030 and this ICT Strategy includes a commitment and the requirement to work toward meeting this goal. The strategy identifies how IT can support activities such as remote and agile working to reduce travel as well as focusing on matters such as reducing energy consumption.
36. To ensure this happens suppliers of ICT equipment and services will be assessed on their environmental policies and impact as part of the procurement exercises with the objective of all IT provided goods and services having a zero net carbon footprint.
37. IT will also work with current suppliers to promote the carbon reduction agenda to meet our objective of reducing net carbon emissions.

38. The Technology Code of Practice within the Local Digital Declaration adopts central Government's 'Greening Government Sustainable Technology Strategy 2020'. The proposed IT strategy and Digital Framework are aligned to these principals, therefore meeting national practices codes.

## Risks

### IT Strategy

Risk	Mitigation
Resources are not available to implement the strategy	An IT programme will be created to ensure the resources and activities required to deliver on the strategy are managed and any risks are addressed. A business case for these resources has been prepared and the investments required, (and savings identified) have been included within the medium term financial plan. A technology roadmap and delivery plan has been prepared including the activities and resources required to deliver.
Pressures on capital funding over the lifetime of the strategy may result in funding being reduced or withdrawn.	Resources have been identified and in some cases investments offer the opportunity to reduce running costs. Any IT capital expenditure will be required to show benefits, either added value to the service user, reduced cost, cost avoidance, or reduction of IT risk.
Emerging technologies have the power to disrupt business models	As new technologies emerge over the lifetime of the strategy, they will be assessed using the IT change control and IT Governance process. Any emerging technologies deemed desirable by the organisation will be managed by the IT strategy implementation programme with the appropriate project governance and business engagement.

### Digital Framework and Local Digital Declaration

Risk	Mitigation
IT unable to meet whole organisations demand for digital projects delivery.	Corporate transformation programme governance will set priorities for delivery. The IT digital team will be aligned to deliver against corporate priorities. Additional 3 <sup>rd</sup> party resources will be sourced for specific programmes and projects as necessary where there is a robust business case and funding to do so.

Service areas unable to commit resources to deliver on their digital projects.	Directorates will be required to identify resource plans within their business cases for their projects and commit those resources to deliver on the projects. IT resources will be prioritised and allocated to support delivery.
Emerging technologies have the power to disrupt business models	As new technologies emerge over the lifetime of the strategy, they will be assessed using the IT change control and IT Governance process. Any emerging technologies deemed desirable by the organisation will be managed by the IT strategy implementation programme with the appropriate project governance and business engagement. There may be a requirement to upgrade the technology associated with digital delivery during the life of the IT strategy. If this is so, a full investment business case will be developed.

## Concluding Remarks

39. The ICT strategy (along with its underpinning documents including a technology roadmap and delivery plans) sets out a programme to ensure our ICT is cost effective and delivers the right tools for the people who deliver our frontline services, for colleagues who work supporting those services, for Members, partners and most importantly for the local people and businesses who use our services.
40. However, the strategy alone will not deliver change, upgrading technology is not enough, and therefore the framework for digital service delivery has also been developed. This will help ensure that the IT service and services across the council work together to harness the benefits of new technology for local residents. It recognises the risks of digital exclusion and that customers need choices about how to access services.
41. These new strategies and frameworks, and the capital investment programme and projects that sit behind them, are an important enabler of the Council's corporate strategy and commitment to Thriving Communities for everyone in Oxfordshire. With the adoption and implementation of them becoming a signatory to the Local Digital Declaration is an action that Oxfordshire County Council can be proud and confident to do.

WILL HARPER  
Head of ICT (interim)

Background papers:  
None

Annexes:

Annex 1 - Information Technology Strategy

Annex 2 - Digital Framework

Annex 3 - Local Digital Declaration

Contact Officer: Will Harper

October 2019

# Information Technology for a Thriving Oxfordshire



Page 21



Oxfordshire County Council

# **Information Communication Technology Strategy 2019 – 2024**

VERSION 1.0

29 October 2019



# Council Vision

► Thriving Communities for everyone in Oxfordshire

The ICT Strategy sets out a framework and roadmap of change to support the overall vision and goals of the Council.

Provides a guide to the future design, development and delivery of ICT services.

Defines a step-change in key technology areas adopting the latest solutions and ways of working.



*“Technology should enable more effective partnership working and improve service design, breaking down organisational boundaries and providing excellent customer service”*

Cllr Ian Corkin  
OCC Cabinet Member Cherwell  
Partnership Delivery



*“Technology needs to be intuitive to staff and residents alike, and we should aim to be digital by design and best in class”*

Cllr Eddie Reeves  
OCC Cabinet Member for  
Transformation



# Vision, Purpose, Foundations and Outcomes



## Vision for ICT

...To employ technology which enables the cost effective, efficient and adaptable delivery of Council services, places the customer (both internal and external) at the heart of what we do, and ultimately enhances the agenda for thriving communities across Oxfordshire...

### Values

- Open to change and adaptable
- strive to find the right solutions
- transparent and work together
- do the best we can for our customers

### Outcomes

To establish a modernised, resilient and cost effective ICT to support and enable an effective and fully equipped digital workforce



## Purpose and Wider Perspective

The IT Service will adopt the following overall approach in delivering the ICT Strategy:

- Working in partnership to improve outcomes for residents and with public, private and voluntary sector partners. The IT Service will develop the partnership with Cherwell District Council (CDC).
- Driving continuous improvement and efficiency in all Council services to achieve value for money.
- Using digital technology to deliver services where appropriate and designed to support excellent customer services but delivered with the utmost attention to safety and security.
- Developing the approach to enhanced digital connectivity by establishing an Oxfordshire digital strategy and a broader digital programme.
- Recognising that the IT Service should proactively support the Council's responsibilities regarding the environment and climate change.



## Key Foundations

### Getting the basics right!

Secure, resilient, simple infrastructure with solid foundations

IT Service designed to meet the needs of the Council and applying best practice

Consistent and 'fit for purpose' use of applications - designed around customer and staff needs

Future-proofed and flexible arrangements

Consistent application of energy efficient solutions & working practices

### Transforming the IT Service!

Designed around customer, staff and partner needs

Continuous application of technology and best practice

Applying industry experience, innovation and adapt quickly

Strong links between IT and the business – continuous engagement

Focus on service delivery not housekeeping – sustained improvement

Invest to run the IT Service at a reducing cost base – increased value for money



## Key Outcomes

The ICT Strategy will deliver the following key outcomes:

- Improving ICT services for all staff and customers which is both strategic and tangible in the day to day use of technology and in how IT staff operate.
- Providing solutions which are robust, resilient, less complex and with reduced outages.
- Enabling the IT Service to become more productive and effective in delivering IT services.
- Improving information and data management to inform decision making.
- Reducing the overall cost of ICT to the Council whilst providing greater value for money.
- Engaging more effectively with strategic partners, through joint working and proactive strategic ICT leadership.
- Maintaining and enhancing the Council digital capability through sustained investment, innovation and staff training/development.



# Guiding Principles



## Guiding Principles



### Culture & Values

- Collaborating with others, innovating and informing our approach to delivery.
- Being proactive, reliable, timely, and providing a great user experience.
- Remaining open-minded; supporting the Council values.
- Always being honest with the upmost integrity.
- Providing a supportive, no blame culture.





## Guiding Principles

### Standards & Practice

- Adopting standards, using best practice, being dynamic.
- Acknowledging problems, major issues and addressing them.
- Accepting mistakes and identify reasons for failure.
- Being open to suggestions and ideas from our customers.
- Drive efficiency and effectiveness.
- Setting realistic expectations in what we can deliver.

### Solutions & Technology

- Simple to use IT, adding value, increasing efficiency.
- Leading on the harmonisation of systems.
- Keeping up to date with what's available and current technologies.
- Select and implement solutions based on business need.
- Build in resilience, simplification and reliability.
- Apply innovation in technology and thinking.



## Guiding Principles

### Services

- Adopting customer focused delivery, enabling and underpinning effective council services.
- Ensuring the customer is always put first.
- Providing training for new systems and promoting adoption.
- Proactively engaging business/service areas when implementing new technology systems.
- Being available during longer hours to support services working extended hours.
- Working jointly with partners.

### Approach

- Putting forward a positive attitude and seeking new challenges.
- Focussing on value add in what is delivered.
- Good communication, avoiding technical jargon and keeping customers informed.
- Improving our ability to change.
- Evolving a consistent management vision.
- Recognising excellent work.





# ICT Strategy Themes



## Overarching Strategic Themes

### Strategic Context

Council Vision &  
ICT Strategy  
Alignment

Purpose,  
Context,  
Objectives &  
Outcomes

Stakeholder  
Views/ Voice of  
the Customer /  
IT Service  
Feedback

Adopting a  
Transforming  
Approach

### IT Service – Current and Future

Guiding  
Principles

Current & Future  
Operating Model

Vision & Values

### Themes to the Strategy

Customer Centric  
ICT Strategy /  
Partner  
Engagement

Transformation  
and  
Modernisation

Technology  
Roadmap of  
Change

Sourcing and  
Commissioning

Digital Strategy  
Alignment

Cyber Security  
and Carbon  
Reduction

Technology  
Visioning

Market  
Assessments

Customer  
Expectations

Government  
Sector Trends





# Theme 1 – Customer Centric ICT Strategy





## Customer Centric ICT Strategy

The ICT Strategy will align with the wider organisation



The IT Service will adopt a customer care philosophy and approach which includes:

Page 36

Tracking customers' needs and requirements.	Using digital communication tools.
Tailoring services to the customer and facilitating change.	Improving stakeholder engagement.
Consistent professionalism and customer focus.	Using appropriate language and sharing relevant information.
Sharing knowledge and managing expectations.	Evolving equipment standards and suitability for staff roles.
Developing self-support processes for customers.	Enabling flexible and remote working in open environments.
Providing regular and timely communication on service status and changes.	Facilitating improved staff learning and knowledge sharing
Measuring and tracking benefits realisation.	Ensuring clear objectives and defined scope of works.



## Theme 2 – Transformation and Modernisation

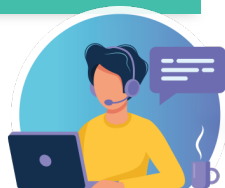




# What Will Change: IT Service Operation

## Service Desk

Following industry best practice, improving transparency and service.



## Business Engagement

Ensuring all areas are included and that effective relationships are established and maintained.



## IT Processes

Streamlined and simplified with better management.

## ICT Used by Staff

Improving ICT services for all customers which is tangible in the day to day use of technology.

## Customer Services

Integrating the core values of the Council into the IT Service and placing all customers at the heart of the way IT operates.



## IT Service

Proactively supporting the Council's responsibilities regarding the environment and climate change.

## Projects Delivery

Improving Governance, Control and establishing effective delivery.





## Transformation and Modernisation

A sustained approach will be adopted to transform and modernise the IT Service:

Reducing and aligning IT that is situated outside of the IT Service. (Shadow IT)	Removing the barriers for interaction with the IT Service.
Streamlining current processes with automation	Identifying and removing single points of failure.
Developing consistent release management	Ensuring that all processes and change are signed off with respective business/service.
Implementing incident and risk management with gateway reviews	Implementing a more thorough benefits realisation process
Proactive management and resolution of issues.	Develop knowledge management and information sharing
Develop a service catalogue to document and share the available products and services.	Establish a self-service portal and appropriate processes for service management.



## Transformed Support Services

The IT Service will develop the internal operation, systems and support arrangements as follows:

- Deliver a new IT service management system with streamlined processes to improve the service through consistency, cost-efficiency and effectiveness.
- Implement new best practice working practices, updated processes and standards based on the ITIL framework.
- Development new and improved relationship between IT and customers across projects delivery, service design, transition and operation.
- Review and update the IT Service organisational structure to align the future service delivery plans and objectives with best practice application.
- Enable process reengineering to deliver faster, easier, more cost-effective service delivery and continuous improvement.
- The IT Service will operate governance groups to oversee business as usual and change management projects. (IT Governance Group and a Technical Design Authority)



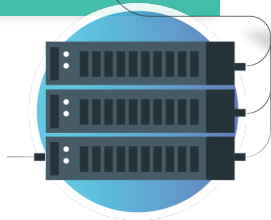
## Theme 3 – Technology Roadmap



# What will Change: Technology & Applications

## Data Centre

Modernised, streamlined, resilient and scalable



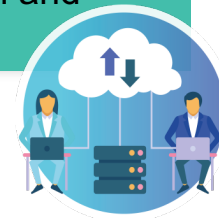
## Applications

Consolidation and streamlining of business applications



## Backups

Cloud based – faster, more reliable operation and recovery



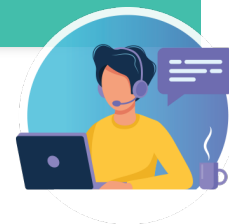
## Wide Area Network

Simplify design, improve performance and drive down costs



## ICT Support Systems

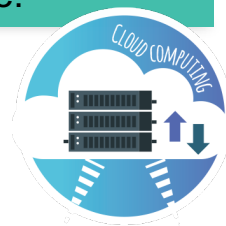
Redesigned and streamlined IT service will ensure shift to customer delivery rather than maintenance



**Clear and concise roadmap for technology change**

## Cloud First

Reduce costs, flexibility to scale up and down. Faster time to implementation. Improved security and governance.

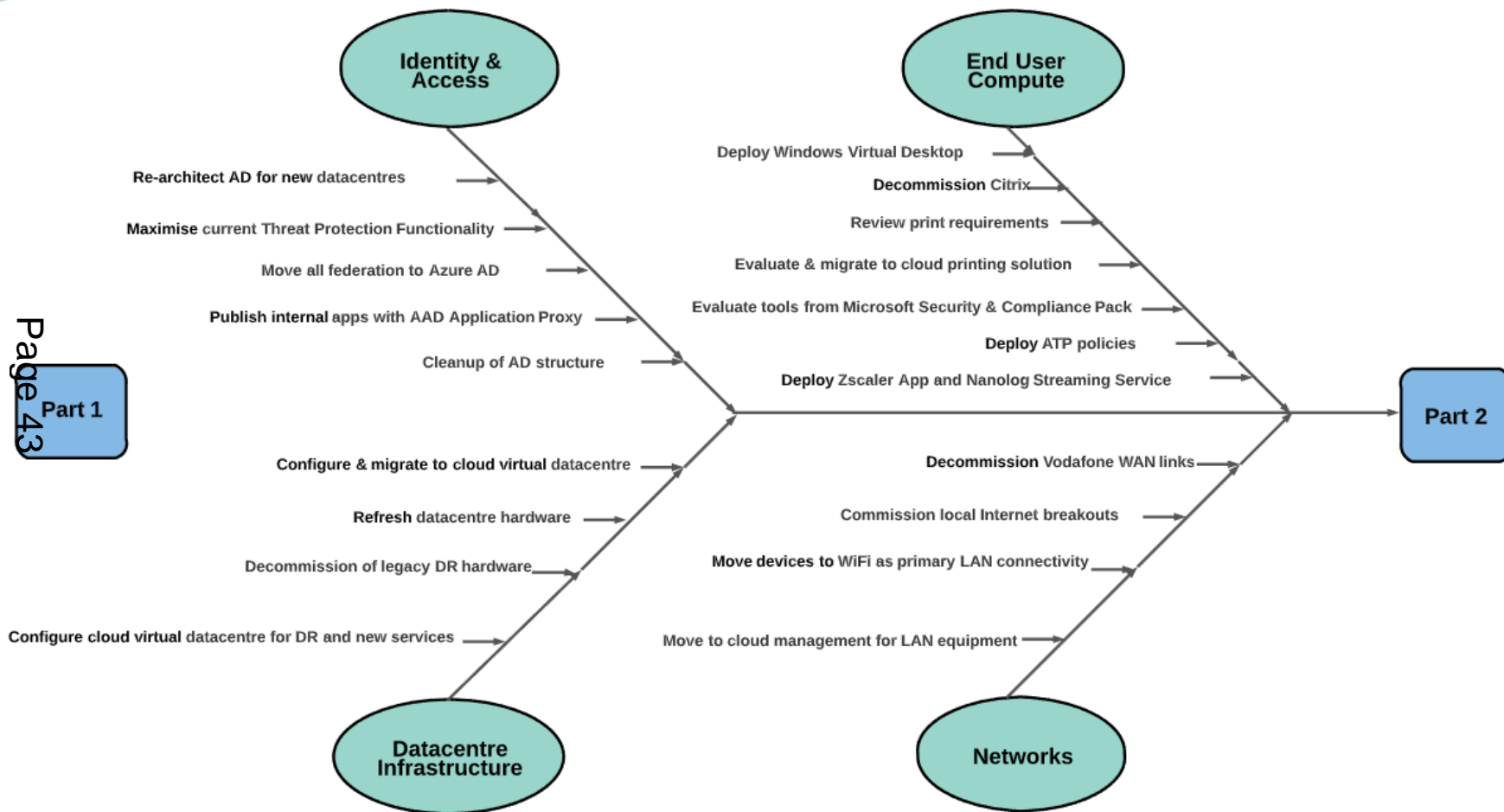




# Technology Roadmap – Part 1

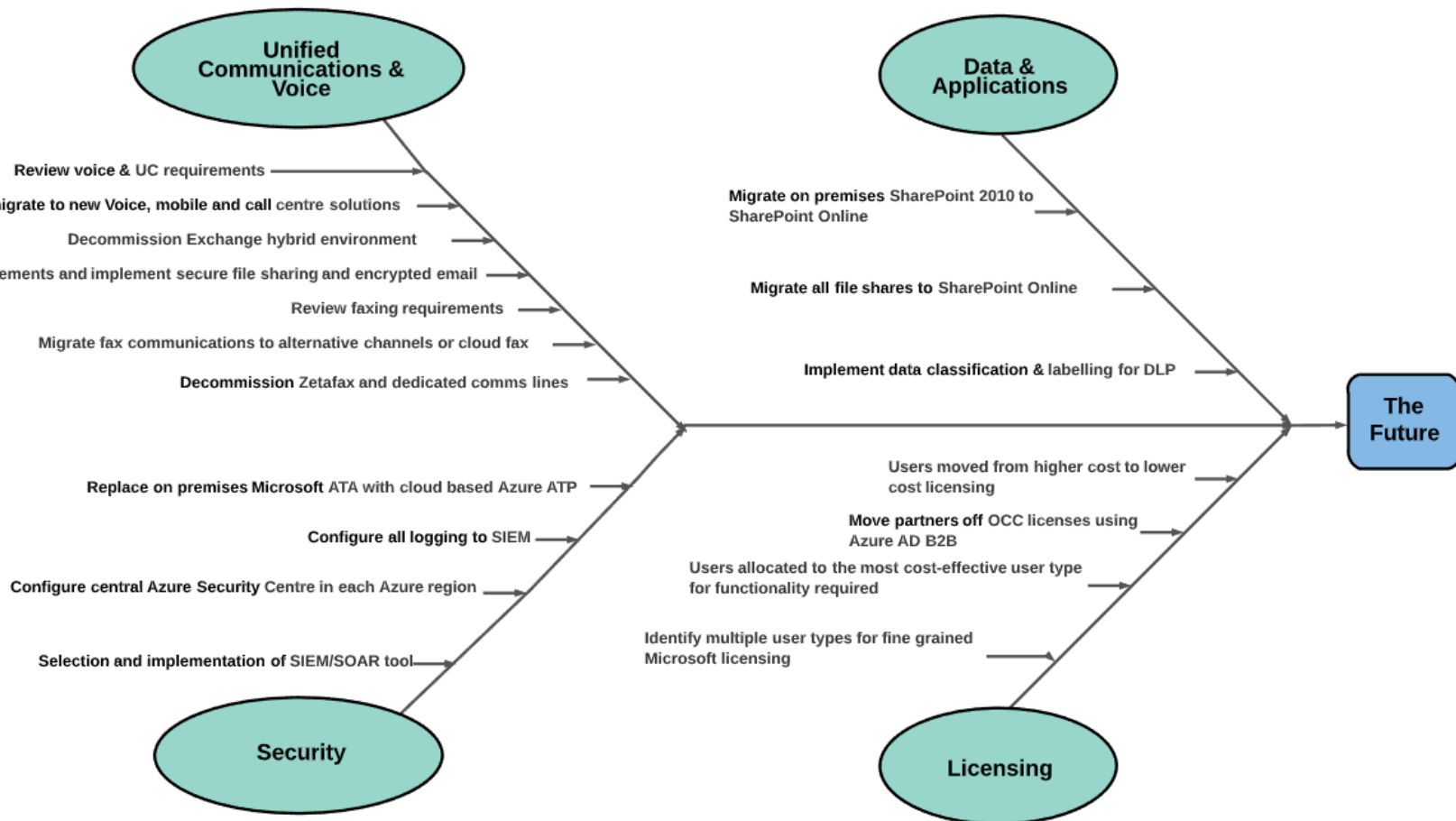
Page 43

Part 1



# Technology Roadmap – Part 2

Page 44





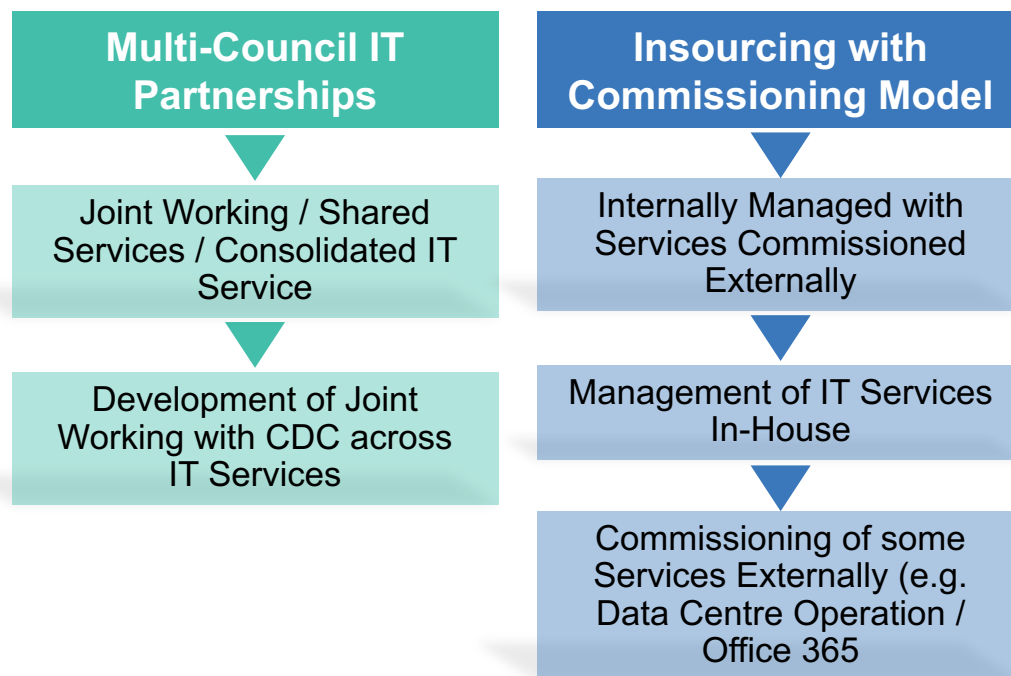
## Theme 4 – Sourcing and Commissioning



## Sourcing and Commissioning

The IT Service has established a clear approach to the future sourcing and commissioning of services and systems.

Page 46



A mixed economy of in-house operation of IT with some services commissioned externally will be applied but with ultimate governance, management and assurance remaining within the Council.

The development of joint working arrangements for IT with Cherwell District Council (and other external partners) will be progressed in line with the overall corporate strategy.

**In developing a more strategic approach to provisioning services, the IT Service will establish a core set of guiding principles to be applied during the requirements capture, market assessment and procurement cycles.**





## Procurement Timeline by ICT Category

	Infrastructure Technology			Communications	ICT Applications
	Data Centre	Wide Area Network (WAN)	Local Area Network (LAN)	Unified Communications & Voice	Data / Cloud and Legacy Applications
<b>Current</b>	Procurement underway for storage and Cloud based backup solution	Vodafone managed WAN contract expiry	In-house managed LAN	Vodafone managed Telephony service Contract expiry in 18 months	Windows 10 / Office 365 in-place Legacy Database Applications On premise Sharepoint
<b>Next 18 months</b>	New storage solution operational Cloud based backups in Azure Optimise and manage data centre Virtual data-centre established	Re-procurement of new WAN based on Zero Trust Model. Removal of lines, switches, firewalls,	Cloud managed network infrastructure Rolling refresh of LAN hardware Increased Wi-Fi capacity	Procurement of new Unified Communications / Voice service. Office 365 integration	Build new Enterprise Architecture Microsoft SQL Database Azure App Services SSCM / Security Apps Removal of Citrix Adoption of Sharepoint Online Office Licensing re-definition End user computing device refresh
<b>2-5 Years</b>	Transition from physical to virtual data-centres Decommission physical data centres	Rolling WAN refresh	Rolling refresh of LAN hardware		Further Cloud migrations End user computing device refresh

The delivery of the ICT Strategy delivery will require a number of initiatives to shift the current services and systems landscape to a new level of operation.



## Theme 5 – Digital Strategy Alignment



## Digital Strategy Alignment



The world of IT and digital is constantly changing to support the advances in the use of technology to realise the benefits in terms of efficiency, reduced costs and ease of use. With increased demand for online and digital services, which work anywhere, anytime at the user's convenience this roadmap outlines how the IT Service will continue to meet these challenges for the next five years.



The ICT Strategy will drive the development of the main infrastructure systems changes and this will be aligned to digital services. This will address the customer requirements for digital engagement and services such as the website and digital online transactions.



The ICT Strategy will develop solutions in-line with the Local Digital Declaration and OCC will share experiences and lessons learned across the Council, with local partners and within wider public service networks.



## **Theme 6 – Key Challenges: Cyber Security and Carbon Reduction**



## Cyber-Security Threat

- Cyber-Security Officer with sole responsibility for managing security threats.
- Ensuring implications of GDPR on data security are understood and ensuring senior officers are aware responsibilities.
- Working with partners such as the police to provide awareness training and education so that every OCC end user is aware of their role in preventing cyber threats.
- Documenting processes and policy to clearly define roles, responsibilities and procedures. Cyber threats are constantly evolving, so processes need to be regularly reviewed.
- Maximising the use of technology to reduce cyber risks.
- Ensuring all suppliers meet cyber security requirements for new and existing contracts.





## Carbon Footprint



**Disaster Recovery  
migrating from Data  
Centre to the Azure Cloud**

63% reduced power  
consumption/year



**Office 365 migration  
and removal of Data  
Centre hardware**

81% reduced power  
consumption/year



**Desktop PCs replaced  
with laptops in County  
Hall and elsewhere  
(Win10 Project)**

30% reduced power  
consumption/year

- Migrating all OCC services from the current physical SCC datacentres to the Azure virtual datacentres (which are carbon neutral).
- Reducing printing that currently takes place and encouraging a cultural change to a paper-lite, digital workspace environment.
- Implementing advanced building blocks such as the Zero Trust model, to enable Agile working, thereby reducing travel journeys.
- Assessing suppliers' environmental policies as part of procurement with objective of all services having a zero net carbon footprint.
- Working with current suppliers to promote and influence their direction to meet the Council objective of reducing net carbon emissions



**The ICT Strategy will aim to support OCC commitment to  
deliver zero net carbon emissions by 2030**



# How the ICT Strategy will be delivered



## ITC Transformation

- The ICT Strategy has been defined over 5-years to include a minimum of 2 years of technology refresh and transformation supported by organisation and culture change across the IT Service.
- Over the next 2 years the Council will require investment in a number of fundamental infrastructure components and a range of new ICT enabling technologies replacing out-of-date and unsustainable systems.
- A programme approach is proposed to deliver the ICT Strategy based on workstreams covering Infrastructure, ICT applications, Communications systems and the changes to the IT Service.
- Robust governance and best practice programme and project management will be established with engagement across the Council.
- A clear business case has been established for this change with financial investment, a profile of forward savings and clear strategic outcomes.
- Benefits realisation will be applied throughout.





## Summary Programme by Area

### Infrastructure Refresh

Council wide Network Switch Replacement.

Deployment of Council wide Zero Trust security model.

Data Centre – Storage Refresh.

Cloud Backup / Disaster Recovery Deployment.

Identity, Access and security Refresh.

End User Computing Update including O365 Licensing.

### Applications Migration, Rationalisation & Projects Delivery

Applications Review & Rationalisation.

IBC Review and future Strategy Development.

Ongoing Projects Delivery.

Standardisation on new System Management.

### Communications Solution Refresh

Refresh of current Voice contract / Unified Communications Implementation.

Mobile Technology Rollout.

### Organisational Change & Culture Change

Re-defined, Streamlined and "fit for purpose" IT Organisation.

Transformed IT Processes & Procedures.

Re-developed Roles & Responsibilities.

Development of IT Service Culture Change.

A workstream approach will be adopted for the delivery of the programme supported by robust governance, committed forward investment and an ongoing proactive engagement across the Council at all levels.



## Working Together

### Oxfordshire Councillors

The IT Service is committed to providing Councillors with fit for purpose IT equipment, applications and support.

- Suitability of equipment.
- Applications required to carry out their role.
- Rollout of equipment and the training provided.
- On-going support available to members.

To ensure the service provided is at the required level, regular reviews will be undertaken with a sample of Councillors.

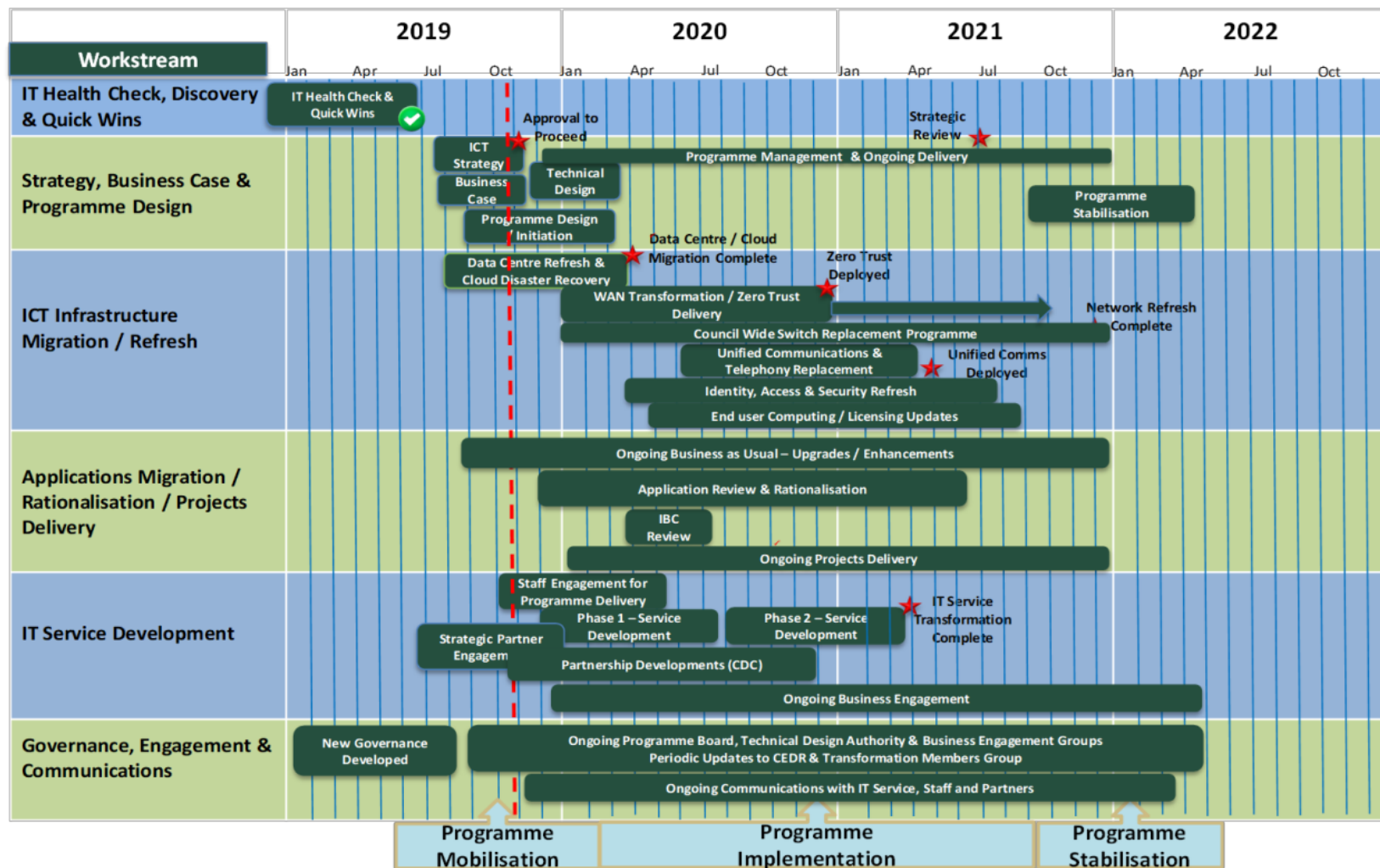
### External Partners

The OCC IT Service will continue to work closely with partners in Oxfordshire to identify areas for alignment and to jointly identify benefits both financial and non-financial.





# ICT Transformation Programme Overview Plan





# Benefits of the Change



## Council “Vision” and Corporate Plan

### ICT Strategy

### ICT Business Case

### ICT Transformation Programme

Page 59

Service Delivery	Business Engagement	Future ICT	Strategic ICT Leadership	Partnerships	Reduced Cost of ICT
Significant “Step-Change” in “day-to-day” IT service delivery across the Council	More effective “Best Practice” business engagement and projects delivery	Updated modernised and “fit for purpose” ICT solutions	Strategic ICT leadership and governance aligned with future Council direction	Strategic partnerships driving greater value through shared initiatives	Sustained reduction in ongoing revenue cost of IT service
Benefits Monitoring and Realisation					



## Summary Benefits of Change

- Investment to streamline ICT will reduce ongoing costs and improve service to customers.
- Operational efficiencies and improvements through new ICT.
- More robust, resilient and secure ICT landscape.
- Enabling business transformation with modern, 'fit for purpose' IT platforms.
- More effective, responsive, closer engagement of IT resources with business areas.
- Potential for further savings through joint working arrangements and business systems replacements.
- Flexibility across the IT Service to respond to internal and external change.
- Increased motivation, morale and engagement within the IT service.



**Claire Taylor**  
**Corporate Director – Customers and Organisational Development**

*“The new ICT Strategy presents an exciting opportunity to focus on improving service for our customers, enabling digital access, providing greater value for money, whilst also modernising service delivery”*

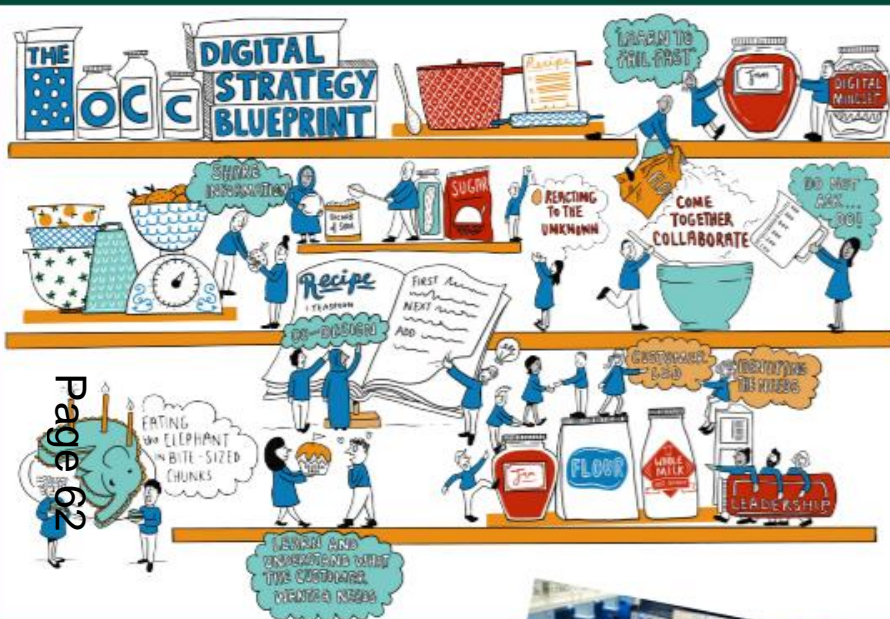


# Digital Strategy 2019-2022

A blueprint for how we design and deliver better customer outcomes, through the pragmatic application of digital technologies and other innovative ways of working



# Oxfordshire County Council's Digital Strategy: 2019-21



A group of participants from across the Council assembled in Oxford Town Hall with the ambition of co-designing a Digital Strategy.

At the event we:

- Defined our digital vision
- Co-authored a first version of the strategy
- Agreed that the strategy would be at the heart of our service design
- Experienced working together across our day-to-day organisational boundaries



**‘Our DIGITAL VISION is to achieve the BEST OUTCOMES for Oxfordshire’s ‘customers’ using digital services and systems that WORK FOR ALL, leaving no one behind’**

Our Digital Strategy describes how we will:



Organise ourselves to design and deliver good customer outcomes



Use technology and data



Interact with our customers



Ensure access and inclusion



# 1

Page 63

Our

Digital

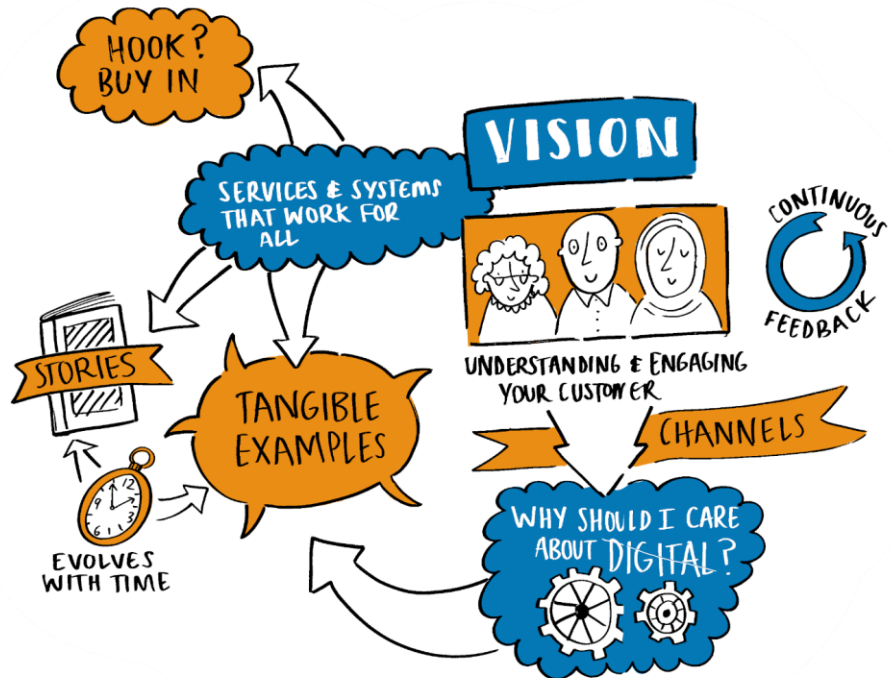
Vision

***‘Our digital vision is to achieve the best outcomes for Oxfordshire’s communities, residents, businesses and visitors (our ‘customers’) using digital services and systems that work for all.’***

Digital - which is the joining together of services, customer experience, technology and data - is a key tool in achieving our ambition for a county where local residents and businesses can flourish. We will continue to invest in our skills, technologies, knowledge and relationships - and we need to combine these in new ways to achieve our strategic goals.

However, we will need to respond to an environment characterised by:

- Customer expectations and needs that are increasingly complex and varied
- Continued funding challenges and reductions
- Legacy technology that is often a barrier rather than an asset
- The ever-increasing velocity of change - and the need to embrace new technology and ways of working ever-more quickly
- The prevalent mix of in-house and 3<sup>rd</sup> party technologies that are common across local government



“

We will be role models for a new set of values, behaviours and ways of working. This will not happen immediately, but we will strive to adopt these and support each other to do so.

# How we will deliver our Digital Vision

- We will develop our solutions in line with the Local Digital Declaration (see Appendix A) - which we will sign – and we will share our experiences and lessons learned across the Council, with our local partners and within our wider public service networks.
- Customer engagement and user centric design will be at the core of our digital services so that they deliver improved customer outcomes and, in doing so, relieve Council pressures.
- The way we use and share data is key. We will actively lead initiatives with our local and regional partners and service providers about how we invest in data science and data sharing capabilities, tools and platforms.
- We will encourage, incentivise and trust our staff to experiment and embrace digital change – and arm them with the skills to do so. Our internal processes and behaviours will support our staff to do so.
- The Digital Team will play a central role in supporting the Council to design, select, procure, deliver and support digital solutions – as well as ensuring consistency and adherence to standards.
- Over the next three years we'll take advantage of the tools and technologies that are currently available to us, whilst investing tactically where we need to.
- We will develop our internal capabilities to reflect the mixed economy technology landscape of in house and 3<sup>rd</sup> party systems that is prevalent across local government.
- Our digital systems will support us to collect better insight, data and customer feedback – which we will use to improve our customer offer, the services we deliver and our policies.
- We will embed our Digital Strategy within the Council's transformation programme, following its agreed design principles (see Appendix B).

# 2

Page 67

Digital

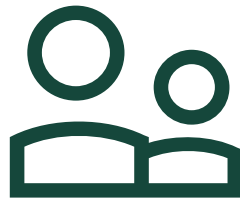
Themes

# Our Digital Strategy describes how we will:

Page 68



Organise ourselves to design and deliver good customer outcomes



Interact with our customers



Ensure access and inclusion



Use technology, data and business intelligence

## Theme 1: How we will organise ourselves to design and deliver good customer outcomes



To meet our customers increasing expectations and the Council's strategic objectives, we need to change the way we design and deliver our services. Digital will allow us to better support our customers, as well as make our internal processes more efficient.

# Theme 1: How we will organise ourselves to design and deliver good customer outcomes

In 2021...

- Our primary measure of success will be the benefit and outcomes we deliver to our customers rather than the progress against our own operational targets.
- The way we recruit and develop our people will be aligned to a defined digital mind-set and a defined set of customer centric behaviours and capabilities.
- All our staff will be familiar with, and confident using, the digital tools they need to serve their customers. They will have the time, skill and permission to engage with customers and design solutions that reflect their needs, wants and desires.
- We will be confident in showcasing our outcomes within the Council, to our wider partners and to our customers. We will use digital platforms to share and learn from each other, as well as the wider personal and professional communities that we belong to.
- Working across internal and external organisational boundaries will be commonplace - and we will support each other and share information & resources wherever we can.
- The Digital Team will play a central role in supporting the Council to design, select, procure, deliver and support digital solutions – as well as ensuring consistency and adherence to standards.





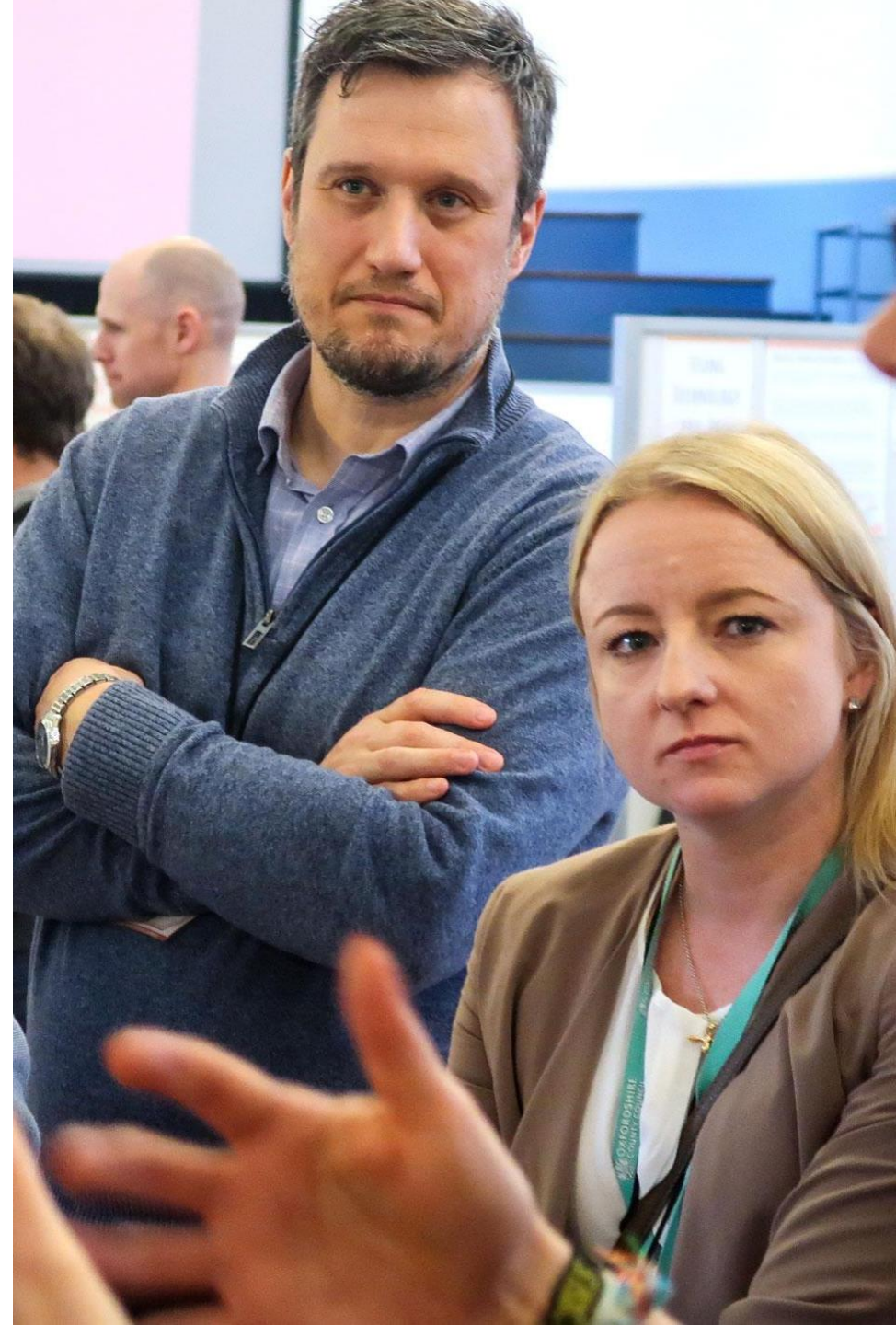
“

In an internet enabled and consumer driven age, the experience of using our online services must be such that our customers prefer to use them, allowing us to prioritise investment on digital and free up staff to focus on dealing with complex human interactions.

## Theme 2: Interacting with customers

In 2021...

- Our digital services will have been designed with a deep understanding of our customers. Customer insight, data collection and feedback will be a central part of our service design.
- We will launch digital services when they are 'good enough' and then quickly improve them, learning as we go, in real time.
- Our website will provide self service access to the vast majority of our services, and customers will be able to find the information they need quickly, easily and without having to contact us.
- Our contact channels will meet our customers expectations of what a 24/7 digital experience is. This will include next generation technologies as they become increasingly prevalent, affordable and proven in a local authority settings (eg AI and voice activation).
- We will routinely tell our customers when there are new services available online, and explain how we have designed and/ or improved those services based on the data we have collected as well as their feedback and involvement.
- Our customers will have a consistent user experience through our digital channels, supported by the application of service and design *patterns* - reusable parts of the user interface that have been tested and subjected to continuous improvement.



“

Over the next three years we'll take advantage of the tools and technologies that are currently available to us, whilst investing tactically where we need to.



# Theme 3: Using technology, data and business intelligence

In 2021...

- Our technology offer will pragmatically address the mix of in house and third party systems that are commonplace across local government.
- Where appropriate, every new IT solution procured will operate according to the government's technology code of practice, and we will set a high bar for open standards.
- Recognising that value is derived from 'joining up' the processes and customer journeys that cross multiple systems, we will be experts in integration and automation, not just in the development of our own solutions.
- We will be adept at demonstrating the value of new technologies through our internal Centres of Excellence and partnerships with other authorities and organisations.
- Using BI as the basis to develop and improve our services will be commonplace. Standardised operational business intelligence (BI) requirements will be built into our development and procurement specifications.
- We will be able to demonstrate our expertise in collecting, sharing and combining data sources to enable real-time service improvement, decision making – and to support predictive analytics and demand management.
- We will be open with our customers and partners about how we share and use their data – and we will be trusted to do so.



“

We will positively design in access and inclusivity - in line with our Equality Policy & Strategy - so that when our customers engage digitally with us they feel safe, confident and represented



# Theme 4: Ensuring access and inclusion

In 2021,

- To support the Equality Policy & Strategy, we will:
  - Actively champion it within the Digital Team
  - Offer training to staff across the council
  - Project our values during the selection of 3<sup>rd</sup> party suppliers
- We will practice ‘inclusion by design’. Our digital services will use appropriate channels, eliminate unnecessary categories or limits, and reflect all protected characteristics.
- ~~Where~~ <sup>Where</sup> we have deployed automated decision, we will have done do with a full consideration of the risk of unconscious bias.
- Our digital services will meet industry accessibility standards.
- We will provide Assisted Digital Support for our customers who are not able to interact with us on line – and continue to support them to be more digitally literate.
- Our workplace culture will positively encourage staff to use digital thinking and tools as part of their everyday working life.
- We will actively champion, promote and develop digital opportunities for our customers to improve their lives and support their communities and businesses.



# 3

Page 77

## Appendices

# Appendix A – Local Digital Declaration

*“This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it.”*

It commits signatories to work on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens’ privacy and security
- deliver better value for money

Page 78

The Local Digital Declaration is a joint endeavour initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK.

## Ambition

*“We want to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. We know that one size doesn’t fit all, but by developing common building blocks local authorities will be able to build services more quickly, flexibly and effectively. Only in this more open and flexible market will we unlock our full potential for innovation.”*

The ambition of the declaration requires both a culture shift and a technology shift, and 5 principles have been defined to help achieve this:

- We will go even further to **redesign our services around the needs of the people using them**. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
- We will ‘fix our plumbing’ to break our dependence on inflexible and expensive technology that doesn’t join up effectively. This means insisting on **modular building blocks** for the IT we rely on, and **open standards** to give a common structure to the data we create.
- We will **design safe, secure and useful ways of sharing information** to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
- We will **demonstrate digital leadership**, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
- We will **embed an open culture** that values, incentivises and expects **digital ways of working** from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.



# Appendix B - OCC's transformation design principles

## Customer offering

- We will co-design our offer with service users, partners and professionals, and ensure the customer experience we provide is consistent and effective.
- We will prioritise services which deliver the greatest impact in helping to build community resilience and manage demand while ensuring customer needs are met.

## Delivering change

We will empower and support our people to be innovative and entrepreneurial, take appropriate risks and be proactive in making a difference to the people we serve.

## Partnerships

- We will be proactive in exploring partnership working opportunities, at an early stage, across all aspects of our work that help to achieve identified priorities and will seek feedback about proposals and changes to service delivery.

## Performance management

- Performance management of services, staff and partners and suppliers will be proactive, consistent and transparent, and will facilitate effective scrutiny by Councillors and the public.

## Organisational structure

- We will take a whole council view of common functions and in order to improve both efficiency and effectiveness, we will consolidate them where it makes sense to do so.

## Assets

- We will optimise the use of our assets and work with our partners to consolidate their use.

## Processes

- We will simplify, standardise and automate our processes, and facilitate higher levels of self-service (for both external and internal customers), wherever it is more effective or efficient to do so.

## Technology

- Systems, applications and infrastructure will be designed around business need, within the total financial envelope available to us.

## Information

- We will be proactive in our use of data and analytics, using all the information available to us to inform decisions, sharing as much of the information we hold as we can with our partners and the public.

This page is intentionally left blank

# The Local Digital Declaration

A common aspiration for the future of local public services

July 2018

# Introduction

This declaration affirms our collective ambition for local public services in the internet age, and our commitments to realising it. It commits us working on a new scale to:

- design services that best meet the needs of citizens
- challenge the technology market to offer the flexible tools and services we need
- protect citizens' privacy and security
- deliver better value for money

This joint endeavour was initiated by the UK Ministry for Housing, Communities and Local Government (MHCLG), the Government Digital Service (GDS), and a collection of local authorities and sector bodies from across the UK. We invite all local authorities and the organisations we collaborate with to join us by [signing the Declaration](#) and committing to deliver a first action from which we can all benefit.

## The opportunity

Never before has it been possible to collaborate so effectively, to deliver services across so many boundaries, to interrogate our data so insightfully, to realise such great efficiencies, and to reshape public services for the benefit of all while retaining local sovereignty. Great work has already been done to transform our services using digital tools and technology. But we have an opportunity to do more.

## Our ambition

We want to co-create the conditions for the next generation of local public services, where technology is an enabler rather than a barrier to service improvements, and services are a delight for citizens and officials to use. We know that one size doesn't fit all, but by developing common building blocks local authorities will be able to build services more

quickly, flexibly and effectively. Only in this more open and flexible market will we unlock our full potential for innovation.

Our ambition requires both a culture shift and a technology shift, and we've agreed 5 principles to help us do it:

1. We will go even further to redesign our services around the needs of the people using them. This means continuing to prioritise citizen and user needs above professional, organisational and technological silos.
2. We will 'fix our plumbing' to break our dependence on inflexible and expensive technology that doesn't join up effectively. This means insisting on modular building blocks for the IT we rely on, and open standards to give a common structure to the data we create.
3. We will design safe, secure and useful ways of sharing information to build trust among our partners and citizens, to better support the most vulnerable members of our communities, and to target our resources more effectively.
4. We will demonstrate digital leadership, creating the conditions for genuine organisational transformation to happen, and challenging all those we work with to embrace this Local Digital Declaration.
5. We will embed an open culture that values, incentivises and expects digital ways of working from every member of our workforce. This means working in the open wherever we can, sharing our plans and experience, working collaboratively with other organisations, and reusing good practice.

## Our commitments

MHCLG will establish a delivery team to support all Declaration co-signatories in realising this ambition. It will play a leadership role within central government, advocating for the approach set out in this declaration. It will work with councils as equal partners to create the tools and conditions for reform, delivering common technical patterns and routes to procurement for core services. And, as part of a collective effort alongside local government networks, it will help local authorities find out about priority projects that support this mission and support the continued growth of the local digital community.

In addition, each co-signatory will commit to the following activities:

Our leaders, service managers, board members and politicians will:

- Make sure that digital expertise is central to our decision-making and that all technology decisions are approved by the appropriate person or committee. This will ensure that we are using our collective purchasing power to stimulate a speedy move towards change.
- Have visible, accessible leaders throughout the organisation (publishing blogs, tweeting and actively participating in communities of practice), and support those who champion this Declaration to try new things and work in the open.
- Support our workforce to share ideas and engage in communities of practice by providing the space and time for this to happen.
- Publish our plans and lessons learnt (for example on blogs, Localgov Digital slack; at sector meetups), and talk publicly about things that have could have gone better (like the GOV.UK incident reports blog).
- Try new things, from new digital tools to experiments in collaboration with other organisations.
- Champion the continuous improvement of cyber security practice to support the security, resilience and integrity of our digital services and systems.

Our transformation, information technology and digital teams will:

- Research how to reuse existing user research, service design, common components, and data and technology standards before starting to design or procure something new.
- Build capacity in service-design, so that each service we transform is informally tested by our peers against our national [service standard](#) where appropriate.
- Where appropriate every new IT solution procured must operate according to the [technology code of practice](#), putting us in control of our service data, using open standards where they exist and contributing to their creation where they don't.
- Share knowledge about digital projects where there is an opportunity for potential reuse or collaboration with others.
- Work together to establish the trust frameworks we need to safely analyse and share personal data. This will allow us to better serve our shared customers and reduce the need to ask citizens for the same information multiple times.
- Work together to create common solutions that allow us to check people's eligibility for services with central government and others in real time with their consent.
- Take inspiration and ideas from a wide range of sources, and participate individually in communities of practice and interest outside the organisation (for example, [LocalGovCamp](#), [OneTeamGov](#), and related networks and events).

## Co-publishers



This page is intentionally left blank



Division(s): All

**Cabinet – 17 December 2019**

## **BUSINESS MANAGEMENT & MONITORING REPORT**

**October 2019**

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

### **RECOMMENDATION**

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

### **Executive Summary**

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities and provides an update on the delivery of the Medium Term Financial Plan at the end of October 2019.

### **Introduction**

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

---

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

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

6. This report summarises performance, risk and finance, reflecting the Council's commitment to transparency and improved performance management. Further performance information is provided in three annexes:
  - Annex A: performance
  - Annex B: risk
  - Annex C: finance
7. This report also helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April, councillors unanimously agreed to take greater action on carbon emissions, including an ambitious target to become carbon neutral by 2030 for our own estate and activities. This report shows progress towards our ambitions to reduce carbon emissions, improve transport networks and support healthy communities as part of our commitment to tackle the issue of climate change.

### **Progress towards delivery of Oxfordshire County Council's Corporate Plan**

8. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan sets out 13 outcomes which describe the changes we expect to see as a result of the Council's actions.
9. 48 performance indicators show the extent to which the outcomes are being achieved – see Annex A. In turn, measures and targets show progress towards the indicators. Collectively, this arrangement of ambitions, and ways of measuring progress towards our ambitions, is called the Outcomes Framework.
10. The Outcomes Framework enables us to regularly assess and report on progress towards our ambitions. Every month, most outcomes and indicators are given a Red, Amber or Green (RAG) rating, signifying whether or not progress is on track. In deciding RAG ratings we consider data on current performance and an assessment of progress.
11. The exceptions are a small number of indicators and outcomes for which a performance target is not appropriate, but which are included in the Outcomes Framework because they help us to provide updates on activity in these important areas. These outcomes and indicators are not given a RAG rating but are shaded grey, and the measures which support them are marked as "no target set".
12. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report. In this report all but one of the indicators for which RAG assessments have been made are rated either Green or Amber. No additional outcomes are considered at risk of becoming Red in the next reporting period (November).
13. In this report there are five significant changes to highlight:
  - The indicator "Timeliness of completing Education, Health and Care Plans" (EHCPs) has been assessed as Amber in October, having been assessed as

Red in September. So far this calendar year 45% of completed EHCPs have been within 20 weeks. Our monthly performance continues to improve: 42% in August; 59% in September and 65% in October – despite a 28% increase in requests for assessments compared to last year.

- The indicator “number of children the subject of Child Protection Plans” has been rated Green in October, having been rated Amber in September. This reflects that numbers have now been safely brought close to target level.
  - The indicator ‘level of investment attracted’ has been rated Green in October, having been rated Amber in September. This is due to the Council’s success in securing £102m of Housing Infrastructure Fund money for major improvements to the A40
  - The indicator “Proportion of people walking and cycling” has been rated Amber in October, having been rated Green in September. This is due to a drop in overall reported cycling levels in the period 2016-18 as recorded by the Government’s Active Lives Survey, compared with 2015-17.
  - The indicator “levels of energy use” has been assessed as Amber in October, having been assessed as Green in September. This is because the rate of conversion of streetlights to LED is slower than we originally anticipated. Management action has been taken to address this, both through working with our existing supplier to accelerate their work, and also by procuring a new supplier who will be able to expedite the completion of the entire programme. We will continue to monitor the effectiveness of these actions.
14. These changes mean that in October only the indicator “Number of people delayed leaving hospital awaiting social care” is assessed as Red. This indicator forms part of the overall Oxfordshire system performance on delayed transfers of care (DTC). The system performance has remained challenged, with contributing factors being the performance and effectiveness of reablement, the availability of home care and the recruitment and retention of care staff. We have been reviewing the performance across the Urgent Care System, with the leads for this work being allocated to the Director of Adult Social Services in conjunction with the Chief Nurse at Oxford University Hospitals Trust. They are confident that their focus on this area will start to show improvements in subsequent reports.
15. The information below provides a snapshot of progress towards Corporate Plan outcomes in October 2019, including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A.



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

### Performance highlights

- The quality of our adult social care providers remains high: 91% of providers are rated good or outstanding. This compares with 84% nationally. No social care providers in Oxfordshire are rated inadequate.
- Over 3,000 Oxfordshire residents and businesses responded to our consultation (jointly with Oxford City Council) on proposals to reduce traffic congestion and improve journey times into and around Oxford. The 'Connecting Oxford' proposals included new bus routes, traffic restrictions on main routes, and improved walking and cycling provision. Responses will be considered by the Cabinets of both councils in January 2020.

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



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

### Performance highlights

- As part of our commitment to help people to live "safe and well" our Trading Standards team have been out testing electric blankets for fire safety. As well as finding a low rate of failure we have been taking this opportunity to offer advice on a range of issues from loneliness to keeping warm in Winter and active lifestyles.
- We have exceeded our second quarter (Jul-Sep) targets for both invitations to NHS Health Checks and residents' take-up of those checks.

### Area for improvement

- Overall levels of cycling have dropped across the county. Data shows 591,00 cycling journeys made in 2016-18, compared with 612,000 in the period 2015-17. We are in the process of reviewing and validating the data now with a view to ensuring that robust performance monitoring is included in the Council's Local Transport and Connectivity Plan, which is in development now.

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



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

### Performance highlights

- The rate of attendance at Library Services programmes this quarter (Jul-Sep) has increased by 23% over the same period in 2018. Reading programmes have included the Summer Reading Challenge (for young people), Oxfordshire Reads (for young people and adults) and Digital Summer (for 8-13 year olds with interactive fiction, building robots, gadgets, circuits and 3D printing). We also progressed a county-wide programme "making every contact count" based on health and wellbeing.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
Our quality of life in Oxfordshire is enhanced	Condition of highways	Green	No change
	Funding secured through planning obligations	Green	No change
	Levels of public transport use	Green	No change
	Rates of access to cultural services	Green	No change
	Percentage of planning decisions on time	Amber	No change
Our local environment is protected	Levels of carbon emissions	Green	No change
	Levels of energy use	Green	No change
	Air quality	Amber	No change
	Proportion of household waste re-used, recycled or composted	Green	No change



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

### Performance highlights

- The growth in early help assessment (1,745 assessments for the year) continues and this is having a positive effect on demand for social care. This reflects work by the Council and its partners in providing support, help and guidance to children and families who do not meet the threshold for social care. In October the Department for Education published comparative activity data for children's social care which showed that Oxfordshire had fewer referrals, social care assessments

and child protection investigations than similar authorities. Numbers of children the subject of child protection plans have fallen in the last 2 months and are now at target level.

- Timeliness of completing Education, Health and Care Plans has improved from Red last month to Amber in October, as 65% of assessments completed in the month were completed on time. This was despite an increase in requests (28% more this calendar year than last year).

### Areas for improvement

- Caseloads are currently higher than target. As part of the introduction of our new Family Safeguarding Plus model, the Council is investing significant extra resource to increase the number of qualified social workers within the service with the effect of reducing overall caseloads.
- The number of looked after children is in line with other authorities' numbers but remains higher than our own stretching target. Introducing the Family Safeguarding Plus model will reduce the number of children becoming looked after through child protection concerns.
- The number of school exclusions in Oxfordshire remains better than other authorities' numbers. However, the number is higher than our target. Revised aspirational aims for reducing exclusions are being set in conjunction with schools, reflecting the latest national data and acknowledging that it is Heads and Governors who have the power to exclude. The Council provides support and challenge to schools e.g. the introduction of a behaviour and attendance helpline for schools. We are also re-commissioning alternative provisions to reflect the needs of children/young people, parents and schools locally

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



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

## Performance highlights

- The Adult Social Care Outcomes Framework, which measures how well care and support services achieve the outcomes that matter most to people, was published on 22 October 2019. Areas of high performance include: high levels of direct payments; services which provide independence with fewer people placed in care homes, and people who use services feeling safe. The framework identifies the need to increase the availability and effectiveness of reablement (with the positive impact this will have on delayed transfers of care) and the need to reduce social isolation and improve access to information.
- Over a third (36%) of people we support receive a direct payment to organise their own care. This is up from September (33%) and compares with 28% nationally. This supports people to live independently and to have control over their own care.

## Areas for improvement

- Delayed transfers of care remain high and our system is currently rated 147th out of 149 upper tier and unitary councils. A review of activities associated with improvements is underway and will be detailed in future reports to Cabinet and Performance Scrutiny Committee. Whilst the performance in this report relates to the period up to 31 October the impact of the changes is showing in performance from November onwards.
- The Council's preferred pathway out of hospital for people who need care is via reablement. The service is currently performing below contract levels across the year so far, though for the month of October delivered above the contracted level of hours. An action plan has been agreed with our provider which is being overseen by the Council and Clinical Commissioning Group. The Council recognises the integral link between reablement and home care and will ensure opportunities are maximised as both areas are transformed moving forward.
- We are currently reviewing the way we commission home care to help adults with social care needs to live at home. Changing how we commission home care will provide greater certainty for providers and help them to recruit confidently, so enabling us to both increase both the availability of home care and the outcomes achieved.

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





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

## Performance highlights

- The Council's bid (in close partnership with West Oxfordshire District Council) for £102m of the Government's Housing Infrastructure Fund (HIF) money was successful. The money is to be invested in major improvements to the A40, which will help to reduce congestion, improve journey times for all modes of transport and encourage walking and cycling.
- The rate of failed inspections of highway repairs undertaken by utility companies has improved again since September. While still below our target rate we have moved closer (19% in October vs. 15% targeted) and are taking action which will help to improve performance further this quarter. A lower failure rate will mean fewer delayed journeys for residents and businesses.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last month
<b>Strong investment and infrastructure are secured</b>	Level of investment attracted	Green	Was Amber
	Level of infrastructure investment required	Green	No change
	Number of new homes	Amber	No change
	Levels of disruption to journeys	Amber	No change
	Level of transport connectivity	Amber	No change
	Level of access to online and digital services	Green	No change

## Managing risk

- The table below provides a summary of the Council's "leadership risks". Leadership risks are risks that are significant in size and duration and could impact on the performance of the Council as a whole, and in particular on its ability to deliver its strategic priorities. This may include operational risks escalated from particular services to the leadership level due to the potential scale of their impact.
- There are no new or closed leadership risks to report this month. No risk's score has changed since the previous report.
- In this table, the "residual score" is the most significant. The residual score is our assessment of a risk's likelihood and potential impact once all controls – such as existing management activities – have been taken into account. Higher scores indicate more significant risks.



Risk Ref	Risk Title	Inherent Risk Score	Residual Risk Score
1	Demand management	10	10
2	Safeguarding of vulnerable adults and children	15	10
3	Growth Deal	15	15
4	Local resilience, community resilience, cohesion	4	2
5	Management of partnerships (non-commercial)	8	6
6	Supply chain management	8	8
7	Delivery of statutory duties	12	4
8	Corporate governance	4	2
9	Workforce management	12	6
10	Organisational Change and Service Design	16	8
11	Financial resilience	15	10
12	Property and assets (maintenance cost)	12	8
13	Health and safety	12	8
14	Business continuity and recovery	6	4
15	Cyber security	16	12
16	ICT Infrastructure	12	8

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

## Summary of the Council's financial position

20. Based on expenditure to the end of October 2019, there is a forecast directorate overspend of **£3.6m**. This is partly offset by a net underspend on Corporate Measures, including interest earned, of **-£0.3m**.

	Latest Budget 2019/20	Forecast Outturn 2019/20	Forecast Outturn Variance October 2019/20	Forecast Outturn Variance 2019/20	Forecast Outturn Variance September 2019/20
Directorate	£m	£m	£m	%	
Children's Services	118.1	121.3	+3.2	2.7%	+2.4
Adult Services	183.9	184.5	+0.6	0.3%	+0.3
Communities	113.3	113.3	0.0	0.0%	0.0
Resources	28.8	28.6	-0.2	-0.7%	0.0
<b>Total Directorate Position</b>	<b>444.1</b>	<b>447.7</b>	<b>+3.6</b>	<b>0.8%</b>	<b>+2.7</b>
Corporate Measures	-444.1	-444.4	-0.3	-0.1%	0.0
<b>Overall Surplus/Deficit</b>	<b>0.0</b>	<b>3.3</b>	<b>+3.3</b>		<b>+2.7</b>

21. 80% of planned savings totalling £36.8m are on track to be delivered in 2019/20. £5.1m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. These will either be delivered in 2020/21, or where they can no longer be achieved, will be addressed as part of the Service & Resource Planning process for 2020/21.
22. See Annex C for further details and commentary.

CLAIRE TAYLOR

Corporate Director for Customers and  
Organisational Development

LORNA BAXTER

Director of Finance

Contact Officers:

Steven Fairhurst Jones, Corporate Performance and Risk Manager - 07392 318 890

Hannah Doney, Head of Corporate Finance – 07584 174 654

**ANNEX A – PERFORMANCE DASHBOARDS – to 31 OCTOBER 2019**

WE LISTEN TO RESIDENTS SO WE CAN CONTINUOUSLY IMPROVE OUR SERVICES AND PROVIDE VALUE FOR MONEY							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Residents feel engaged with the County Council	Number and value of opportunities for public engagement	AMBER	↑	% of Residents' Survey respondents who say local people can influence us	Increase on 18-19 average	41% (Aug '19)	Summer '18 to Summer '19 average was 46.5%. The latest available figure (for August) is up from that previously reported (31% in May). The next data will be included in November's report.
				% of Residents' Survey respondents who say we act on residents' concerns	Increase on 18-19 average	61% (Aug '19)	Summer '18 to Summer '19 average was 55%. The latest available figure (for August) is up from that previously reported (56% in May). The next data will be included in November's report.
				To keep within the lower quartile of comparable authorities of upheld Local Government & Social Care Ombudsman complaints	Lower quartile	50% (Sept '19)	The Ombudsman's annual report (Sept 2019) showed that the Council is still the fifth lowest of all County Councils as regards the number of upheld complaints in the period April 2018 – March 2019.
	Rates of customer satisfaction	AMBER	↔	% of Residents' Survey respondents satisfied with the way we run things	>55%	51% (May 19)	Summer '18 to Summer '19 average was 34.5%. The latest available figure (for August) is up from that previously reported (48% in May). The next data will be included in November's report.
Our services improve and deliver value for money	Value for money through effective use of resources	AMBER	↔	Achievement of planned savings	95%	80%	80% of the planned savings of £36.8m are expected to be delivered.
				General balance outturn at the risk assessed level	>=100%	114%	<b>115%</b> - The current forecast for general balances at 31 March 2020 is £22.0m. This is £2.7m higher than the risk assessed level of £19.3m as set out in the Medium Term Financial Plan (MTFP) approved by Council in February 2019.
				Unplanned use of earmarked reserves	< £250k	0k	Reserves are forecast to be £65.3m at 31 March 2019. There has been no change to the use of reserves this month.
				Total Directorate outturn variation	=< 1% variation	0.8%	Based on expenditure to the end of September 2019, there is a forecast directorate overspend of <b>£3.6m</b> . As agreed by Cabinet on 18 June 2019 this position includes the temporary virement of <b>£2.2m</b> from Corporate Contingency to Special Educational Needs Home to School Transport to ensure this budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced.
				Total outturn variation	0%	0.0%	£3.6m of the Corporate Contingency is currently unallocated it may be possible to use this to offset the directorate forecast overspend of £3.6m. There is also an underspend of -£0.3m on Strategic Measures.
				Capital programme: average cost variation from Concept Design (Gate 1) to Practical Completion (Gate 3)	<=2%	0.0%	There are no cost variations to report this month.
	Improvement following external inspection/audit	GREEN	↔	Proportion of post-inspection/audit actions dealt with on time	100%	On track	Our HM Inspectorate of Constabulary and Fire & Rescue Services Action Plan was agreed at Performance Scrutiny on 7 November. Teams are working through agreed actions.
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average	National average (84% Apr 19)	91%	91% of social care providers in Oxfordshire are rated 'good' or outstanding compared to 84% nationally. This is supported by robust commissioning and contract management arrangements in the council
The use of our assets is maximised	Progress with One Public Estate Programme	GREEN	↔	One Public Estate projects progress in line with project plans	In line with individual project timescales	On track	One Public Estate (OPE) is a Government seed-funding programme incentivising local partners to consider opportunities for co-location and property asset rationalisation. Our OPE projects are progressing. Draft reports on two projects have recently been presented and are being finalised before consideration by partners.

WE HELP PEOPLE LIVE SAFE AND HEALTHY LIVES AND PLAY AN ACTIVE PART IN THEIR COMMUNITY						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
People are helped to live safe and healthy lives	Number of people helped to live "safe and well"	↔	Number of vulnerable children and adults helped to live more secure and independent lives, supported by safe and well visits	3,594	5,697	Trading Standards have carried out their re-vamped electric blanket testing at different venues, with a failure rate of 17% which is lower than last year. A range of partners were on site to provide advice and assistance on topics such as loneliness, keeping warm during winter and active lifestyles.
			Number of children better educated to live safer and healthier lives	8,017	56,169	We continue to over-achieve in this area due to the way we approach our fire prevention campaigns. The outturn includes the figure for the Countryfile live event (approx. 20,000 people). We will review this target in December.
	Emergency response times	↔	More people alive as a result of our prevention, protection and emergency response activities	621	435	The number of Co-responding calls is affecting the overall outturn for this measure. It ceased in all but one of our fire stations in September 2017 due to national pay negotiations and the position is still not clear
			% of emergency call attendances made within 11 minutes	80%	90.95%	Performance continues above target for emergency response times
			% of emergency call attendances made within 14 minutes	95%	97.57%	
	Prevalence of healthy lifestyles	↑	% of eligible population 40-74 who have been invited for NHS Health Check since Apr '15	89%	90.5%	Our second quarter targets have been exceeded. Quarter 3 (Oct-Dec) Data available 5th Feb 2020.
			% of eligible population 40-74 who have received a NHS Health Check since Apr '15	44.1%	44.6%	
	Numbers of people receiving support for drug and alcohol dependency	↔	Rate of successful quitters per 100,000 smokers 18+ (reported a quarter in arrears)	> 3468	3460	Although currently reported figure shows 3460 please note that this equates to 5 Four Week Quits short of the target rate, and this target will be reached when late data for this quarter is received with Q2 data (9 December 2019).
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of opiate users in treatment.	>6.6%	9.9%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a % of the total number of non-opiate users in treatment.	>36.6%	48.4%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a % of the total number of ALCOHOL ONLY users in treatment.	>38.6%	%	We continue to exceed local targets and England averages
	Proportion of people walking & cycling	↔	Numbers of people walking or cycling increase, based on the baseline for Oxfordshire in the government's Active Lives Survey. The targets are for annual increases over the baseline of 5% (cycling) and 2% (walking).	Cycling 634,000 Walking 3,000,000	591,000 2,941,000	Comparing the 2016-18 average with the 2015-17 average has seen a slight drop in overall cycling levels, although there is a particularly notable drop in Cherwell District which requires further explanation and understanding, as levels of cycling have either remained stable or increased in other Districts.
People play an active part in their communities	Rates of volunteering	-	Number of environmental volunteer hours generated through County Council activities	No target set	52,850 hours (18-19)	Annual measure, next due to be reported in April 2020. In 2018/19 Thames Valley Environmental Records Centre activities generated 1,264 hours of volunteer time and the Lower Windrush Valley Project 520 hours. Oxfordshire's Community Action Groups recorded 51,066 volunteer hours from events and activities run by the groups in this network in 2018-19.
			Number of volunteer hours contributed to library, museum & history services		3,712 hours in October	<ul style="list-style-type: none"> <li>Library volunteer hours: 2,866.25 hours contributed in October.</li> <li>Museum Service volunteer hours: 672.5 hours contributed in October.</li> <li>History Centre volunteer hours: 174 hours contributed in October.</li> </ul>
	Prevalence of services provided by communities	-	Number of town or parish councils with devolved service responsibilities	No target	127	At 31 October there are 127 agreements with town or parish councils and 4 with district councils. Devolution of services is proactively being promoted
			% of Councillor Priority Fund monies allocated to a) Community Groups, b) town or parish councils, c) direct services	No target set	See right	October: 58% of £1.89m allocated = £1,102,317 of which: <ul style="list-style-type: none"> <li>64% to Community Groups = £703,126</li> <li>23% to Town/Parish councils = £252,700</li> <li>13% to direct services = £146,491</li> </ul>

WE PROVIDE SERVICES THAT ENHANCE THE QUALITY OF LIFE AND PROTECT THE LOCAL ENVIRONMENT						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Our quality of life in Oxfordshire is enhanced	Condition of highways	GREEN ↑	A and B Classified road network where carriageway maintenance should be considered	33%	33.72%	Slightly over target but Oxfordshire's network condition is broadly becoming stable with the additional investment. There has been a very slight change from 32.48% in 2018, to 33.72% in 2019, a change of 1.24%, or 25Km. This variance could be due to a change in survey provider where a +/-variance of 2% was a known risk.
			Defects posing immediate risk of injury are repaired within 24 hours	100%	99.83%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
			Defects creating potential risk of injury repaired within 28 calendar days	90%	99.80%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
			Current status of pothole enquiries reported on FixMyStreet during the calendar month prior to reporting date	No target set	Repaired: 23% Closed without action: 65% Remaining open: 13%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in September was 605. Of these: <ul style="list-style-type: none"> <li>138 (23%) are now repaired.</li> <li>391 (65%) were closed without action. This may be because the fault was below our intervention threshold, or the reported issue was not the responsibility of the council.</li> <li>61 (10%) are still awaiting a decision from officers.</li> <li>15 (2%) are waiting for Skanska to repair.</li> </ul> This information is reported in arrears to enable inclusion of full month activity.
			Km of total highway network resurfaced as % of total	0.6%	2.17%	As at 31 <sup>st</sup> October the programme for this work has delivered a total value of 2.17% of the whole network.  This increased rate is due to an accelerated programme as part of the Capital Investment Programme.  The target of 0.6% was set before the investment injection, therefore will need to be reviewed in light of the expected budget for the coming years.
			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	98.23%	Rate is the average for April to September. (Data is reported one month in arrears.)
	Funding secured through planning obligations	GREEN ↔	A minimum of 70% of S106 agreements involving contributions to County Council infrastructure are completed within 6 months of District Committee resolutions	70%	100%	2 new agreements were completed during October, both within 6 months of the decision date.
			Monies secured in S106 agreements represent at least 85% of the sums identified as necessary through the corresponding Single Response process	>85%	96%	In October we secured (through s.106 agreements) various developer contributions associated with specific development applications. These potential contributions (to be paid when developments progress) amounted to 96% of the overall funds we sought when consulted by District Councils on the corresponding planning applications.
	Levels of public transport use	GREEN ↔	Increase use of public transport in Oxfordshire over baseline as follows: Bus: DfT annual statistics for bus use in Oxfordshire: <ul style="list-style-type: none"> <li>Bus journeys</li> <li>Bus use per head</li> </ul> Bus: Transport Focus Autumn 2018 Bus Passenger Survey for Oxfordshire <ul style="list-style-type: none"> <li>Satisfaction with overall journey</li> </ul> Rail: Dec 2018 Oxfordshire Station use, per Office of Rail & Road statistics	34.8m 36.2	34.5m 35.8	Bus targets represent a 1% annual increase in millions of journeys taken. The next bus and rail surveys will take place in Autumn and December. Outcomes will be known in Spring 2020
				93%	tbc	
				21.6m	tbc	The survey is carried out in December – results are expected in March 2020. The rail target represents a 5% annual increase in millions of journeys taken (based on 10% increase between 2017 and 2018)



	Rates of access to cultural services	GREEN	↔	Increase in the number of community and cultural programs/events/attendees at events/activities hosted by Cultural Services (Museums, History, Archives and Library Services)	5% annual increase	See right	On track to achieve 5% annual increase. Benchmarking is being established quarterly during 2019/20.
				Reach the upper quartile in the CIPFA (Chartered Institute of Public Finance and Accountancy) benchmarking comparison group for active library users, website visits, book issues and physical visits	Upper quartile	Not yet available	Attendance at Library Services 2019 quarter 2 (Jul-Sep) programmes increased by 23% over 2018 quarter 2. The Museum Service and History Centre activities are presented on an annual program, and the services performance indicator provides for that annual comparison. The 2018/19 CIPFA benchmarking comparison data is due to be available in February 2020.
Our local environment is protected	Percentage of planning decisions on time	AMBER	↔	80% of District Council planning applications are responded to by us within the agreed deadline	80%	68%	109 Major Planning applications were received this month. The teams completed 79 responses in October.
				50% of Mineral and Waste applications are determined within 13 weeks	50%	100%	Two Minerals and Waste planning applications were determined in October, both within target. Year to date = 20 out of 20 within target.
	Levels of carbon emissions	GREEN	↔	Average 3% year on year reduction in carbon equivalent emissions from County Council estates and activities	3%	Not yet available	2018/19 annual emissions data is being processed. We expect the figures to be published in Q3 (December).
	Levels of energy use	AMBER	↑	% of streetlights fitted with LED lanterns by March 2020	22%	21.22%	To date 12,654 LED lanterns have been converted from 59,631 streetlights across the county over the past 6 years. This is 21.22% of the total street lighting assets. The current supplier (Bouygues), has as part of their contract delivered 1,098 units which is below the anticipated delivery profile of this particular stage of project.
	Air quality	AMBER	↔	% rate of delivery in the Oxford city centre Zero Emission Zone programme	(100%)	(100%)	Percentages refer to progress towards the adoption of new standards, not implementation of fleet improvements. Taxi emissions standards were adopted by Oxford City in Jan 2019
					100%	80%	Bus Euro 6 LEZ was agreed by city and county in June. An application to the Traffic Commissioner for implementation is in progress. Formal consultation on the 'Red Zone' element of the programme is due in Autumn 2019. Initial work is under way on the Green Zone' element.
	Proportion of household waste re-used, recycled or composted	GREEN	↔	% of household waste a) recycled, b) composted and c) re-used (and total %) Reported performance is the forecast end of year position and includes waste collected at the kerbside by district and city councils as well as waste from recycling centres provided by Oxfordshire County Council.	a) 30% b) 29.5% c) 0.5% Total 60%	a) 29.09% b) 29.61% c) 0.25% Total 58.95%	This is the forecasted end of year position for the amount of household waste in Oxfordshire which is recycled, composted and reused. This figure reflects the combined efforts of County, City and District Councils. The forecast end of year position is slightly below target, as recycling rates are plateauing with a change in residents' behaviour.
				% of household waste sent to landfill. Reported performance is the forecasted end of year position.	under 5%	3.57%	On track at the end of September. A target of under 3% by 2020 is proposed in the County's Joint Municipal Waste Management Strategy. The Council are continuing to investigate ways to deliver against this.
				% of household waste recycled, composted and re-used at Oxfordshire Household Waste Recycling Centres (HWRCs). Reported performance is the forecasted end of year position.	59%	59.06%	Teams are working closely with contractors to introduce opportunities to increase recycling but options are constrained by size of HWRC sites.
				% of people satisfied with Oxfordshire Household Waste Recycling Centres	95%	96.3%	This survey is completed once per year. The next is due in March 2020.

WE STRIVE TO GIVE EVERY CHILD A GOOD START IN LIFE AND PROTECT EVERYONE FROM NEGLECT							
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY	
Children are given a good start in life	Prevalence of healthy children	AMBER	↑	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	80.3%	This measure has improved to move past the target for the first time in 2019/20. Factors that have impacted negatively on this measure to date – including missing midwifery notifications, staff vacancies, patient choice and babies born early – will continue to be closely monitored.
				Percentage of births that have received a face to face New Birth Visit	95%	98.7%	This indicator continues to perform well.
				Percentage of children who received a 12-month review	93%	93%	Performance is achieving the target
				Percentage of children who received a 2-2½ year review	93%	89.3%	Whilst this performance is below target, Oxfordshire is in a strong position compared to the national performance which is 76.8%. Patient choice and staff vacancies impact on this indicator.
				Babies breastfed at 6-8 weeks of age	60%	61.7%	Performance remains strong and well above the England average
				% of Mothers who received a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	98%	Performance remains strong against this local priority target
	Sufficiency of early years places	GREEN	↑	To provide sufficiency of early education placements for children aged 3 and 4 better than England average.	95%	96%	Figures for the autumn term 8,090 places taken up, out of forecast number of 8,396 3 and 4 year olds.
	Number of looked after children	AMBER	↑	Reduce the number of looked after children by 50 to bring it nearer to the average of our statistical neighbours during 2019/2020	750	793	Small increase in numbers. Rated Amber because of the volatility of the number and its impact on budget and workload
	Numbers of children's social care assessments	GREEN	↔	Increase the number of early help assessments to 1,500 during 2019-20	1,500	1,745	Extrapolated figures from April - Oct
				Not to exceed the level of social care assessments in 2018-19	6,250	7,228	Figure is projected based on activity so far this year. The last 11 weeks have all been above the weekly target. Annual rate still below that of similar authorities
Children are able to reach their potential	Number of children the subject of protection plans	GREEN	↑	Maintain the number of children who are the subject of a child protection plan to the average of our statistical neighbours during 2019/2020	Under 620	623	623 at the end of October – 618 on November 11
	Number of children's cases held by permanent staff	AMBER	↑	Reduce caseloads so that by March 2020 over 80% of staff have caseloads at or below the agreed target level	80%	74%	In the short term we are reviewing long standing cases to see if they can be closed or stepped down to early help. Next year the introduction of the Family Safeguarding model will reduce demand for services
				Invest in the workforce so that by March 2020 80% of cases are held by permanent staff	80%	76%	
	% of children with a place at their 1 <sup>st</sup> preference school	GREY	-	% of children offered a place at their first preference primary school	No target set	93.3%	Although not rated, our performance on these annual measures is high compared to elsewhere
				% of children offered a place at their first preference secondary school		85.5%	
	Percentage of children at good schools / settings	GREY	-	% of children attending primary schools rated good/outstanding by Ofsted	No target set	85.1%	-
				% of children attending secondary schools rated good/outstanding by Ofsted		87.0%	-
	Children missing education	AMBER	↔	Persistent absence rates in primary schools (%)	6.8%	6.8%	The education service is actively providing support and challenge to school. The Engagement Board has focused on persistent absence through the introduction of a behaviour and attendance helpline for schools and are working in partnership with CAMHS on their Oxford City pilot.
				Persistent absence rates in secondary schools (%)	12.2%	14.6%	Re-commissioning of alternative provision is underway to reflect the needs of children/young people, parents and schools locally.

				Reduction in permanent exclusions to 44 or fewer	< 44	72	Exclusions last year were higher than the target, but relative performance is good. Targets are currently being reviewed for this academic year based on latest local and national data. The permanent exclusions aim has been set at 69 (30% below the last reported national rate)
	Levels of educational attainment	GREEN	↔	KS2: % of pupils reaching expected standard in reading, writing, maths	65%	64%	Annual only measures.
				KS2: progress scores for (i) reading (ii) writing (iii) maths remain at least in line with the national average i.e. greater than '0'	> 0	-	
				KS4: average attainment 8 score per pupil	48.2	46.8	
				KS4: average progress score	0.07	0	
				KS4: % of pupils achieving a 5-9 pass in English & maths remains at least in line with the national average	43%	47	
				16-18: average point score per pupil (A level)	No target set		
				16-18: average point score per pupil (Tech level)			
				16-18: average point score per pupil (Applied General students)			
	Timeliness of completing Education, Health and Care Plans	AMBER	↑	Increase the proportion of Education Health and Care Plans (EHCPs) that are completed within 20 weeks to be above the national average by March 2020	75%	54%	75% is the target for the year. So far this calendar year 45% of completed EHCPs have been within 20 weeks (55%; April; 27% May; 56% June; 41% July, 42% August; 59% in September and 65% in October). There has been a 28% increase in requests for assessments compared to the last year.



WE ENABLE OLDER AND DISABLED PEOPLE TO LIVE INDEPENDENTLY, AND CARE FOR THOSE IN GREATEST NEED						
OUTCOME	INDICATOR	OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Care services support independent living Page 103	Number of home care hours purchased	AMBER ↓	Maintain the number of home care hours purchased per week	21,779 hours per week	20,719	Marginal increase in the month. Home Care 2020 project is reviewing how we commission and purchase care, which will help strengthen the market. The drop in home care hours is partly offset by the high level of direct payments, which allow service users alternative ways to meet their care needs
	Number of hours of reablement delivered	AMBER ↔	Maintain the number of hours of reablement delivered to 5750 per month	5,750 hours per month	5,397	After 7 months of the year reablement levels are 6.2% below contract levels. However, for the month of October 5% more reablement was delivered than contract. The average amount of care provided per person is higher than expected when the contract was specified meaning less people are supported.
	Number of people with control over their care	GREEN ↔	Number of people with personal budgets remains above the national average	17-18 nat. av. 89.7%	92%	Over 90% of people are told how much their care costs and are agreeing the way that want it delivered.
			% of people with safeguarding concerns who define the outcomes they want	> 90%	95%	-
			% of people using Adult Social Care services who receive a direct payment remains above the national average	17-18 nat. av. 28.5%	36%	Over a third of people who live at home take their care in the form of a direct payment. This gives them greater choice and control over their care.
	Number of people delayed leaving hospital awaiting social care	RED ↔	Reduce the number of people delayed in hospital awaiting social care	6	8	Latest national figures for September (8.4) are worse than the target but are the lowest since April. Local figures for October have dropped to under 8
			Reduce the number of people delayed in hospital awaiting both health and social care	26	43	These are people waiting for reablement. There is an agreed trajectory to reduce delays from 50-26 in the year. Latest national figures for September were 52.1. Local figures for October have dropped to 43. An action plan is in place with the provider of reablement to deliver the required improvement. This is overseen by both the council and the clinical commissioning group.
	Proportion of older people supported in the community	AMBER ↔	Increase from 57% the percentage of older people in long term care who are supported to live in their own home	>57%	55.6%	There has been an increase in the proportion of people supported in care homes due to current constraints in home care supply mentioned above
Homes and places support independent living	Percentage of people living in safe and suitable housing	GREEN ↔	Increase Extra Care Housing capacity to 2,138 units by 2031	2,138 by 2031	923	A revised market position statement on Extra Care Housing was published in September. Our target was revised (from 4,500 by 2026) to reflect this.
			Ensure the % of working age (18-64) service users with a learning disability support, who are living on their own or with their family, remains above the national average (76%)	>76%	91%	-

WE SUPPORT A THRIVING LOCAL ECONOMY BY IMPROVING TRANSPORT LINKS TO CREATE JOBS & HOMES FOR THE FUTURE							
OUTCOME	INDICATOR		OUT-LOOK	MEASURE	TARGET	RATE / LEVEL	COMMENTARY
Strong investment and infrastructure are secured	Level of investment attracted	GREEN	↔	Funding secured as % of yearly investment required to bring the condition of all assets into good condition (identified in the Highway Investment Business Case)	95%	89.4%	Financial modelling has identified that £35.5m is required annually to maintain the carriageway asset in a “good” condition over the next 10 year period (2018/19 to 2027/28). £31.725m has been secured - this is 89.4% of the £35.5m target. Initial growth has been lower than expected. This is currently affecting the available budget in future years
				We participate in 20 innovation funding bids to support the Smart Oxford programme	20	12	We have submitted 12 bids to date. So far this year we have had announcements of success in 3 bids – 2 in Electric Vehicle charging innovation and 1 related to Air Quality and dynamic road management.
				Businesses given support by Trading Standards interventions/fire risk inspections	2,001	2,554	The Trading Standards team have done a significant amount of multi-agency work saving consumers thousands of pounds, and arresting rogue traders. This has been followed up with scams advice
				% rate of delivery against the Growth Deal infrastructure programme	80%	20%	Achieved £30m spend against £30m target in 2018-19 of the £150m budget for the 5 Year programme. The £30m has been used to fund infrastructure/highways and school capital projects which support the release of housing sites to deliver additional housing across the county. Work has commenced on Year 2 schemes and continuation of Year 1 schemes. Next update will be provided in November’s report.
	Level of infrastructure investment required	GREEN	↔	Identification of investment levels required in new/improved infrastructure to 2050 (updated from Oxfordshire Infrastructure Strategy 2040)	Reporting only	See right	We will define the measure for this activity during the 3rd quarter of the year (by December).
	Number of new homes	AMBER	↑	We enable the construction of 100,000 new homes by 2031	1,215 homes in 2019/20 accelerated	1,349 forecast	This housing trajectory reflects the number of homes accelerated due to the infrastructure enabled/delivered through the Housing and Growth Deal. This forms part of the overall ambition to support the delivery of 100,000 homes across Oxfordshire.
				We support the delivery of 464 new affordable housing starts by March 2020	464	356 forecast	The forecast for the number of affordable homes is currently below target as a number of change requests have been received from the local planning authorities that have seen a slight reduction in the number of affordable homes they can delivery as part of their existing projects/ Work is ongoing to understand how this can be improved during the remainder of the year.
	Levels of disruption to journeys	AMBER	↑	Failed utility inspections no higher than 15%	<15%	19.4%	From 531 sample A/B/C inspections conducted in October (including all follow up inspections) 103 failed. This equates to 19.4% failure rate.  The issue has been addressed at HAUC (Highway Authority and Utilities Committee) and meetings with individual utility companies. Improvement Notices are being served on companies not providing suitable mitigation plans.  The Council is moving to becoming a Permit Authority, which will give us greater powers of scrutiny and challenge. We expect this to bring an improvement in performance during quarter 3. Improvement Notices will be served on companies with category B/C failure rates higher than 10% within a 3 month period.
	Level of transport connectivity	GREY	↔	Improve connectedness of all transport modes in priority corridors in Oxfordshire	TBC	Not yet available	We will progress this in 2019-20 including work to determine the correct measure. This needs to be broken down into specific transport corridors and include measures for (i) journey time and (ii) reliability / punctuality.

							A proposal is due to be worked up in partnership with bus operators as part of developing a shared vision and strategy for buses to inform development of the Council's updated Local Transport & Connectivity Plan for initial consultation later in the business year.
	Level of access to online and digital services	GREEN	↑	<p>The absolute number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contract with BT</p> <p>The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband</p> <p>The % of premises in Oxfordshire without access to:</p> <ul style="list-style-type: none"> <li>At least Basic Broadband (at least 2Mb/s)</li> <li>OFCOM 'acceptable' broadband (10Mb/s)</li> </ul>	<p>77,500</p> <p>97.5%</p> <p>&lt;0.3% &lt;1.2%</p>	<p>77,533</p> <p>97.1%</p> <p>0.3% 1.17%</p>	We continue to progress well towards these targets.
Local businesses grow and provide employment	Employment rates	GREY	-	% of Oxfordshire residents aged 16-64 in employment (against GB rate Jul 17 to Jun 18 of 75%)	No target set	See right	Jan-Dec 2018: 81.3% of Oxfordshire residents aged 16-64 in employment vs Jan-Dec 2018 GB rate of 75.1%
	Business numbers	GREY	-	Numbers of births, deaths and survivals of businesses in Oxfordshire (annual ONS data)		See right	Dec 2018 figures (next ONS update due in November 2019): Business births: 3,450 in 2017 (down 4% on 2016); business deaths: 3,130 in 2017 (down 2% on 2016). Business survivals: 48.7% surviving 5 years later (was 49.3%).
	Numbers of apprenticeships	GREY	-	Number of apprenticeships employed by the County Council and maintained schools	No target set	53	Since 1 April we have enrolled 53 new apprentices. At the end of September the total number of apprentices employed was 159.
	Levels of workforce	GREY	-	Oxfordshire County Council Full-Time Equivalent (FTE), excluding schools	No target set	See right	End of October 2019: 4091.25 FTE This is higher than we reported at the end of September 2019 (4086.77 FTE)
				Total spend on agency staff		See right	End of quarter 2 (September 2019): £3,941,570. This is higher than we reported at the end of quarter 1 (June 2019: £3,774,950)

## **ANNEX B – RISK**

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

## Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
1	Demand management	That increased demand for statutory service is greater than the resources available to meet statutory duties, community needs and political aspirations. This may be due to changing demographics and growth, leading to more requests for children's services, adult services and housing. Failure to reconfigure services (both directly provided and commissioned by the Council) to become more preventative in their approach, could exacerbate the effect of rising demand	People not getting the support they need, not safeguarded, not achieving identified outcomes. More stress on carers. Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Potential for legal requirements not being met. Services to the most vulnerable residents or groups are disrupted or not provided due to ineffective assessment and prioritisation processes. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets	Phil Dart and Lucy Butler	5	2	10	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Maintain good communication of early-help and prevention offer within the community to ensure effective uptake of services. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Business as usual - all services are tasked with managing activities within allocated budgets Transformation - reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector	5	2	10	Continue existing controls – ongoing work with partner agencies, voluntary sector and community to deliver effective early help and preventative service options. The next phase of Transformation must concentrate on managing demand and in particular supporting directly provided services and those that we commission, to develop a more preventative approach.	Ongoing		27/11/2019
2	Safeguarding of vulnerable adults and children	Risk of death or serious injury to children, young people or vulnerable adults through inadequate service delivery or failure to provide protection.	Potentially devastating impact to an adult, child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	Lucy Butler & Stephen Chandler	5	3	15	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored monthly by CEF Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Efficient assessment of need and risk by having strong 'Front door' arrangements in place, including effective MASH. Centralised Adult Safeguarding Team with overall responsibility for triaging and managing section 42 enquiries. Regular audit of practice casework in both CEF and ASC to ensure good quality service delivery. This is monitored monthly through CEF and ASC Quality Assurance Frameworks and Performance Boards. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.	5	2	10	Ongoing management oversight through the implementation of the CEF and ASC Performance Management Framework and Quality Assurance Framework.	Ongoing		15/10/2019
3	Growth Deal	Infrastructure outputs and outcomes as set out within the Housing and Growth Deal are not achieved	Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. • Reduced delivery of affordable housing and related impact on the community • Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. • Additional strain on the highways network that could restrict the county's ability to improve productivity • Lack of a strategic framework for future growth in the county. • Constraint on economic development	Simon Furlong	5	3	15	The overall Housing and Growth Deal programme is managed through the Growth Deal core team and governed through the HGD Programme Board. All programme management information provides a degree of risk control, including: Benefit map realisation Change management Programme framework Programme plans and reporting Live actions log	5	3	15	Resources are being mobilised from across OCC to increase capacity to deliver Growth Deal schemes. We have also allocated a Director to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The remit of this role is to focus on delivering the capital programme and establishing the appropriate internal processes to speed up delivery. This includes establishing a Programme Management Office and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. This will be in place by Spring 2020. The risk register for Housing & Growth Deal partners is in progress and expected to be complete by Spring 2020	March 2020	Existing programme management provides a degree of control over this risk and further mitigating actions are being implemented over the next 6 months to further reduce the likelihood of the risk occurring	16/10/2019
4	Local resilience, community resilience, cohesion	Significant unrest due to community tensions	Broad impact on Council's ability to deliver services if disruption affects particular locations, customers or staff	Simon Furlong	2	2	4	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions.	2	1	2	Continue existing controls and monitor community situations through all service contacts, Localities, Members etc.	Ongoing	(no change from last update) 'Additional conversations led by Lord Lieutenant and Community Leaders with follow up meeting in January. Actions completed to ensure communication network in place to provide single consistent messaging via multiple trusted sources should it be needed.	28/11/2019

## Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
5	Management of partnerships (non-commercial)	Ineffective partnership working and relationships with key strategic partners, including District and City Councils, the CCG, NHS, Police, Military and voluntary and community sector, leading to negative impact on service delivery and outcomes for local residents / communities	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes)  Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention)	Claire Taylor	4	2	8	<ul style="list-style-type: none"> <li>Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges</li> <li>Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and in some cases shared posts</li> <li>Regular formal and informal meetings with main organisations and sector representatives</li> <li>Participation and engagement in local partnerships, forums and project / policy development work</li> <li>A workshop held in Sept 2019 reviewed the effectiveness of the Civilian / Military Partnership and will be taking forward recommendations</li> <li>Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements</li> <li>Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes.</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Overall review of partnerships in the county, including Oxfordshire Partnership, bilateral working</li> <li>New working relationships with VCS and infrastructure support contract are being developed, with contract to be in place by April 2021 - procurement to start in summer 2020</li> <li>Community development strategy and approach to be produced and implemented jointly with VCS</li> </ul>	Various		21/10/2019
6	Supply chain management	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. .	Delays to meeting service requirements or service provision.	Loma Baxter	4	2	8	The Procurement team has awarded a contract for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	4	2	8	The Provision Cycle transformation programme will, in part, seek to improve the commercial capacity and capability of the Council through applying a Category Management approach. This approach to embed increased capability to better monitor and manage this risk, resulting in category strategies that reduce the impact of failure through establishing supply chain contingency plans and improved monitoring tools to reduce the likelihood.	Ongoing		28/11/2019
7	Delivery of statutory duties	That the Council acts unlawfully by failing to deliver statutory responsibilities	<ul style="list-style-type: none"> <li>Litigation/judicial review</li> <li>Financial penalties - Local Government Ombudsman/Regulators/Central Government</li> <li>Damages liability to residents and commercial counterparties</li> <li>Central Government intervention</li> </ul>	Nick Graham	4	3	12	Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) Support role of Finance, Legal and Procurement Audit Legal Compliance and Service Plan Service Level Agreements between directorates and Legal	4	1	4	Ensure support functions are fully resourced	Ongoing	An action plan is in place to ensure that we are addressing our statutory duties for the Deprivation of Liberty Safeguards for adults. An action plan is in development in relation to meeting our statutory duties for children with Special Educational Needs and Disabilities.	04/10/2019
8	Corporate governance	That the Council's corporate governance is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements	Inconsistent, uncompliant or potentially unlawful actions/decisions.	Nick Graham	2	2	4	<ul style="list-style-type: none"> <li>Council governance framework is regularly reviewed and updated by senior managers and members.</li> <li>Constitution - updated and annually reviewed by Monitoring Officer and Full Council.</li> <li>System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit &amp; Governance Committee, which reviews the Annual Governance Statement.</li> <li>Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit &amp; Governance Committee.</li> </ul>	2	1	2	Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.	Ongoing		04/10/2019



## Leadership Risk Register

REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
9	Workforce management	Lack of effective workforce strategies may result in long term under-performance of the organisation or increased costs.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	Claire Taylor	3	4	12	<ul style="list-style-type: none"> <li>•On-going monitoring of issues and HR data</li> <li>•Key staff in post to address risks (e.g. strategic HR business partners, reward manager)</li> <li>•Transformation programme (service redesign element) will set out long term service requirements</li> <li>•Dedicated recruitment resource</li> </ul>	3	2	6	Development and adoption of sector relevant workforce plans Development of new People and Organisational Development strategy Development of new Learning & Development strategy, including apprenticeships	March 2020		25/09/2019
10	Organisational Change and Service Design	The Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	Claire Taylor	4	4	16	<ul style="list-style-type: none"> <li>• All projects clearly identify benefits to be delivered and the long term financial implications (upfront costs and savings), supported by project plans and milestones where appropriate</li> <li>• Clear financial benefits realisation articulated in all project plans, regularly monitored through monthly highlight reports and integrated with the council's business management monitoring report process</li> <li>• Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services</li> <li>• All project resourcing considered monthly, roles allocated and additional 3rd party support commissioned where there is a lack of internal capacity or skills</li> <li>• The Joint Audit &amp; Governance and Performance Scrutiny (Transformation) Sub-Committee receives quarterly reviews of progress made, supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium Term Financial Plan</li> <li>• Where joint activity is planned the Partnership Working Group review progress and delivery.</li> <li>• Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery.</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>•Ensure that the entirety of the council's change agenda, including the current Transformation Programme is integrated into one overall programme of change that leads and informs the emerging Service and Resource Planning Process, and expand the scope of the programme where further savings are required</li> <li>• Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects</li> <li>•Ensure the Transformation Programme is fully aligned to, and supportive of the corporate priority setting and medium term financial planning process</li> <li>• CEDR to regularly review the council's full portfolio of change projects (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members</li> </ul>	Various		29/10/2019
11	Financial resilience	The MTFP and longer-term financial plans are not sustainable, adequate or effective due to the outcomes of local government funding reforms; unexpected demand on services; financial management performance; or not achieving planned savings and efficiencies on time.	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP)  Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	Lorna Baxter	5	3	15	<ul style="list-style-type: none"> <li>• Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</li> <li>• Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service &amp; Resource Planning process</li> <li>• Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones &amp; reporting</li> <li>• Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks</li> <li>• Service &amp; Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020</li> <li>• s25 report of Chief Finance Officer</li> </ul>	5	2	10	<p>Business cases for savings when they enter the MTFP must be more robust, with more emphasis on confidence levels, timelines and project plans.</p> <p>Budget challenge sessions undertaken in September 2019 with requirement to identify budget reduction options (savings or income generation) at a minimum of 15% of net directorate budgets</p>	Ongoing		30/10/2019
12	Property and assets (maintenance cost)	Legacy of poor asset condition management information reduces the Council's ability to fully ensure property maintenance and compliance.	Non-compliance issues and potential financial pressures to bring our assets to a compliant and acceptable standard.	Simon Furlong	4	3	12	<p>Property, Investment and Facilities Management function redesign to get the right professionals running the service</p> <p>Develop Property Strategy which would determine where to prioritise efforts/spend on assets</p> <p>Install right systems to enable us to keep on top of managing information about our assets</p>	4	2	8	<p>Control activities are prioritising compliance (ie 'nice to haves' can wait)</p> <p>Taking more long term views on use/potential use of certain assets.</p> <p>New asset condition surveys may indicate additional financial pressures to bring maintenance of our assets to an acceptable condition.</p>	Ongoing		28-11.2019




## Leadership Risk Register




REF	RISK TITLE	RISK CAUSE Description of the trigger that could make the risk happen	RISK EFFECT Description of the consequences of the risk, positive or negative	RISK OWNER	INHERENT RISK SCORE			EXISTING CONTROLS Description of actions already taken or controls in place to mitigate the risk	RESIDUAL RISK SCORE			FURTHER ACTION REQUIRED	ACTION COMPLETION DATE(S)	COMMENTS	DATE LAST UPDATED
					IMPACT	LIKELIHOOD	RISK RATING		IMPACT	LIKELIHOOD	RISK RATING				
13	Health and safety	Identified weaknesses in governance policy could lead to reduced oversight of health and safety issues and infringe on our associated duty of care to staff and others affected by the activities of the Council.	<ul style="list-style-type: none"> <li>Unsafe services leading to injury or loss</li> <li>Breach of legislation and potential for enforcement action.</li> <li>Financial impact (compensation or improvement actions)</li> </ul>	Nick Graham	4	3	12	<ul style="list-style-type: none"> <li>H&amp;S policies and procedures have been reviewed and adopted</li> <li>Information and training programmes under way for managers and staff</li> <li>H&amp;S Governance Board maintains oversight of policy and practice</li> <li>H&amp;S Monitoring and Inspections help strengthen understanding and provisions</li> <li>Additional budget has been allocated (logged as a pressure) for rectifying all H&amp;S and compliance items across our buildings and to bring full statutory compliance</li> <li>We have established a H&amp;S and Compliance function within Property, Investment &amp; Facilities Management where the right expertise is now in-house to enable us to bring and maintain the right level of compliance in the organisation</li> </ul>	4	2	8	We will provide assurance on effective controls to the H&S Governance Board including: H&S monitoring will be carried out in selected services to assess compliance. Reporting of key data and issues to Leadership Teams. Ensuring staff receive the necessary health and safety training.	Ongoing		24/10/2019
14	Business continuity and recovery	If Business Continuity arrangements are insufficiently robust or inconsistently applied, this could restrict our ability to maintain the delivery of services to residents the expected standard.	Significant disruption to the delivery of essential Council Services which are not recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	Simon Furlong	2	3	6	A business continuity improvement programme is under way and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	2	2	4	Ensure all Business Continuity plans are completed, and that relevant training and exercising has been undertaken. This is being monitored by Audit and Governance with a further internal audit due in December 2019. Continued focus on delivering of effective Business Continuity Management delivered via the Extended Leadership Team and assured by the internal audit process.	Dec-19	Business Continuity Action Plan is progressing well: all plans now identified and 87% are in place. Next phase is to implement an exercising regime. Internal Audit expected in Quarter 4.	01/11/2019
15	Cyber security	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error	A serious and widespread attack (like Wannacry in Health) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	4	4	16	<p>A robust plan is in place and under continuous improvement.</p> <p>OCC is Public Services Network and 'Cyber Security Essentials Plus' accredited.</p> <p>OCC is also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.</p>	4	3	12	<ul style="list-style-type: none"> <li>As part of the IT service redesign a joint OCC/CDC Cyber Security post will be created and recruited to, to undertake:</li> <li>Sole responsibility for managing security threats and prevention methods.</li> <li>Working with Information Management Team to ensure implications of GDPR on data security are understood and built in</li> <li>Working with partners (e.g. police) to provide awareness training so that every OCC user is aware of their role in preventing cyber threats.</li> <li>Documenting processes and policy to clearly define roles, responsibilities and procedures.</li> <li>Maximising the use of technology to reduce cyber risks (network, application, monitoring).</li> <li>Ensuring all suppliers meet cyber security requirements for new and existing contracts.</li> </ul>	Mar-20		17/10/2019
16	ICT Infrastructure	The server infrastructure, backup and disaster recovery hardware is at or past end of life	<p>There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services.</p> <p>We need to plan replacement as the back-up solution has started to fail intermittently.</p>	Claire Taylor	4	3	12	A successful procurement has been conducted and a supplier selected. Risk level remains the same at this stage in the project. The project's RAG rating is Green. Day to day risks are controlled by the service in partnership with the supplier.	4	2	8	The primary datacentre will be in and fully configured by the end of Q4 2019/20. The Disaster Recovery provision will also be refreshed and should be available on the same schedule.	Mar-20		29/10/2019







**ANNEX C – Forecast outturn 2019/20 at October 2019**



Key:

RAG status
 Red
 Amber
 Green



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

**Children's Services****£3.2m** (2.7%) forecast overspend

<b>Education &amp; Learning</b>  <b>RAG rating</b>   <b>Direction of travel</b>   <b>Variation</b> £0.6m (2.2%) overspend  <b>Action Plan</b> Not required	<p><b>£0.3m overspend</b> forecast in relation to SEN Home to School Transport. This forecast is based on current demand along with average growth seen in recent years. There remains a risk that demand will remain high in 2019/20 and increase the forecast spend in this area. To ensure the budget reflects a reasonable baseline and allow time for savings to be implemented and costs to be reduced, a temporary virement of £2.2m from the corporate contingency budget to the SEN Home to School Transport budget for 2019/20 has been approved which has reduced the forecast overspend from £2.5m to £0.3m.</p> <p>There is a potential pressure due to deficit balances in a school which has converted to academy status. The value is currently estimated at <b>£0.3m-£0.4m</b>. £0.1m of this relates to a school which has already converted and the deficit balance has been confirmed.</p>
<b>Children's Social Care</b>  <b>RAG rating</b>   <b>Direction of travel</b>   <b>Variation</b> £0.8m (2.5%) overspend  <b>Action Plan</b> Not required	<p>In relation to the Unaccompanied Asylum-Seeking Children budget, following a notification from the Home Office that the funding rate for under 18 young people will be increased from 1 April 2019, it is now expected the costs of this cohort overall will be met by the grant funding available.</p> <p>An overspend of <b>£0.4m</b> is reported within the Children's Social Care teams. £0.1m of this relates to spend on young people in care within the Looked After Children teams and £0.3m in relation to staffing pressures across Children's Social Care due to increased demand. The number of Child in Need and Child Protection cases has increased this year, putting increased pressure on the Family Solutions Service, with Assessment Team demand remaining steady, but with seasonal variations. In both cases to meet demand in line with statutory requirements this requires the service to minimise the number of</p>

	<p>vacancies. It is particularly challenging to recruit experienced social workers, and therefore this results in an increased use of agency workers. Each team has a recruitment and retention plan with the aim of addressing agency spend over the longer term. These teams will be part of the Family Safeguarding Model from June 2020.</p> <p>An overspend of <b>£0.4m</b> is forecast in legal costs, a result of an increase of activity across the service, made up of a £0.2m pressure from the provision of internal legal services and a £0.2m pressure on external specialist advice.</p> <p>The implementation of the family safeguarding plus model to deliver Children's Social Care was approved by Cabinet in July 2019. Cabinet also agreed that the savings in the MTFP associated with this service would no longer be delivered in the same time frame and that the <b>£0.8m</b> planned for 2019/20 would be funded from Corporate Contingency.</p>
<p><b>Children's Social Care Countywide Services</b></p> <p><b>RAG rating</b> </p> <p><b>Direction of travel</b> </p> <p><b>Variation</b> £1.8m (3.4%) overspend</p> <p><b>Action Plan</b> Being developed</p>	<p><b>£0.1m overspend</b> on Safeguarding as a result of the use of agency staff within the team to cover staff absence.</p> <p><b>£1.7m overspend</b> forecast due to savings which are currently not expected to be achieved relating to third party spend. Alternative savings are being considered and an update will be provided in future reports.</p> <p>Overall no variance outside of savings is currently forecast within Corporate Parenting, with overall demand relatively stable and within the assumed budget. Placement mix particularly the number of residential placements, and demand need to be monitored carefully to identify any potential variances as the year progresses.</p>



### DSG Funded Services

<p><b>High Needs DSG Block</b></p> <p><b>RAG rating</b> </p> <p><b>Direction of travel</b> </p> <p><b>Variation</b> £12m to £14m (23.2% to 27.1%) overspend</p>	<p>A <b>£12m to £14m overspend</b> is forecast against the in-year High Needs Block Dedicated Schools Grant. This includes the effect of a temporary additional allocation to be received in 2019/20 of £1.5m and a one-off transfer from the Schools DSG block of £1.8m.</p> <p>The variation is due to an increase in the number of Education Health Care Plans (EHCPs) that the local authority maintains. Over the last year this increased by just under 500 plans. Since the beginning of this financial year, the Council is issuing an average of 50 additional plans per month and this is having a significant impact on</p>
---	--

<p><b>Action Plan</b> SEND Sufficiency of Places Strategy approved by Cabinet in December 2018</p>	<p>team resources. The increase in EHCPs has led to additional cost to meet the needs of students in mainstream schools and an increase in the request for specialist placements. This has led to many children being placed in the independent non-maintained sector, where placements are on average £0.055m per place per annum plus transport costs.</p> <p>The risk remains that the overspend will increase significantly due to exceptional demand for special school places, however the forecast range has narrowed from the £9m to £15m forecast earlier in the year as there is now greater certainty with the majority of special school and further education college secured in the new academic year.</p>
--	--

## **Adult Services**

**£0.6m** (0.3%) forecast overspend

<p><b>Better Care Fund Pool</b></p> <p><b>RAG rating</b> </p> <p><b>Direction of travel</b> </p> <p><b>Variation</b> £0.1m (-0.1%) underspend</p> <p><b>Action Plan</b></p>	<p>Combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people and adults with physical disabilities.</p> <p>While an improvement plan is underway, the forecast reablement activity provided through the contract with Oxford University Hospitals NHS Foundation Trust continues to be lower than budgeted. The council's share of the <u>underspend</u> based on current activity would be <b>£0.8m</b>, this is a £0.1m increase from last month.</p> <p>Home support capacity is broadly being maintained but the local market continues to be impacted by workforce availability. Based on current activity a forecast <u>underspend</u> of <b>£0.1m</b> is being reported. The forecast includes a £0.1m reduction in contingency home care costs, a £0.2m increase in residential short stay costs, a £0.1m increase in direct payment costs plus £0.9m uncommitted iBCF budget which is being utilised to offset the previously reported pressure within home support.</p> <p>Since the beginning of the year equipment to enable service users to live independently at home has been delivered by a new service provider. The latest activity information implies a forecast <u>overspend</u> of <b>£0.3m</b>. The overspend reflects a £0.1m under accrual in relation to the previous provider and £0.2m relating to actual activity in 2019/20.</p>
---	---

Based on current activity, the budget for care home placements is forecast to overspend by **£0.5m**, (1.1% of the total care home budget). The decrease of £1.0m from the previous month reflects confirmation of the uplift to the Better Care Fund in 2019/20. £0.8m additional funding is included in this report, as well as the use of £0.5m held in reserves to offset financial risk within this pool. The forecast also reflects 2 new high cost placements within the under 65 cohort and the effect of increasing costs of future placements. Over the year there is an increase in service user contributions being reported which is partly offsetting £1.0m of undelivered savings linked to changes to commercial arrangements.

The forecast also assumes that an estimated reduction in the income impairment, will not happen resulting in a pressure £0.4m, an updated impairment position will be reported next month.

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

---

**Adults with Care and Support Needs Pool**

**RAG rating** 

**Direction of travel**

**Variation** £3.9m  
(4.6%) overspend 

**Action Plan**

Mitigated by underspends in non – pool budgets.

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

The forecast includes a **£0.7m** overspend relating to increased packages, this is an increase of £0.5m from the figure reported last month and includes two new packages at a value of £0.2m.

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

---

to ensure that relevant health costs are recharged to the appropriate organisation, is continuing.

**£0.5m overspend** relates to sustainability costs paid to a provider for the continuing delivery of a contract going through a prolonged procurement process.

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

Savings totalling £2.4m are built into the council's contribution to the pool in 2019/20. Plans to implement these are progressing but based on current plans **£1.3m**, an increase of £0.1m from the previous month, are at risk of slipping to 2020/21 or not being achievable contributing to the overspend within the pool.

---

#### Non-Pool Services

**RAG rating** 

**Direction of travel** 

**Variation** -£3.2m  
(-21.9%) underspend

#### Action Plan

Unallocated on-going base budget of **£2.8m** is currently being held outside the pooled budgets. **£1.7m** is funding built into the Medium-Term Financial Plan for the on-going effect of inflationary pressures agreed in 2018/19.

However, as in 2018/19, these costs will again be met from the IBCF grant funding, releasing the equivalent base budget to support other pressures.

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

An exercise was undertaken to highlight any uncommitted budgets resulting in **£0.4m** budget being identified to offset existing pressures.

All of the **£2.8m underspend** is being used to offset the forecast pressure within the Adults with Care & Support Needs pooled budget.

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

Within provider and support services, an estimated underspend of **£0.3m** is being reported, this is £0.1m increase from last month and reflects additional vacant posts being held.

---

There are additional costs of £0.2m for the review team. This pressure is being intended to be offset against underspends held elsewhere within staffing and infrastructure.

All other areas are currently reporting a breakeven position noting on-going challenges around the recruitment and sustainability of social work capacity required to support the implementation of the Medium-Term Financial Plan and on-going work.

---

### Commissioning

RAG rating



The service is currently reporting a breakeven position.

Direction of travel



Variation £0.0m  
Breakeven

Action Plan

---

### Public Health

**£0m (0%) breakeven position after a transfer of £0.5m to the Public Health reserve**

RAG rating



Direction of travel



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





The forecast position includes a **£0.2m underspend** arising as a result of staff vacancies held within the service, **£0.3m overspend** reflecting the increase in demand for residential detoxification for substance misuse problems, plus a further **£0.6m underspend** due to reduced spend on sexual health services through efficiencies gained by using a more refined costing tool within the new contract and lower than predicted out of area spend as other authorities move to the same refined costing tool, this is a further underspend of £0.1m from the previous month.

Action Plan

The underspend will be in reserves and used to meet eligible Public Health expenditure in future years. The total funding in the reserve was £1.0m at the start of the year and is now forecast to be £1.5m.

## Communities

**£0.0m** (0.0%) forecast breakeven

<b>Planning &amp; Place</b>	Reporting a breakeven position with no variance from last month. Income levels are being realised as forecast, however, some risks are emerging through the current pause in South Oxfordshire DCs Local Plan-making process. If realised, the financial pressure would be more likely to be felt in 2020/21.
<b>RAG rating</b> 	
<b>Direction of travel</b>	
<b>Variation</b> £0.0m (0.0%) variance	
<b>Community Operations</b>	A breakeven position overall with underspends in Waste Management off-setting increased demand on highways maintenance and Parking Account pressures.
<b>RAG rating</b> 	<b>£0.8m</b> pressure on the Parking Account due to the combination of an historical downturn in parking income and increased running costs.
<b>Direction of travel</b>	 <b>£0.5m</b> pressure on highway defects and winter maintenance, partly due to the recent bad weather.
<b>Variation</b> £0.0m (0.0%) underspend	<b>£0.2m</b> pressure relates to a loss of trading income for the ITU as a result of a contract ending.  <b>£0.2m</b> pressure relates to additional Depot Works over and above budget.  <b>£0.3m</b> pressure relates to the pension costs resulting from structural changes in Cultural Services.  <b>£2.0m</b> underspend is reported in Waste management due to savings in contract management costs (-£0.8m) and reduced tonnages in all waste streams being lower than budgeted for. The following table outlines this.



Waste Management Outturn Variance		
Spend Type	Variance	Note
	£'000	
Tonnage	- 1,200	3.6% reduction in tonnage disposed, now forecast at 270kt (-£800k) and some price reductions (-£400k), mainly in ERF.
TOTAL	- 1,200	
Budgeted Tonnage 280 Kt		
Budgeted Tonnage Targets		Notes
Recycling	58%	On target - tonnage down by 6Kt
Energy Recovery	38%	On target - tonnage down by 3Kt
Landfill	4%	On target - tonnage down by 1Kt
	100%	

**Property & Investment****RAG rating****Direction of travel****Variation**

£0.0m (0.0%)  
variance

Although a nil variance is reported at present, the plans for reshaping the service post-Carillion continues, and there is a risk of short-term financial pressures. This includes risk of additional pressures following the asset condition surveys in bringing the estate to a safe/appropriate level of operation.

**Community Safety****RAG rating****Direction of travel****Variation**



£0.0m (0.0%)  
variance

There is an expected pressure on the On Call budget due to concerns around potential flooding in the county.





## Resources

**£0.19m** (-0.7%) forecast underspend

<b>Resources</b>	<b>£0.1m overspend</b> relates to a number of small pressures across HR and Democratic Services.
<b>RAG rating</b> 	<b>£0.1m overspend</b> reflects a pressure on the Legal Services budget. An increase in external and internal income receivable is forecast to partly-mitigate cost pressures previously reported. Legal costs continue to exceed the expenditure budget, reflecting the increased counsel costs and court fees for complex childcare and increased directorate demand necessitating additional resource across the team.
<b>Direction of travel</b> 	
<b>Variation</b> £0.2m (-0.7%) underspend	<b>£0.2m overspend</b> relates to the unfunded costs of the interim Procurement team which will be in place for the remainder of the financial year. The ongoing pressure will be addressed as part of Provision Cycle service redesign which is to be implemented from April 2020.
	<b>£0.1m overspend</b> relates to the net position for the Customer Service Centre. This includes a reported pressure in the Blue Badge Administrative Service due to increased demand following the national implementation of the 'Hidden Disabilities' criteria.
	<b>£0.7m underspend</b> reflects the vacancies being held in the ICT service. The service will review its resourcing requirements to deliver the new IT strategy. The strategy sets out the 3–5year technology requirements for the organisation including savings targets. Departmental staffing budgets currently underspent will be considered alongside the strategy.

## Corporate Measures

<b>General Balances</b>	The current forecast for general balances at 31 March 2020 is <b>£22.0m</b> . This is <b>£2.7m</b> higher than the risk assessed level of <b>£19.3m</b> as set out in the Medium-Term Financial Plan (MTFP) approved by Council in February 2019. This position assumes that forecast Directorate overspend of £3.6m is met from the remaining corporate contingency budget of £3.6m, and the £0.3m underspend on strategic measures being returned to balances.
<b>RAG rating</b> 	
<b>Direction of travel</b> 	

<b>General Balances at 1 April 2019</b>	£m	£m
<i>Calls on Balances&gt;Returns to Balances</i>		<b>28.0</b>
Budgeted Contribution to Transformation Reserve	-6.0	
Northfield School Revenue Costs	-0.3	-6.3
Strategic Measures Underspend		+0.3
<b>Projected Level of General Balances at 31 March 2020</b>		<b>22.0</b>
Risk Assessed Level of General Balances 2019/20		19.3
<b><i>Level of surplus balances</i></b>		<b>2.7</b>

**Reserves**

Reserves are forecast to be **£65.3m** at 31 March 2020, a reduction of **£0.1m** since the last report which relates to a change in the forecast for the Public Health Reserve and Budget Priorities Reserve.

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

This includes a forecast mid-range deficit (between £12m and £14m) on the High Needs DSG grant reserve of £12m included in the Grants and Contributions Reserves. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

**Unplanned Use** >£250k

**Medium  
Term  
Financial  
Plan  
Savings**

The 2019/20 budget includes planned savings of **£36.8m** of which £15.9m relates to Corporate saving plans and £20.9m relates to Directorate saving plans. Overall, 80% of savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2019.

**RAG rating**



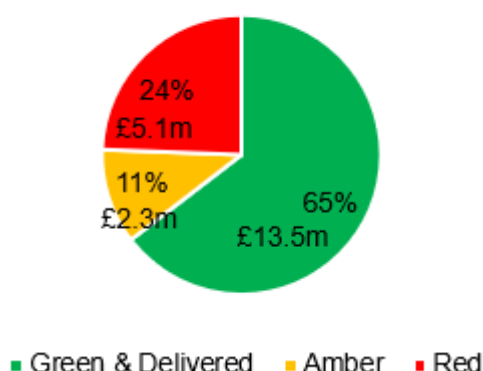
£15.9m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

**Direction of  
travel**



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

**Directorate Saving Plans**



£13.5m, 65%, of Directorate savings plans have been or are forecast to be delivered by year end.

£2.3m, 11%, are assessed as amber and are at risk of not being delivered in full year.

A further £5.1m, 24% are assessed as red and are not expected to be delivered in year.

The following Directorate saving plans are assessed as red:

Service redesign	£0.6m	Service redesign is underway for finance, strategic capabilities and the provision cycle. Implementation dates for these will mean that full year savings will not be achieved in 2019/20.
Children's Services – Review of Third Party Spend	£1.7m	As reported above, non-delivery of this saving has created an in-year budget pressure for which the service is seeking alternative savings to help manage.
Adult Services – Learning Disabilities	£1.1m	Savings totalling £2.4m are built into the council's contribution to the Adults with Care and Support Needs pool in 2019/20. Plans to implement these are progressing but savings are at risk of slipping or not being achievable and this has been included within the overspend reported for the pool.
Adult Services – Improvements to Acquired Brain Injury and Autism Pathway	£0.2m	
Adult Services – Commercial arrangements with care home providers	£1.0m	As reported above, the resulting in year budget pressure is partially offset by an increase in

		service user contributions within the Better Care Pool.
Communities - Parking Account Income	£0.5m	Additional income targets are not expected to be achieved. The resulting pressure is currently offset by other underspends within the Directorate.
<b>Total Red Saving Plans</b>	<b>£5.1m</b>	

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

The budget proposals currently being developed for 2020/21 to 2023/24 to be considered by Council in February 2020 will include plans to address the impact of slippage and non-delivery of savings on future years.

### Grants

#### RAG rating



#### Direction of travel



The council is expected to receive ringfenced and un-ringfenced government grants totalling **£337.2m** in 2019/20, an increase of £4.0m from the position reported last month.

The change from last month relates to the revenue element of the Housing and Growth Deal Infrastructure grant. In accordance with the Housing & Growth Deal Delivery Plan, £4m of the £30m funding for 2019/20 was due to be paid as revenue grant with the remaining £26m as capital grant.

### Strategic Measures

#### RAG rating



#### Direction of travel



The following table sets out average in-house cash balances and average rates of return for October 2019. The current forecast outturn position for in house interest receivable is **£3.3m**, which is **£0.9m** above budget.

Month	Average cash balance	Average rate of return
October	£408.85m	0.881%

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

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

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.93%	>=0.98%

Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.75%	>=3.75%
--	-------	---------

### Debt and Loan Write Offs & Impairments

Indicators are stable for collection of corporate income; days revenue outstanding, debt requiring impairment and debt over one year are all improved. The average collection rate for the year remains below both the average for last year and target; however, the collection rate for invoices with a value over £10,000 was 100% for this period.

### Corporate Debtors

Debt requiring impairment (DRI) has decreased marginally once again this month. 35% of the DRI relates to the developer contribution debt reported previously, this will likely end in mediation and take some months to resolve. Consequently, the DRI is unlikely to reduce materially over the next quarter.

### RAG rating



### Direction of travel



	Target	October 2019
Invoice collection rate	97.5%	94.6%
Avg. days outstanding	35	29
Debt requiring impairment	<£0.30m	£0.41m
Unsecure debt over 1 year	<£0.50m	£0.41m
Write offs as % of income Year to Date	<0.10%	0.37%

### Debt and Loan Write Offs & Impairments

Both the invoice collection rate and days revenue outstanding continue to be stable with no material movement. Debt requiring impairment (DRI) is the same as last month, consequently it remains £0.33m higher than the current impairment balance. Indications are that planned savings (£0.35m) linked to reducing DRI in 2019/20 will not be met, consequently there will be a pressure of £0.35-£0.68m.

### – Adult Contribution Charges

The position in relation to the number of complex high value cases and staffing remains the same as last month i.e. there is a significant number of cases (900) to manage and the team are not at full capacity; work continues to recruit to vacancies. Delays due to outside influences such as housing market, Court of Protection and Probate office continue to be a factor delaying resolution of cases. Prioritisation and review of approach to case work is ongoing to ensure priority cases are addressed in a timely way.

### RAG rating



### Direction of travel



---

	Target	October 2019
Invoice collection rate	92%	89.2%
Avg. days outstanding	100	103
Debt requiring impairment	<£2.00m	£3.00m
Unsecure debt over 1 year	<£1.60m	£3.04m
Write offs as % of income Year to Date	<1.0%	0.05%

---

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

Directorate	BUDGET 2019/20		Latest Budget	Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget  underspend - overspend + £000	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date				
	£000	£000	£000	£000	£000	
<b>Children</b>						
Gross Expenditure	368,782	-415	368,367	371,517	3,150	G
Gross Income	-255,037	4,747	-250,290	-250,290	0	G
	<b>113,745</b>	<b>4,333</b>	<b>118,078</b>	<b>121,228</b>	<b>3,150</b>	<b>R</b>
<b>Resources</b>						
Gross Expenditure	40,330	-101	40,229	40,363	134	G
Gross Income	-11,487	39	-11,448	-11,775	-327	R
	<b>28,843</b>	<b>-62</b>	<b>28,781</b>	<b>28,588</b>	<b>-193</b>	<b>G</b>
<b>Communities</b>						
Gross Expenditure	175,434	5,682	181,116	180,140	-976	G
Gross Income	-61,968	-5,833	-67,801	-66,851	950	R
	<b>113,466</b>	<b>-151</b>	<b>113,315</b>	<b>113,289</b>	<b>-26</b>	<b>G</b>
<b>Adults</b>						
Gross Expenditure	204,376	466	204,842	205,474	632	G
Gross Income	-20,349	-615	-20,964	-20,964	0	G
	<b>184,027</b>	<b>-149</b>	<b>183,878</b>	<b>184,510</b>	<b>632</b>	<b>G</b>
<b>Public Health</b>						
Gross Expenditure	29,950	0	29,950	29,950	0	G
Gross Income	-29,950	0	-29,950	-29,950	0	G
	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>	<b>818,872</b>	<b>5,633</b>	<b>824,505</b>	<b>827,445</b>	<b>2,940</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-378,791</b>	<b>-1,662</b>	<b>-380,453</b>	<b>-379,830</b>	<b>623</b>	<b>G</b>
<b>Directorate Total Net</b>	<b>440,081</b>	<b>3,971</b>	<b>444,052</b>	<b>447,615</b>	<b>3,563</b>	<b>G</b>

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

Directorate	BUDGET 2019/20		Latest Budget	Outturn Forecast Year end Spend/Income	Projected Year end Variation to Budget	Projected Year end Variance Traffic Light
	Original Budget	Movement to Date				
	£000	£000				
					underspend - overspend +	
					£000	
Contributions to (+)/from (-)reserves	11,160		11,160	11,160	0	
Contribution to (+)/from(-) balances	-6,000	-290	-6,290	-5,990	300	
Public Health Saving Recharge	-250		-250	-250	0	
Transformaton Savings	-1,500	204	-1,296	-696	600	
Contingency	7,629	-3,476	4,153	610	-3,543	
Insurance	2,897		2,897	2,897	0	
Capital Financing	23,691		23,691	23,691	0	
Interest on Balances	-8,419		-8,419	-9,339	-920	
<b>Strategic Measures Budget</b>	<b>29,208</b>	<b>-3,562</b>	<b>25,646</b>	<b>22,083</b>	<b>-3,563</b>	
Unringfenced Government Grants	-18,743	-409	-19,152	-19,152	0	
Council Tax Surpluses	-7,306		-7,306	-7,306	0	
Revenue Support Grant	0		0	0	0	
Business Rates Top-Up	-39,896		-39,896	-39,896	0	
Business Rates From District Councils	-34,279		-34,279	-34,279	0	
<b>Council Tax Requirement</b>	<b>369,065</b>	<b>0</b>	<b>369,065</b>	<b>369,065</b>	<b>0</b>	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

G
R



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

Children Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
<b>CEF1</b>	<b>Education &amp; Learning</b>						
	Gross Expenditure	79,259	1,751	81,010	81,610	600	G
	Gross Income	-54,797	1,041	-53,756	-53,756	0	G
		<b>24,462</b>	<b>2,792</b>	<b>27,254</b>	<b>27,854</b>	<b>600</b>	<b>R</b>
<b>CEF2</b>	<b>Children's Social Care</b>						
	Gross Expenditure	34,717	262	34,979	35,779	800	R
	Gross Income	-3,352	118	-3,234	-3,234	0	G
		<b>31,365</b>	<b>380</b>	<b>31,745</b>	<b>32,545</b>	<b>800</b>	<b>R</b>
<b>CEF3</b>	<b>Children's Social Care Countywide Services</b>						
	Gross Expenditure	55,690	2,106	57,796	59,546	1,750	R
	Gross Income	-3,882	-356	-4,238	-4,238	0	G
		<b>51,808</b>	<b>1,750</b>	<b>53,558</b>	<b>55,308</b>	<b>1,750</b>	<b>R</b>
<b>CEF4-1</b>	<b>Delegated Schools</b>						
	Gross Expenditure	154,133	-4,819	149,314	149,314	0	G
	Gross Income	-154,133	4,819	-149,314	-149,314	0	G
		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>G</b>
<b>CEF4</b>	<b>Other Schools</b>						
	Gross Expenditure	38,570	874	39,444	39,444	0	G
	Gross Income	-38,354	-875	-39,229	-39,229	0	G
		<b>216</b>	<b>-1</b>	<b>216</b>	<b>216</b>	<b>0</b>	<b>G</b>

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

Children Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000	£000	underspend - overspend + £000	
<b>CEF5 Children's Services Central Costs</b>							
	Gross Expenditure	6,413	-588	5,825	5,825	0	G
	Gross Income	-519	0	-519	-519	0	G
		<b>5,894</b>	<b>-588</b>	<b>5,306</b>	<b>5,306</b>	<b>0</b>	<b>G</b>
	Directorate Expenditure Total	<b>368,782</b>	<b>-415</b>	<b>368,367</b>	<b>371,517</b>	<b>3,150</b>	<b>G</b>
	Directorate Income Total	<b>-255,037</b>	<b>4,747</b>	<b>-250,290</b>	<b>-250,290</b>	<b>0</b>	<b>G</b>
	Directorate Total Net	<b>113,745</b>	<b>4,333</b>	<b>118,078</b>	<b>121,228</b>	<b>3,150</b>	<b>R</b>

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

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

Communities Directorate		BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date	Latest Estimate			
		£000	£000	£000		underspend - overspend + £000	
EE1	<b>Planning &amp; Place</b>						
	Gross Expenditure	11,862	2,693	14,555	14,555	0	G
	Gross Income	-6,577	-2,760	-9,337	-9,337	0	G
		<b>5,285</b>	<b>-66</b>	<b>5,219</b>	<b>5,219</b>	<b>0</b>	<b>G</b>
EE2	<b>Community Operations</b>						
	Gross Expenditure	124,284	-13,893	110,391	109,415	-976	G
	Gross Income	-48,224	3,721	-44,503	-43,553	950	R
		<b>76,060</b>	<b>-10,172</b>	<b>65,889</b>	<b>65,863</b>	<b>-26</b>	<b>G</b>
EE3	<b>Property &amp; Investment</b>						
	Gross Expenditure	12,822	16,578	29,400	29,400	0	G
	Gross Income	-4,324	-6,483	-10,807	-10,807	0	G
		<b>8,498</b>	<b>10,095</b>	<b>18,593</b>	<b>18,593</b>	<b>0</b>	<b>G</b>
EE4	<b>Community Safety</b>						
	Gross Expenditure	26,466	304	26,770	26,770	0	G
	Gross Income	-2,843	-311	-3,154	-3,154	0	G
		<b>23,623</b>	<b>-7</b>	<b>23,616</b>	<b>23,616</b>	<b>0</b>	<b>G</b>
<b>Directorate Expenditure Total</b>		<b>175,434</b>	<b>5,682</b>	<b>181,116</b>	<b>180,140</b>	<b>-976</b>	<b>G</b>
<b>Directorate Income Total</b>		<b>-61,968</b>	<b>-5,833</b>	<b>-67,801</b>	<b>-66,851</b>	<b>950</b>	<b>R</b>
<b>Directorate Total Net</b>		<b>113,466</b>	<b>-151</b>	<b>113,315</b>	<b>113,289</b>	<b>-26</b>	<b>G</b>

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

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

Resources Directorate	BUDGET 2019/20			Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
	Original Budget	Movement to Date	Latest Estimate			
	£000	£000	£000	£000	underspend - overspend + £000	
<b>CEO1 Corporate Services</b>						
Gross Expenditure	2,298	0	2,298	2,298	0	G
Gross Income	0	0	0	0	0	G
	<b>2,298</b>	<b>0</b>	<b>2,298</b>	<b>2,298</b>	<b>0</b>	<b>G</b>
<b>CEO2 Law &amp; Governance and Human Resources</b>						
Gross Expenditure	11,223	-1,158	10,065	10,500	435	R
Gross Income	-5,070	-75	-5,145	-5,405	-260	R
	<b>6,153</b>	<b>-1,233</b>	<b>4,920</b>	<b>5,095</b>	<b>175</b>	<b>R</b>
<b>CEO3 Corporate Finance &amp; Internal Audit</b>						
Gross Expenditure	7,388	2,243	9,631	9,870	239	R
Gross Income	-2,599	115	-2,484	-2,551	-67	R
	<b>4,789</b>	<b>2,358</b>	<b>7,147</b>	<b>7,319</b>	<b>172</b>	<b>R</b>
<b>CEO4 Assistant Chief Executives</b>						
Gross Expenditure	19,421	-1,186	18,235	17,695	-540	R
Gross Income	-3,818	0	-3,818	-3,818	0	G
	<b>15,603</b>	<b>-1,186</b>	<b>14,417</b>	<b>13,877</b>	<b>-540</b>	<b>R</b>
<b>Directorate Expenditure Total</b>	<b>40,330</b>	<b>-101</b>	<b>40,229</b>	<b>40,363</b>	<b>134</b>	<b>G</b>
<b>Directorate Income Total</b>	<b>-11,487</b>	<b>39</b>	<b>-11,448</b>	<b>-11,775</b>	<b>-327</b>	<b>A</b>
<b>Directorate Total Net</b>	<b>28,843</b>	<b>-62</b>	<b>28,781</b>	<b>28,588</b>	<b>-193</b>	<b>G</b>

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

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

		BUDGET 2019/20			Outturn	Projected	Projected
Adults Directorate		Original Budget	Movement to Date	Latest Estimate	Forecast Year end Spend/Income	Year end Variation	Year end Variance Traffic Light Indicator
		£000	£000	£000	£000	underspend - overspend +	
						£000	
SCS1	Adult Social Care						
	Gross Expenditure	196,700	640	197,340	197,972	632	G
	Gross Income	-18,999	-474	-19,473	-19,473	0	G
		177,701	166	177,867	178,499	632	G
SCS2	Joint Commissioning						
	Gross Expenditure	7,676	-174	7,502	7,502	0	G
	Gross Income	-1,350	-141	-1,491	-1,491	0	G
		6,326	-315	6,011	6,011	0	G
Directorate Expenditure Total		204,376	466	204,842	205,474	632	G
Directorate Income Total		-20,349	-615	-20,964	-20,964	0	G
Directorate Total Net		184,027	-149	183,878	184,510	632	G

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

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

Public Health Directorate		BUDGET 2019/20		Latest Estimate	Outturn Forecast Year end Spend/Income	Projected Year end Variation	Projected Year end Variance Traffic Light Indicator
		Original Budget	Movement to Date				
		£000	£000			underspend - overspend + £000	
<b>PH1</b>	<b>LA Commissioning Responsibilities - Nationally Defined</b>						
	Gross Expenditure	16,352	1	16,353	15,763	-590	R
	Gross Income	0	0	0	0	0	G
		<b>16,352</b>	<b>1</b>	<b>16,353</b>	<b>15,763</b>	<b>-590</b>	<b>R</b>
<b>PH2</b>	<b>LA Commissioning Responsibilities - Locally Defined</b>						
	Gross Expenditure	12,965	0	12,965	13,030	65	G
	Gross Income	-228	0	-228	-228	0	G
		<b>12,737</b>	<b>-1</b>	<b>12,737</b>	<b>12,802</b>	<b>65</b>	<b>G</b>
<b>PH3</b>	<b>Public Health Recharges</b>						
	Gross Expenditure	633	0	633	633	0	G
	Gross Income	0	0	0	0	0	G
		<b>633</b>	<b>0</b>	<b>633</b>	<b>633</b>	<b>0</b>	<b>G</b>
<b>PH4</b>	<b>Grant Income</b>						
	Gross Expenditure	0	0	0	0	0	G
	Gross Income	-29,722	0	-29,722	-29,722	0	G
		<b>-29,722</b>	<b>0</b>	<b>-29,722</b>	<b>-29,722</b>	<b>0</b>	<b>G</b>
	<b>Transfer to Public Health Reserve</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>525</b>	<b>525</b>	<b>G</b>
	<b>Directorate Expenditure Total</b>	<b>29,950</b>	<b>0</b>	<b>29,950</b>	<b>29,950</b>	<b>0</b>	<b>G</b>
	<b>Directorate Income Total</b>	<b>-29,950</b>	<b>0</b>	<b>-29,950</b>	<b>-29,950</b>	<b>0</b>	<b>G</b>
	<b>Directorate Total Net</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

**KEY TO TRAFFIC LIGHTS**

**Balanced Scorecard Type of Indicator**

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

G
R

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

**CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:**

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	KS2 Moderation and KS1 Phonics Grant	CEF1-3	Education	T	24	0
				VSMMGT	Strategic Measures	T	0	-24
Grand Total							24	-24

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

**CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:**

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Dec	Oct	Commissioning; SCS2 Business & Administration Restructure	SCS1-9	ASC Staffing & Infrastructure	P	619	0
				SCS2	Joint Commissioning	P	-669	0
				VSMMGT	Strategic Measures	P	50	0
			Commissioning; SCS2 Business & Administration Restructure-temp	SCS1-9	ASC Staffing & Infrastructure	T	-258	0
				SCS2	Joint Commissioning	T	279	0
				VSMMGT	Strategic Measures	T	-21	0
CEF	Dec	Oct	Remove ATV Reading staff budget re Post adoption Support worker G10/11	CEFATV	Adoption Thames Valley	P	-41	0
			Remove ATV Reading staff budget re Post adoption Support worker G10/11	CEFATV	Adoption Thames Valley	P	-7	48
			Extension of the Role of Virtual School Heads grant	CEF1-2	Additional & Special Education Needs	T	66	-66
			Teachers Pension Grant	CEF4-1	Delegated Budgets	T	2,927	-2,927
CS	Dec	Oct	Commissioning Budget Tidy:	SCS2	Joint Commissioning	P	-279	279
EE	Dec	Oct	Create Waste partnership staffing budget	EE1-4	Planning & Place	P	100	-50
				EE2-4	Commissioning	P	-50	0
SCS	Dec	Oct	Removing Pool Recharges	SCS1-9	ASC Staffing & Infrastructure	P	-66	0
				SCS2	Joint Commissioning	P	0	66
Grand Total							2,650	-2,650



**Business Management Report - October 2019**  
**Cabinet - 17 December 2019**  
**Earmarked Reserves**

	2019/20			Last reported forecast as at 31 March 2020	Change in closing balance to last forecast
	Balance at 1 April 2019	Movement	Forecast Balance at 31 March 2020		
	£000	£000	£000		
Schools' Reserves	17,309	-4,751	12,558	12,558	0
Vehicle and Equipment Reserve	2,901	-2,102	799	799	0
Grants and Contributions Reserve	14,704	-19,309	-4,605	-4,630	-25
Government Initiatives	1,324	-692	632	632	0
Trading Accounts	325	138	463	463	0
Council Elections	328	150	478	478	0
Partnership Reserves	2,659	-777	1,882	1,882	0
On Street Car Parking	1,997	250	2,247	2,247	0
Transformation Reserve	3,193	-982	2,211	2,211	0
Demographic Risk Reserve	0	3,000	3,000	3,000	0
Youth Provision Reserve	0	500	500	500	0
Budget Prioritisation Reserve	4,890	-3,123	1,767	1,884	117
Insurance Reserve	10,647	-1,000	9,647	9,647	0
Business Rates Reserve	555	494	1,049	1,049	0
Capital Reserves	31,188	1,517	32,705	32,705	0
Budget Equalisation Reserve	280	-280	0	0	0
<b>Total Reserves</b>	<b>92,300</b>	<b>-26,967</b>	<b>65,333</b>	<b>65,425</b>	<b>92</b>

Commentary
<p>In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating</p> <p>This reserve is to fund future replacements of vehicles and equipment.</p> <p>This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant</p> <p>This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.</p> <p>This reserve holds funds relating to traded activities to help manage investment.</p> <p>This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.</p> <p>To be spent on OxLEP related project expenditure and the Growth Deal</p> <p>This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.</p> <p>£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision</p> <p>In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.</p> <p>This reserve is needed to fund the implementation costs of the Council's Transformation programme.</p> <p>This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.</p> <p>This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.</p> <p>This reserve is to smooth the volatility of Business Rates income.</p> <p>This reserve has been established for the purpose of financing capital expenditure in future years.</p> <p>This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.</p>

This page is intentionally left blank

## CABINET – 17 DECEMBER 2019

### CAPITAL PROGRAMME UPDATE AND MONITORING REPORT

Report by the Director of Finance

#### Recommendations

1. The Cabinet is **RECOMMENDED** :
  - (a) to approve the updated Capital Programme at Annex 2 and the associated changes to the programme in Annex 1c;
  - (b) In relation to the Housing & Growth Deal agree:
    1. the release of the Benson Relief Road scheme with a budget of £12.0m;
    2. the release of the Milton Heights Bridge scheme with a budget of £2.0m;
  - (c) In relation to Schools agree:
    1. the inclusion of the New Faringdon Primary School project in the Capital Programme with a budget of £10.9m;
    2. the inclusion of the New Primary School project in Wallingford in the Capital programme with a budget of £8.7m;
    3. the inclusion of the expansion project at Thame, Lord Williams's School in the capital programme with a budget of £4.5m;
    4. the release of the expansion project at Chalgrove Primary School in the Basic Need programme with a budget of £2.0m;
    5. the release of the expansion project at John Watson Special School (Secondary) in the Basic Need programme with a budget of £3.0m;
  - (d) agree the release of the Legacy Programme with a budget of £15.0m, and report the governance of these projects at a programme level.

#### Executive Summary

2. The capital monitoring position set out in Annex 1a, shows the forecast directorate programme expenditure for 2019/20 is **£170.5m** (excluding school's local capital). This has decreased by **£11.5m** compared to the latest approved capital programme. The main variations are set out in paragraphs 9 to 11 of the report.
3. The total ten-year capital programme (2019/20 to 2028/29) is now **£877.8m**, an increase of **£1.1m** compared to the capital programme approved by Cabinet in October 2019. The updated capital programme is set out in Annex 2. The variation is set out in paragraph 14 of the report.
4. As set out in the recommendation, the report includes a number of new inclusions and release of projects in the Capital Programme, which Cabinet is recommended to approve.

## Introduction

5. This is the third capital programme update and monitoring report for the year, following approval by Council in February 2019, and focuses on the delivery of the 2019/20 capital programme based on projections at the end of October 2019 and new inclusions within the overall ten-year capital programme.
6. The following annexes are attached:
  - Annex 1 Capital Programme Monitoring
  - Annex 2 Updated Capital Programme

## 2019/20 Capital Monitoring

7. The capital monitoring position set out in Annex 1a, shows the forecast directorate programme expenditure for 2019/20 is **£170.6m** (excluding school's local capital). This has decreased by **£11.5m** compared to the latest approved capital programme. The table in the next paragraph summarises the variations by portfolio area.
8. Significant in-year variations for each directorate are listed in Annex 1b. New schemes and total programme/project budget changes are listed in Annex 1c.

Portfolio Area	Last Approved Programme * £m	Latest Forecast Expenditure £m	Variation £m
Children's Services	37.6	37.6	+0.0
Adult Services	7.4	6.7	-0.7
Communities: Transport	81.5	71.2	-10.3
Communities: Other Property Resources	22.9	22.9	+0.0
	32.6	32.1	-0.5
<b>Total Directorate Programmes</b>	<b>182.0</b>	<b>170.5</b>	<b>-11.5</b>
Schools Local Capital	0.8	0.8	+0.0
Earmarked Reserves	4.8	4.8	+0.0
<b>Total Capital Programme</b>	<b>187.6</b>	<b>176.1</b>	<b>-11.5</b>

\* Approved by Cabinet 15 October 2019

9. Within Communities, the Transport Programme is **£71.2m**, a decrease of **£10.3m** to the overall forecast project expenditure profiles since the last capital programme update, with several significant changes reported in individual projects and programmes. The main variations to note are:
  - a) **£0.5m** has been reprofiled on the Hinksey Hill Northbound Slip Road scheme due to the ongoing review of the scheme and the objection from the Highways Agency.
  - b) A further **£0.9m** on the Featherbed Lane scheme has been reprofiled to later years of the capital programme while this project is redeveloped.
  - c) The original programme for the Street Lighting LED replacement programme has been amended to take in to account the design

## CA8

process for the whole project. This has changed the mobilisation of the programme which is due to commence in 2020, later than originally planned with **£7.4m** reprofiled over the remaining timespan of the programme.

- d) **£1.5m** has been reprofiled on the Tetsworth Embankment scheme to reflect the latest delivery timetable.
- 10. Within the Adults Programme, **£0.7m** has been reprofiled to future years in the Adult Social Care and Specialist Housing Programmes. A budget of £0.5m remains in this financial year for adaptations to improve specifications of properties.
- 11. Within the Resources Programme, **£0.5m** has been reprofiled to future years in the Organisational Redesign Portfolio Block to reflect development on the projects under this area.

### Actual Expenditure to Date

- 12. Excluding forecast expenditure on third party schemes (OxLEP funded schemes and the Housing and Growth Deal Affordable Housing element), the 2019/20 programme reduces from **£170.6m** to **£142.4m**. Actual capital expenditure as at the end of October for Council controlled projects was **£29.3m** with in-year commitments at **£40.7m**. The combined value is 49% of the forecast expenditure.

### Ten Year Capital Programme Update

- 13. The total ten-year capital programme (2019/20 to 2028/29) is now **£877.8m**, an increase of **£1.1m** compared to the capital programme approved by Cabinet in October 2019. The updated capital programme is set out in Annex 2. The following table summarises the variations by directorate and the main reasons for these variations are explained in the following paragraphs.

Portfolio Area	Last Approved Total Programme (2019/20 to 2028/29) * £m	Latest Updated Total Programme (2019/20 to 2028/29) £m	Variation £m
Children Services	193.4	194.4	+1.0
Adults Services	26.6	26.6	+0.0
Communities: Transport	488.0	488.0	+0.0
Communities: Other	90.8	90.9	+0.1
Resources	77.9	77.9	+0.0
<b>Total Directorate Programmes</b>	<b>876.7</b>	<b>877.8</b>	<b>+1.1</b>
Schools Local Capital	5.2	5.2	+0.0
Earmarked Reserves	84.8	84.8	+0.0
<b>Total Capital Programme</b>	<b>966.7</b>	<b>967.8</b>	<b>+1.1</b>

\* Approved by Cabinet 15 October 2019

14. Within the Children's Programme, the total forecast capital programme (2019/20 to 2028/29) is **£194.4m** which is an increase of **£1.0m** compared to the total programme value reported previously. This is additional funding of **£1.0m** from developer contributions towards projects within the basic need programme.

## **Major Programmes**

15. A review of the Growth Deal Infrastructure Programme is being undertaken which will also update the spending forecasts. Current indications are that the programme is delivering below the previous reported levels, and a full update will be provided in due course.
16. The Didcot Garden Town Housing Infrastructure Fund (HIF) and HIF Marginal Viability (MV) projects at Bicester and Wantage that were submitted to Cabinet on 15<sup>th</sup> October will be included within the Capital Programme when the funding agreements are in place. This also includes the HIF2 A40 Smart Corridor Funding.

## **Capital Programme Approvals**

17. The following projects are recommended to Cabinet for approve. The business case documents are available as background papers.

### Benson Relief Road

18. The project is to provide an alternative route located to the north of Benson which will provide the new developments to the north of Benson with direct access to other highway routes in the local area. The project is part of the Housing & Growth Deal programme with an indicative budget of £12m.

### Milton Heights Bridge

19. To provide pedestrian and cycle bridge over the A34 to connect Milton Heights with enterprise zones 1 & 2 and Didcot. As the bridge spans the A34 which is part of the strategic road network, the project will be delivered by Highways England. The project is part of the Housing & Growth Deal programme with an indicative budget of £2m.

### 2 Form Entry New Faringdon Primary School

20. A new 2 Form Entry (FE) Primary School located in Faringdon to support the expansion and relocation of Faringdon Infant School is required to ensure the provision of sufficient primary school places to meet the demand generated by housing developments in Faringdon. This would then allow Faringdon Junior School to convert to a 2FE Primary School. The indicative budget is £10.9m and while the project is expected to be funded from developer contributions and proceeds from the disposal of the existing school, a potential funding gap of up to £1.1m is currently forecasted. This will be reviewed as part of the capital governance gateway process for the project.

1.5 FE New Wallingford Primary School

21. A new 1.5FE Primary School located in Wallingford to support the expansion and relocation of St Nicolas CE Infants School is required to ensure the provision of sufficient primary school places to meet the demand generated by housing developments in Wallingford. This would then allow St Nicolas CE Infants School to convert to a 1.5FE Primary School. The indicative budget is £8.7m and the project is expected to be funded from developer contributions and proceeds from the disposal of the existing school.

Thame, Lord Williams's School 1FE Expansion

22. Expansion of 1FE at Thame, Lord Williams's School is required to ensure the provision of sufficient secondary school places to meet the demand generated by housing developments in the local area. The indicative budget is £4.5m and is based on developer contributions identified.

Chalgrove Primary School Expansion to 1.5FE

23. Expansion to 1.5FE at Chalgrove Primary School is required to ensure sufficient primary school places are available within the local area to accommodate growth in pupil numbers. The indicative budget is £2.0 and is expected to be funded through developer / Community Infrastructure Levy contributions.

John Watson Special School (Secondary)

24. Expansion at John Watson Special School to provide an additional 16 pupil places for secondary age pupils and secure long-term provision for sixth form pupils by replacing an aged relocatable classroom unit with permanent accommodation. The indicative budget is £3.0m and is primarily funded from the Special Provision Fund capital grant.

Legacy Programme

25. A provision of £15.0m towards the rectification of identified omissions and defects on the work executed by the previous property contractor. As the contractor is no longer in existence it has fallen to OCC to correct the defects and missing administration and bring all projects to the point as if they have achieved Certificate of Making Defects.

**LORNA BAXTER**

Director of Finance

Background papers:

Stage 0-1 Business Case - Benson Relief Road

Stage 0-1 Business Case - Milton Heights Road

Stage 0 Business Case - New 2FE Faringdon Primary School (ED943)

Stage 0 Business Case - New 1.5FE Wallingford Primary School (ED930)

## CA8

Stage 0 Business Case – 1FE Expansion at Thame, Lord Williams's (ED954)  
Stage 0 Business Case - 0.5FE Expansion at Chalgrove Primary School (ED952)  
Stage 0 Business Case - Expansion at John Watson Special School (ED934)  
Stage 1 Business Case - Legacy Programme (R31)

Contact Officer: Hannah Doney, Head of Corporate Finance. Tel: 07584174654

December 2019



Capital Programme Update & Monitoring Report - Cabinet 17 December 2019  
Capital Programme: 2019/20 TO 2028/29  
Summary

Directorate	Latest Approved Capital Programme (Cabinet October 2019)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2019)		
	Current Year	Future Years	Total	Current Year	Future Years	Total	Current Year	Future Years	Total	Actual expenditure to date	Commitments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Children Services	37,631	155,806	193,437	37,631	156,815	194,446	0	1,009	1,009	11,538	12,763	31%	65%	37,631	0	0%
Adult Services	7,458	19,175	26,633	6,733	19,900	26,633	-725	725	0	5,529	82	82%	83%	1,375	5,358	390%
Communities: Transport	81,495	406,496	487,991	71,218	416,819	488,037	-10,277	10,323	46	15,775	22,967	22%	54%	91,391	-20,173	-22%
Communities: Other Property Development Programmes	22,931	67,845	90,776	22,931	68,005	90,936	0	160	160	1,001	3,530	4%	20%	23,872	-941	-4%
Resources	32,532	45,334	77,866	32,082	45,784	77,866	-450	450	0	276	1,366	1%	5%	35,557	-3,475	-10%
Total Directorate Programmes	182,047	694,656	876,703	170,595	707,323	877,918	-11,452	12,667	1,215	34,119	40,708	20%	44%	189,826	-19,231	-10%
Schools Local Capital	800	4,419	5,219	800	4,419	5,219	0	0	0	689	500	86%	149%	800	0	0%
Earmarked Reserves	4,817	79,947	84,764	4,817	79,948	84,765	0	1	1					27,820	-23,003	0%
OVERALL TOTAL	187,664	779,022	966,686	176,212	791,690	967,902	-11,452	12,668	1,216	34,808	41,208	20%	43%	218,446	-42,234	-19%

## Capital Programme Update &amp; Monitoring Report - Cabinet 17 December 2019

Capital Programme: 2019/20 TO 2028/29

## In-year Expenditure Forecast Variations

Project / Programme Name	Previous 2019/20 Forecast*	Revised 2019/20 Forecast	Variation	Comments
	£'000s	£'000s	£'000s	
<b>Children Services Capital Programme</b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	3,757	3,257	-500	Projects being developed.
Matthew Arnold - 1FE Expansion (ED877)	1,100	1,300	200	Complete August 2019.
West Witney - Expansion to 2FE (ED889)	900	1,200	300	Stage 2 approved.
<b>PEOPLE: CHILDREN TOTAL IN-YEAR VARIATION</b>			<b>0</b>	
<b>Adult Services Capital Programme</b>				
Adult Social Care Programme	250	50	-200	
ECH - New Schemes & Adaptations to Existing Properties	1,000	500	-500	
Deferred Interest Loans (CSDP)	125	100	-25	
<b>PEOPLE: ADULTS TOTAL IN-YEAR VARIATION</b>			<b>-725</b>	
<b>Communities: Transport Capital Programme</b>				
Hinksey Hill Northbound Slip Road	541	50	-491	
Featherbed Lane and Steventon Lights	1,000	100	-900	
Small schemes (developer and other funded)	445	491	46	
Street Lighting LED replacement	9,411	2,000	-7,411	Mobilisation due to Commence in 2020.
Tetsworth Embankment Works	1,721	200	-1,521	Latest Delivery timeframe.
<b>COMMUNITIES: TRANSPORT TOTAL IN-YEAR VARIATION</b>			<b>-10,277</b>	
<b>Resources Capital Programme</b>				
Organisational Redesign	5,550	5,100	-450	
<b>RESOURCES TOTAL IN-YEAR VARIATION</b>			<b>-450</b>	
<b>CAPITAL PROGRAMME TOTAL IN-YEAR VARIATION</b>			<b>-11,452</b>	

\*As approved by Cabinet: Oct 19

## Capital Programme Update &amp; Monitoring Report - Cabinet 17 December 2019

Capital Programme: 2019/20 TO 2028/29

## New Schemes &amp; Budget Changes

Project / Programme Name	Previous Total Budget*	Revised Total Budget	Variation	Comments
£'000s	£'000s	£'000s		
<b><u>Children Services Capital Programme</u></b>				
Existing Demographic Pupil Provision (Basic Needs Programme)	94,511	93,577	-934	Projects being developed. Draw down of budget provision for the projects below.
11/12 - 17/18 Basic Need Programme Completions	4,875	4,845	-30	
Marcham - Expansion to 1FE (ED882)	1,497	1,669	172	On-site, forecast completion August 2020.
West Witney - Expansion to 2FE (ED889)	2,300	3,581	1,281	Stage 2 approved.
Benson - Expansion to 1.5FE (ED914)	1,452	1,972	520	Stage 2 approved.
<b>PEOPLE: CHILDREN TOTAL PROGRAMME SIZE VARIATION</b>			<b>1,009</b>	
<b><u>Communities: Transport Capital Programme</u></b>				
Small schemes (developer and other funded)	928	974	46	New 19/20 project
<b>COMMUNITIES: TRANSPORT TOTAL PROGRAMME SIZE VARIATION</b>			<b>46</b>	
<b><u>Communities: Other Property Development Capital Programme</u></b>				
Corporate Estate & One Public Estate	3,747	3,907	160	
<b>RESOURCES TOTAL PROGRAMME SIZE VARIATION</b>			<b>160</b>	
<b>CAPITAL PROGRAMME TOTAL PROGRAMME SIZE VARIATION</b>			<b>1,215</b>	

\*As approved by Cabinet: Oct 19

This page is intentionally left blank

**CAPITAL PROGRAMME: 2018/19 TO 2027/28**

Programme		Capital Investment Programme (latest forecast)						CAPITAL INVESTMENT TOTAL  £'000s		
		Current Year	Firm Programme	Provisional Programme						
				2019 / 20	2020 / 21	2021 / 22	2022 / 23		2023 / 24	up to 2028 / 29
Children Services		37,631	36,445	33,587	17,606	15,526	53,651	194,446		
Schools Local Capital		800	800	800	600	519	1,700	5,219		
Adult Services		6,733	600	1,332	1,550	1,800	14,618	26,633		
Communities: Transport		71,218	82,387	97,899	115,702	44,894	75,937	488,037		
Communities: Other Property Development Programmes		22,931	9,880	9,639	11,672	7,760	29,054	90,936		
Resources		32,082	35,955	3,100	1,300	800	4,629	77,866		
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE		171,395	166,067	146,357	148,430	71,299	179,589	883,137		
Earmarked Reserves		4,817	12,170	30,865	1,729	9,912	25,272	84,765		
TOTAL ESTIMATED CAPITAL PROGRAMME		176,212	178,237	177,222	150,159	81,211	204,861	967,902		
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES		178,540	158,971	153,059	137,040	83,387	167,519	878,516		
In-Year Shortfall (-) /Surplus (+)		2,328	-19,266	-24,163	-13,119	2,176	-37,342	-89,386		
Cumulative Shortfall (-) / Surplus (+)	82,945	85,273	66,007	41,844	28,725	30,901	-6,441	-6,441		

SOURCES OF FUNDING		2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	up to 2028 / 29	CAPITAL RESOURCES TOTAL
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		98,102	119,211	68,765	50,000	21,850	105,400	463,328
Devolved Formula Capital- Grant		800	800	800	600	519	1,700	5,219
Prudential Borrowing		22,477	19,601	66,171	72,314	54,494	11,461	246,518
Grants		22,194	9,604	5,380	3,889	1,142	0	42,209
Developer Contributions		32,151	28,266	25,870	7,357	3,126	14,829	111,599
District Council Contributions		0	226	0	0	0	0	226
Other External Funding Contributions		310	0	5	0	0	0	315
Revenue Contributions		150	529	14	0	0	0	693
Schools Contributions		28	0	0	0	0	0	28
Use of Capital Receipts		0	0	10,217	15,999	80	46,960	73,256
Use of Capital Reserves		0	0	0	0	0	18,070	18,070
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		176,212	178,237	177,222	150,159	81,211	198,420	961,461
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		178,540	158,971	153,059	137,040	83,387	167,519	878,516
Capital Grants Reserve C/Fwd	41,098	40,777	18,554	0	0	0	0	0
Usable Capital Receipts C/Fwd	23,171	26,123	29,383	23,774	10,655	12,831	0	0
Capital Reserve C/Fwd	18,676	18,373	18,070	18,070	18,070	18,070	0	0

# CHILDREN SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
<b>Secondary Capital Programme</b>										
King Alfred's (ED928)	627	100	98	0	0	0	0	825	198	98
<b>Secondary Capital Programme Total</b>	<b>627</b>	<b>100</b>	<b>98</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>825</b>	<b>198</b>	<b>98</b>
<b>Provision of School Places (Basic Need)</b>										
Existing Demographic Pupil Provision (Basic Needs Programme)	1,969	3,257	7,691	14,812	9,000	12,000	44,848	93,577	91,608	88,351
11/12 - 17/18 Basic Need Programme Completions	3,556	308	338	643	0	0	0	4,845	1,289	981
Matthew Arnold - 1FE Expansion (ED877)	1,980	1,300	79	0	0	0	0	3,359	1,379	79
East Hanney, St James - Expansion to 1FE (ED859)	1,693	200	240	0	0	0	0	2,133	440	240
Bloxham, Warriner - 2FE Expansion (ED901)	2,497	2,600	315	288	0	0	0	5,700	3,203	603
Marcham - Expansion to 1FE (ED882)	306	650	600	113	0	0	0	1,669	1,363	713

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
John Blandy - Expansion to 1.5FE (ED887)	295	1,500	1,000	98	0	0	0	2,893	2,598	1,098
North Leigh - Repl of Temporary Classroom (ED926)	4	385	26	0	0	0	0	415	411	26
John Watson - Additional Capacity & Improvements (Primary Site) (ED849)	1,364	1,400	336	0	0	0	0	3,100	1,736	336
Cholsey - Expansion to 2FE (ED911)	251	1,000	925	43	0	0	0	2,219	1,968	968
Chesterton - Expansion to 1FE (ED898)	190	1,100	750	83	0	0	0	2,123	1,933	833
West Witney - Expansion to 2FE (ED889)	458	1,200	1,700	223	0	0	0	3,581	3,123	1,923
Benson - Expansion to 1.5FE (ED914)	175	600	1,000	197	0	0	0	1,972	1,797	1,197
<b>Provision of School Places Total</b>	<b>14,738</b>	<b>15,500</b>	<b>15,000</b>	<b>16,500</b>	<b>9,000</b>	<b>12,000</b>	<b>44,848</b>	<b>127,586</b>	<b>112,848</b>	<b>97,348</b>
<b><u>Growth Portfolio - New Schools</u></b>										
The Swan Free School (Financial Contribution) (ED917)	63	2,074	0	37	0	0	0	2,174	2,111	37
Bicester, South West (Whitelands) - Secondary (ED880)	988	6,000	6,500	2,512	0	0	0	16,000	15,012	9,012
Oxford, Barton Park - 1.5FE Primary School (ED868)	784	3,700	4,000	316	0	0	0	8,800	8,016	4,316
Banbury, Southam Road - 1FE Primary School (ED907)	489	3,000	3,000	491	0	0	0	6,980	6,491	3,491



Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20  £'000s	2020 / 21  £'000s	2021 / 22  £'000s	2022 / 23  £'000s	2023 / 24  £'000s	up to 2028 / 29  £'000s			
North East Wantage, Crab Hill: GEMS, Wantage - 2FE Primary School (ED918).	23	300	200	177	0	0	0	700	677	377
West Witney, Curbridge - 1.5FE Primary School (ED927)	29	250	200	250	171	0	0	900	871	621
Bicester, Graven Hill - 2FE Primary School	4	100	100	250	300	876	0	1,630	1,626	1,526
Northfield Special School - Replacement & Expansion	15	500	3,500	6,000	2,735	0	0	12,750	12,735	12,235
Project Development Budget	6	0	100	100	100	100	0	406	400	400
New School Programme Completions	992	182	0	404	0	0	0	1,578	586	404
<b>Growth Portfolio Total</b>	<b>3,393</b>	<b>16,106</b>	<b>17,600</b>	<b>10,537</b>	<b>3,306</b>	<b>976</b>	<b>0</b>	<b>51,918</b>	<b>48,525</b>	<b>32,419</b>
<b>Children's Home</b>										
Re-provision of Maltfield (ED932)	0	500	250	1,750	500	0	0	3,000	3,000	2,500
<b>Children's Home Total</b>	<b>0</b>	<b>500</b>	<b>250</b>	<b>1,750</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>3,000</b>	<b>3,000</b>	<b>2,500</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
<b><u>Annual Programmes</u></b>										
Schools Access Initiative	346	350	300	250	250	200	1,000	2,696	2,350	2,000
Temporary Classrooms - Replacement & Removal	187	350	300	250	250	200	1,000	2,537	2,350	2,000
Schools Accommodation Intervention & Support Programme	0	100	100	100	100	100	500	1,000	1,000	900
School Structural Maintenance (inc Health & Safety)	979	4,000	1,800	1,650	1,400	1,250	5,332	16,411	15,432	11,432
Northfield Special School - Reinstatement works & Temporary Accommodation at Iffley Academy (ED931)	660	30	20	0	0	0	0	710	50	20
<b>Annual Programme Total</b>	<b>2,172</b>	<b>4,830</b>	<b>2,520</b>	<b>2,250</b>	<b>2,000</b>	<b>1,750</b>	<b>7,832</b>	<b>23,354</b>	<b>21,182</b>	<b>16,352</b>
<b><u>Other Schemes &amp; Programmes</u></b>										
CEF Transformation Programme - Children & Family Centres (ED895)	1,170	212	118	0	0	0	0	1,500	330	118
Capacity Building - Early Yrs Entitlement	3,034	200	159	0	0	0	366	3,759	725	525
Free School Meals (ED862)	73	0	0	0	0	0	0	73	0	0
Loans to Foster/Adoptive Parents (Prudentially Funded)	0	75	50	50	50	50	105	380	380	305
Small Projects	114	15	25	0	0	0	0	154	40	25

[illegible]

# ADULT SERVICES CAPITAL PROGRAMME

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
<b><u>SOCIAL CARE FOR ADULTS PROGRAMME</u></b>										
<b><u>Adult Social Care</u></b>										
Adult Social Care Programme	563	50	50	250	500	750	2,087	4,250	3,687	3,637
<b><u>Residential</u></b>										
HOPs Phase 1- New Builds	0	0	0	0	0	0	10,503	10,503	10,503	10,503
<b><u>Specialist Housing Programme (inc ECH - New Schemes &amp; Adaptations to Existing Properties)</u></b>										
ECH - New Schemes & Adaptations to Existing Properties	22	500	500	1,000	1,000	1,000	1,919	5,941	5,919	5,419
Deferred Interest Loans (CSDP)	0	100	50	50	50	50	109	409	409	309
<b>SOCIAL CARE FOR ADULTS PROGRAMME TOTAL</b>	<b>585</b>	<b>650</b>	<b>600</b>	<b>1,300</b>	<b>1,550</b>	<b>1,800</b>	<b>14,618</b>	<b>21,103</b>	<b>20,518</b>	<b>19,868</b>
<b><u>Disabled Facilities Grant</u></b>										
Disabled Facilities Grant	0	5,868	0	0	0	0	0	5,868	5,868	0
<b>DISABLED FACILITIES GRANT PROGRAMME TOTAL</b>	<b>0</b>	<b>5,868</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,868</b>	<b>5,868</b>	<b>0</b>
<b><u>Public Health Directorate</u></b>										
PHE Alcohol Grant (SC127)	0	215	0	0	0	0	0	215	215	0
<b>PUBLIC HEALTH PROGRAMME TOTAL</b>	<b>0</b>	<b>215</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>215</b>	<b>215</b>	<b>0</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
<u>STRATEGY AND TRANSFORMATION PROGRAMME</u>										
<b>STRATEGY &amp; TRANSFORMATION PROGRAMME TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Retentions & Minor Works	0	0	0	32	0	0	0	32	32	32
<b>ADULT SERVICES CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>585</b>	<b>6,733</b>	<b>600</b>	<b>1,332</b>	<b>1,550</b>	<b>1,800</b>	<b>14,618</b>	<b>27,218</b>	<b>26,633</b>	<b>19,900</b>

**COMMUNITIES: TRANSPORT CAPITAL PROGRAMME**

Project/ Programme Name	Previous Years Actual Expenditure	Latest Forecast								Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		Firm Programme		Provisional Programme				Total Scheme Cost £'000s			
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s				
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<b><u>GROWTH DEAL - INFRASTRUCTURE</u></b>											
Infrastructure Programme	0	13,558	13,527	32,061	63,732	0	0	122,878	122,878	109,320	
Oxford, Botley Rd (NPIF-funded)	562	3,621	3,080	8	1,829	0	0	9,100	8,538	4,917	
Watlington Relief Rd	0	1,262	5,000	5,095	1,151	0	0	12,508	0	0	
Oxford Parks Cycle Route (con'n)	19	0	0	0	0	0	0	19	0	0	
Collinwood Rd, crossing and link	1	9	0	0	0	0	0	10	0	0	
Knights Rd, extension	1	9	0	0	0	0	0	10	0	0	
Littlemore, pedestrian and cycle bridge	0	10	0	0	0	0	0	10	10	0	
NW Bicester u'bridge realigned A4095	0	180	0	0	0	0	0	180	180	0	
<b>GROWTH DEAL PROGRAMME TOTAL</b>	<b>583</b>	<b>18,649</b>	<b>21,607</b>	<b>37,164</b>	<b>66,712</b>	<b>0</b>	<b>0</b>	<b>144,715</b>	<b>144,132</b>	<b>125,483</b>	
<b><u>CITY DEAL PROGRAMME</u></b>											
<b><u>Science Transit</u></b>											
Kennington & Hinksey Roundabouts	7,376	85	12	0	0	0	0	7,473	97	12	
Hinksey Hill Northbound Slip Road	797	50	750	5,500	1,603	0	0	8,700	7,903	7,853	
<b><u>Access to Enterprise Zone</u></b>											
Harwell Link Rd Section 1 B4493 to A417	10,859	222	0	0	0	0	0	11,081	222	0	
Harwell Link Rd Section 2 Hagbourne Hill	5,326	644	45	0	0	0	0	6,015	689	45	
Featherbed Lane and Steventon Lights	2,349	100	400	400	3,400	1,075	0	7,724	5,375	5,275	

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
Harwell, Oxford Entrance	466	1,393	141	0	0	0	0	2,000	1,534	141
<b><u>Northern Gateway</u></b>										
Loop Farm Link Road	582	500	500	3,000	2,718	0	0	7,300	6,718	6,218
Other City Deal Programme spend	187	0	0	0	0	0	0	187	0	0
<b><u>Completed Projects</u></b>										
Cuttesslowe Roundabout	4,976	178	23	0	0	0	0	5,177	201	23
Wolvercote Roundabout	5,337	0	25	0	0	0	0	5,362	25	25
<b>CITY DEAL PROGRAMME TOTAL</b>	<b>38,255</b>	<b>3,172</b>	<b>1,896</b>	<b>8,900</b>	<b>7,721</b>	<b>1,075</b>	<b>0</b>	<b>61,019</b>	<b>22,764</b>	<b>19,592</b>
<b><u>LOCAL PINCH POINT PROGRAMME</u></b>										
Milton Interchange	11,994	350	162	38	0	0	0	12,544	550	200
A34 Chilton Junction Improvements	9,694	485	346	358	0	0	0	10,883	1,189	704
<b>LOCAL PINCH POINT PROGRAMME TOTAL</b>	<b>21,688</b>	<b>835</b>	<b>508</b>	<b>396</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>23,427</b>	<b>1,739</b>	<b>904</b>
<b><u>LOCAL GROWTH FUND PROGRAMME</u></b>										
Eastern Arc Phase 1 Access to Headington	11,344	1,850	3,433	0	0	0	0	16,627	5,283	3,433
Science Vale Cycle Network Improvements	973	307	3,175	151	0	0	0	4,606	3,633	3,326
Oxford Science Transit Phase 2 - A40 Public Transport improvements (project development)	3,736	0	25	0	0	0	0	3,761	25	25
Didcot Northern Perimeter Road 3 (project development)	531	210	9	0	0	0	0	750	219	9
A34 Lodge Hill Slips	437	1,533	6,000	7,839	0	0	0	15,809	15,372	13,839
Oxford Queen's Street Pedestrianisation	732	434	4	0	0	0	0	1,170	438	4
Bicester London Road - Cycle/Pedestrian Bridge	0	0	0	0	0	0	0	0	0	0
<b>LOCAL GROWTH DEAL PROGRAMME TOTAL</b>	<b>17,753</b>	<b>4,334</b>	<b>12,646</b>	<b>7,990</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,723</b>	<b>24,970</b>	<b>20,636</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s			
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s				
<b>SCIENCE VALE UK</b>											
Milton Park Employment Access Link: Backhill Tunnel	1,045	17	212	0	0	0	0	1,274	229	212	
Wantage, Crab Hill (contribution)	0	2,000	2,500	0	0	0	0	4,500	4,500	2,500	
HIF1 DGT OBC development	303	95	0	0	0	0	0	398	95	0	
HIF1 A4130 Dualing	18	0	0	0	0	0	0	18	0	0	
HIF1 Didcot Science Bridge	57	0	0	0	0	0	0	57	0	0	
HIF1 Culham river crossing	0	0	0	0	0	0	0	0	0	0	
HIF1 Clifton Hampden bypass	27	0	0	0	0	0	0	27	0	0	
<b>SCIENCE VALE UK LOCALITY PROGRAMME TOTAL</b>	<b>1,450</b>	<b>2,112</b>	<b>2,712</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,274</b>	<b>4,824</b>	<b>2,712</b>	
<b>OXFORD</b>											
Oxford, Rising Bollards	8	20	221	0	0	0	0	249	241	221	
Iffley Fields Controlled Parking Zone	56	144	0	0	0	0	0	200	144	0	
Wood Farm CPZ	0	50	0	0	0	0	0	50	50	0	
Old Greyfriars School signal change	0	10	15	0	0	0	0	25	25	15	
Woodstock Rd, ROQ	719	0	0	0	0	0	0	719	0	0	
Riverside routes to Oxford city centre	2,061	1,970	0	0	0	0	0	4,031	1,970	0	
<b>OXFORD LOCALITY PROGRAMME TOTAL</b>	<b>2,844</b>	<b>2,194</b>	<b>236</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,274</b>	<b>2,430</b>	<b>236</b>	
<b>BICESTER</b>											
Bicester Perimeter Road (Project Development)	0	750	250	0	0	0	0	1,000	1,000	250	
<b>BICESTER LOCALITY PROGRAMME TOTAL</b>	<b>0</b>	<b>750</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>250</b>	



Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20	2020 / 21	2021 / 22	2022 / 23	2023 / 24	up to 2028 / 29			
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s			
<b>BANBURY</b>										
A361 Road Safety Improvements	637	3,487	111	201	0	0	0	4,436	3,799	312
Farmfield Road / Oxford Road - Junction Improvement	0	99	0	0	0	0	0	99	99	0
<b>BANBURY LOCALITY PROGRAMME TOTAL</b>	<b>637</b>	<b>3,586</b>	<b>111</b>	<b>201</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,535</b>	<b>3,898</b>	<b>312</b>
<b>WITNEY AND CARTERTON</b>										
A40 N G'way (Ox N) bus lane	7	50	18	0	0	0	0	75	68	18
HIF2 West Oxon OBC development	64	237	0	0	0	0	0	301	237	0
HIF2 A40 Westbound bus lane	96	0	0	0	0	0	0	96	0	0
HIF2 A40 Dualing Witney-Eynsham	17	0	0	0	0	0	0	17	0	0
HIF2 Dukes Cut Bridge	49	0	0	0	0	0	0	49	0	0
HIF2 B4044 cycle route	24	0	0	0	0	0	0	24	0	0
HIF2 A40 Cycleway to NCN5	13	0	0	0	0	0	0	13	0	0
Witney, A40 Downs Road junction (contribution)	1,250	0	0	0	0	0	0	1,250	0	0
<b>WITNEY AND CARTERTON LOCALITY PROGRAMME TOTAL</b>	<b>1,520</b>	<b>287</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,825</b>	<b>305</b>	<b>18</b>
<b>COUNTYWIDE AND OTHER</b>										
East-West Rail (contribution)	72	737	737	737	737	737	7,298	11,055	10,983	10,246
Small schemes (developer and other funded)	0	491	279	204	0	0	0	974	974	483
Completed small developer-funded schemes	0	7	0	0	0	0	0	7	7	0
Completed schemes	275	35	133	70	0	0	0	513	238	203
<b>COUNTYWIDE AND OTHER INTEGRATED TRANSPORT TOTAL</b>	<b>347</b>	<b>1,270</b>	<b>1,149</b>	<b>1,011</b>	<b>737</b>	<b>737</b>	<b>7,298</b>	<b>12,549</b>	<b>12,202</b>	<b>10,932</b>
<b>INTEGRATED TRANSPORT STRATEGY TOTAL</b>	<b>85,077</b>	<b>37,189</b>	<b>41,133</b>	<b>55,662</b>	<b>75,170</b>	<b>1,812</b>	<b>7,298</b>	<b>303,341</b>	<b>218,264</b>	<b>181,075</b>

Project/ Programme Name	Previous Years Actual Expenditure £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost £'000s	Capital Investment Total (excluding previous years) £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
<b>STRUCTURAL MAINTENANCE PROGRAMME</b>										
Carriageways	0	3,215	2,198	1,942	1,295	2,000	10,000	20,650	20,650	17,435
Surface Treatments	0	8,438	7,174	6,750	3,175	6,500	32,500	64,537	64,537	56,099
Footways	0	750	691	946	62	800	4,000	7,249	7,249	6,499
Drainage	0	900	989	876	900	900	4,500	9,065	9,065	8,165
Bridges	0	2,406	2,696	1,877	2,000	2,000	10,000	20,979	20,979	18,573
Public Rights of Way Foot Bridges	0	100	156	93	100	100	500	1,049	1,049	949
Street Lighting	0	965	979	712	775	775	3,875	8,081	8,081	7,116
Traffic Signals	0	252	243	319	250	250	1,250	2,564	2,564	2,312
Section 42 contributions	0	1,700	824	828	575	575	2,014	6,516	6,516	4,816
Highways & Associated Infrastructure	0	10,133	14,771	15,000	20,000	21,000	0	80,904	80,904	70,771
<b>STRUCTURAL MAINTENANCE ANNUAL PROGRAMMES TOTAL</b>	<b>0</b>	<b>28,859</b>	<b>30,721</b>	<b>29,343</b>	<b>29,132</b>	<b>34,900</b>	<b>68,639</b>	<b>221,594</b>	<b>221,594</b>	<b>192,735</b>

[illegible]

**COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME**

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
<b><u>Fire &amp; Rescue Service</u></b>										
Fire Equipment (SC112)	0	0	103	0	0	0	0	103	103	103
Relocation of Rewley Training Facility	0	50	50	500	0	0	0	600	600	550
F&RS - Replacement Fire Doors	0	100	100	0	0	0	0	200	200	100
Carterton Fire Station	158	0	0	0	0	0	0	158	0	0
Fire Review Development Budget	0	400	100	1,000	1,600	201	0	3,301	3,301	2,901
<b>COMMUNITY SAFETY PROGRAMME TOTAL</b>	<b>158</b>	<b>550</b>	<b>353</b>	<b>1,500</b>	<b>1,600</b>	<b>201</b>	<b>0</b>	<b>4,362</b>	<b>4,204</b>	<b>3,654</b>
<b><u>COMMUNITY SERVICES PROGRAMME</u></b>										
Bicester Library (CS13)	710	250	490	0	0	0	0	1,450	740	490
Westgate Library - Redevelopment	2,664	701	235	0	0	0	0	3,600	936	235
Cowley Library (Development budget)	1	69	10	0	0	0	0	80	79	10
Barton Library Access (CS20)	2	0	87	0	0	0	0	89	87	87
<b>COMMUNITY SERVICES PROGRAMME TOTAL</b>	<b>3,377</b>	<b>1,020</b>	<b>822</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,219</b>	<b>1,842</b>	<b>822</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast									
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years) £'000s	
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s				
<b><u>ASSET UTILISATION PROGRAMMES</u></b>											
Corporate Estate & One Public Estate	72	500	500	1,000	1,000	835	0	3,907	3,835	3,335	
Didcot Library & Community Hub (CS19)	28	200	100	800	472	0	0	1,600	1,572	1,372	
<b>ASSET UTILISATION PROGRAMME TOTAL</b>		<b>100</b>	<b>700</b>	<b>600</b>	<b>1,800</b>	<b>1,472</b>	<b>835</b>	<b>0</b>	<b>5,507</b>	<b>5,407</b>	<b>4,707</b>
<b><u>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME</u></b>											
SALIX Energy Programme	486	130	100	14	0	0	0	730	244	114	
Electric Vehicles Charging Infrastructure	30	60	20	0	0	0	0	110	80	20	
<b>ENERGY EFFICIENCY IMPROVEMENT PROGRAMME TOTAL</b>		<b>516</b>	<b>190</b>	<b>120</b>	<b>14</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>840</b>	<b>324</b>	<b>134</b>
<b><u>PROPERTY (Non-School) PROGRAMMES</u></b>											
Minor Works Programme	31	340	500	500	250	250	1,069	2,940	2,909	2,569	
Health & Safety (Non-Schools)	66	75	75	75	100	100	534	1,025	959	884	
Defect Liability Programme	1,151	849	0	0	0	0	0	2,000	849	0	
<b>ANNUAL PROPERTY PROGRAMMES TOTAL</b>		<b>1,248</b>	<b>1,264</b>	<b>575</b>	<b>575</b>	<b>350</b>	<b>350</b>	<b>1,603</b>	<b>5,965</b>	<b>4,717</b>	<b>3,453</b>
<b><u>Non-School Estate</u></b>											
Non-School Estate	49	8,460	4,500	4,500	7,000	5,000	27,451	56,960	56,911	48,451	
<b>NON-SCHOOL ESTATE PROGRAMME TOTAL</b>		<b>49</b>	<b>8,460</b>	<b>4,500</b>	<b>4,500</b>	<b>7,000</b>	<b>5,000</b>	<b>27,451</b>	<b>56,960</b>	<b>56,911</b>	<b>48,451</b>

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years)  £'000s
		2019 / 20  £'000s	2020 / 21  £'000s	2021 / 22  £'000s	2022 / 23  £'000s	2023 / 24  £'000s	up to 2028 / 29  £'000s			
<b><u>WASTE MANAGEMENT PROGRAMME</u></b>										
Waste Recycling Centre Infrastructure Development	15	400	250	1,250	1,250	1,374	0	4,539	4,524	4,124
<b>WASTE MANAGEMENT PROGRAMME TOTAL</b>	<b>15</b>	<b>400</b>	<b>250</b>	<b>1,250</b>	<b>1,250</b>	<b>1,374</b>	<b>0</b>	<b>4,539</b>	<b>4,524</b>	<b>4,124</b>
<b><u>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES</u></b>										
<b><u>DIGITAL INFRASTRUCTURE PROGRAMME</u></b>										
Better Broadband For Oxfordshire (BBFO)	17,167	2,560	25	0	0	0	0	19,752	2,585	25
Broadband for Businesses in Rural Oxfordshire (BiRO)	0	4,525	1,789	0	0	0	0	6,314	6,314	1,789
Oxford Flood Relief Scheme	5,252	0	0	0	0	0	0	5,252	0	0
Cogges Manor Farm	58	762	230	0	0	0	0	1,050	992	230
New Salt Stores & Accommodation (R20)	1,858	2,500	597	0	0	0	0	4,955	3,097	597
<b>CORPORATE PROPERTY &amp; PARTNERSHIP PROGRAMMES TOTAL</b>	<b>24,335</b>	<b>10,347</b>	<b>2,641</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,323</b>	<b>12,988</b>	<b>2,641</b>
Retentions (completed schemes)	0	0	19	0	0	0	0	19	19	19
<b>COMMUNITIES: OTHER PROPERTY DEVELOPMENT CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>29,798</b>	<b>22,931</b>	<b>9,880</b>	<b>9,639</b>	<b>11,672</b>	<b>7,760</b>	<b>29,054</b>	<b>120,734</b>	<b>90,936</b>	<b>68,005</b>

**RESOURCES CAPITAL PROGRAMME**

Project/ Programme Name	Previous Years Actual Expenditure  £'000s	Latest Forecast								
		Firm Programme		Provisional Programme				Total Scheme Cost  £'000s	Capital Investment Total (excluding previous years)  £'000s	Future Capital Investment Total (excluding previous and current years) £'000s
		2019 / 20 £'000s	2020 / 21 £'000s	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	up to 2028 / 29 £'000s			
Children Services - ICT (Phase 1&2)	1,430	1,100	470	0	0	0	0	3,000	1,570	470
Operational Assets	1,371	3,600	1,900	2,050	800	800	4,629	15,150	13,779	10,179
Organisational Redesign	0	5,100	100	1,050	500	0	0	6,750	6,750	1,650
<b>OPERATIONAL ASSETS TOTAL</b>	<b>2,801</b>	<b>9,800</b>	<b>2,470</b>	<b>3,100</b>	<b>1,300</b>	<b>800</b>	<b>4,629</b>	<b>24,900</b>	<b>22,099</b>	<b>12,299</b>
<b><u>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP</u></b>										
<b><u>Local Growth Fund</u></b>										
Smart Oxford Culham City	1,230	770	0	0	0	0	0	2,000	770	0
LGF3 Prodrive	495	5	0	0	0	0	0	500	5	0
Osney Mead Innovation	4,500	0	1,700	0	0	0	0	6,200	1,700	1,700
<b><u>Housing</u></b>										
Housing	6,715	21,500	31,785	0	0	0	0	60,000	53,285	31,785
<b>OXFORDSHIRE LOCAL ENTERPRISE PARTNERSHIP, HOUSING &amp; GROWTH DEAL TOTAL</b>	<b>12,940</b>	<b>22,275</b>	<b>33,485</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>68,700</b>	<b>55,760</b>	<b>33,485</b>
Completed Projects	14	7	0	0	0	0	0	21	7	0
<b>RESOURCES CAPITAL PROGRAMME EXPENDITURE TOTAL</b>	<b>15,755</b>	<b>32,082</b>	<b>35,955</b>	<b>3,100</b>	<b>1,300</b>	<b>800</b>	<b>4,629</b>	<b>93,621</b>	<b>77,866</b>	<b>45,784</b>

This page is intentionally left blank



## **CABINET – 17 DECEMBER 2019**

### **WORKFORCE REPORT AND STAFFING DATA QUARTER 2 2019/2020**

**Report by Deputy Director, Human Resources**

#### **RECOMMENDATION**

1. **The Cabinet is RECOMMENDED to note the report.**

#### **Executive Summary**

2. Our workforce is the most valuable asset the council deploys. It is our people that make a difference to our residents and our communities. The very nature of the work, and the services we provide, is people intensive. Our residents are reliant on the professionalism of our workforce to deliver high quality services and the Council's future ambitions.
3. This report provides a quarterly overview of activity undertaken by HR in recent months along with the staffing data for the period 1<sup>st</sup> July – 30<sup>th</sup> September 2019 (Quarter 2).

#### **Human Resources; Quarterly overview of activity.**

4. Areas of focus for the HR team have been:
  - The broad HR principles underpinning Organisation Change and Development including service re-design.
  - Changes to Vacancy Management to bring improved control to our establishment, to ensure continued recruitment to priority areas and to seek and maximise opportunities for redeployment where relevant.
  - The re-tender of the Occupational Health contract and Employee Assistance Programme. These are two key contracts that enable the Council to best support our workforce at times of ill health and offer a range of accessible support such as counselling, debt advice, legal advice and support with health and wellbeing needs.
  - Support for areas with business critical requirements, for example, Property and Facilities Management in the Communities Directorate.
  - Changes to the Cycle Scheme, moving from two to twelve windows of application per year for employees and the development of a loan scheme for members.
  - Support for senior recruitment and joint appointments.

#### **Quarterly Update**

##### Organisational Change and Development including Service Re-design

5. During the quarter, HR has provided support for four key strands of Service Re-design, namely, Finance, Strategic Capability and the development of

proposals for the Provision Cycle and Business Administration Service. Work is also underway to support the development of consultation proposals in readiness for the delivery of the Family Safeguarding Plus model in the Children's and Families Directorate and in the Property and Facilities Management area of the Communities Directorate.

6. As part of consultation, staff who may be affected by any of the proposals for change are deemed a priority in terms of potential redeployment opportunities. Where redeployment cannot be facilitated, there is an effective outplacement service delivered by an external partner which provides staff with dedicated skills and career development advice. HR also tracks all displaced staff who apply for any council vacancies to ensure their progress is monitored and a guaranteed interview is offered if the essential criteria of the job role is met. Vacancy Management plays a key part in the successful redeployment of affected staff.

#### Vacancy Management

7. The Vacancy Management (VM) process continues to support recruitment to priority areas and effectively supports establishment and redeployment activity.
8. VM is in place to ensure there is a global view of all vacancies that arise throughout the council. The VM process enables appropriate challenge and thought to be applied when considering recruitment to vacancies, for example, is it possible to re-organise workload, does the vacancy provide an opportunity to consider joint working and critically, the impact of potential organisation change in terms of redeployment.
9. A recent change has been made to the VM process with the decision making responsibility transferring to Directorate Leadership Teams (DLT) supported by input from the HR and Finance Business Partners. If a decision cannot be reached by the DLT, the vacancy is referred for consideration by CEDR.
10. A report detailing all vacancies that have been considered, agreed and declined by DLT's is provided to CEDR on a fortnightly basis.

#### Re-Tender of Occupational Health and Employee Assistance Programme contracts

11. These are two key contracts that provide support for the health and wellbeing of our staff. The timeline for the tender and award process is:
  - Invitation to tender document issued 18<sup>th</sup> November 2019.
  - Closing date for clarification questions 25<sup>th</sup> November 2019.
  - Closing date for submission of tenders 13<sup>th</sup> December 2019.
  - Preliminary evaluation of tenders 9<sup>th</sup> January 2020.
  - Contract start date 1<sup>st</sup> September 2020.

HR Support for Key Priorities

12. A small central team comprising of an experienced Human Resources Business Partner (HRBP), Senior HR Adviser and a Data and HR Support Officer has been established to support the people aspects of the Council's Organisation Change projects. The establishment of this team has been supported by transformation funding.
13. This team, led by a HRBP supports the relevant Senior Responsible Officers to develop proposals, write and roll out consultation frameworks in line with our policies and legislation, liaise with the trade union, provide support to staff and managers during the consultation process, advice relating to assimilation and ringfencing processes, development of appropriate selection processes, supporting redeployment and the implementation of redundancy processes where necessary.
14. An interim HRBP has also been engaged to support the Communities Directorate to work specifically with the Director of Property and Facilities Management. This role is working to resolve a range of complex legacy issues arising from the collapse of Carillion, the bringing back in house of the Capita contract and some second and third generation TUPE transfers. There is significant restructuring required in this area for which a timeline is being developed along with an urgent need to develop a robust workforce plan.
15. A number of interim appointments have been made to stabilise the HR team due to resignations and family leave periods. The appointments have been made within existing HR staff budgets and were necessary to maintain services, provide general capacity within the team to deliver organisation change whilst supporting the process of the HR review.

Cycle Scheme

16. There have been some positive changes achieved in relation to the Cycle Scheme offered to employees by the Council.
17. The Cycle Scheme window is currently open to colleagues just twice a year. This is unnecessarily restrictive and does not make any financial sense from a Council perspective.
18. Members of the OCC HR team have worked alongside Hampshire colleagues, (the administrators of the scheme), to open the scheme to OCC colleagues for 12 months of the year and we are working towards an implementation date of 2 December 2019.
19. The HR team have also identified a route to enable members to purchase bicycles through the offer of a loan scheme like that provided to staff for the purchase of rail and bus season tickets.
20. These changes will enable both staff and members to make a significant contribution to the climate change agenda whilst supporting the health and wellbeing of everyone. Further communication will follow regarding these changes.

Support for senior recruitment and joint appointments

21. The HR team have provided support to the CEO and Members in the appointment of the Corporate Director of Public Health, the Corporate Director of Adults and the Corporate Director for Customers and Organisation Change.
22. The team are currently supporting the recruitment to a number of senior joint roles including Corporate Director - Commercial Development, Assets and Investment, Director of Digital and Customers and the Director of Communications, Strategy and Insight. Other roles include the appointment to the Director of Property and Facilities Management and Deputy Director of Education. OCC is also leading on the joint NHS/OCC appointment of Managing Director (Oxfordshire Integrated Care Partnership).

**Quarter 2 Staffing Data (1<sup>st</sup> July – 30 September 2019)**

Introduction

23. This section provides staffing information relating to staffing numbers, turnover and agency spend along with a Directorate overview.
24. Workforce data and trends are published in more detail on the Council's intranet. This includes a breakdown of staffing numbers and trends over the past five quarters by Directorates and Schools, including temporary and part time employees, turnover and sickness rates along with diversity and salary profiles. This data has been redesigned to provide information by service and includes the spend and use of agency workers.
25. A breakdown of movements by directorate and services is provided at Appendix 1 together with agency spend for the quarter. There have been no significant staffing changes within or across Directorates within the quarter.
26. Staffing numbers have shown a small increase in the past two years much of which relates to transferring staff back in house. Since March 2017, the staff number has increased by 681.91 FTE.
27. Turnover remains below the average for Councils across England.
28. Agency expenditure has increased slightly this quarter within Children's Services which continues to reflect the ongoing difficulty in recruiting and retaining social workers. However, it is important to note that agency staff are often funded through central government grants to support key initiatives and operational delivery.

**Quarter 2 Update**

Staffing

29. The staffing number as at 30 September 2019 was 5021 employees equivalent to 4086.77 FTE including our retained fire service but excluding schools. This represents an increase of 39.38 FTE during the quarter. The workforce is made up of 2742 full time and 2279 part time employees.

### Redeployment

30. We remain committed to redeploying staff affected by redundancy however no employees were redeployed during Q2 as there were no staff at risk.

### Turnover

31. In Q2 there were 213 leavers across all directorates. Turnover for the quarter has increased overall, across most service areas with the exception of Public Health and Growth. The Council's turnover rate for the last 12 months was 12.1% which remains lower than the mean figure for councils in England of 13.7% (Source: Local Government Workforce Survey June 2018)

### Spend on agency workers

32. Agency workers are a critical part of the council's workforce. They can provide a cost effective and flexible solution to cover temporary work demands. The Council has a managed service contract with Commensura which focuses on the provision of temporary agency and interim workers through a central electronic portal to an approved supply chain of compliant tiered agencies.
33. A managed service provides the following benefits:
- Improves oversight of agency spend and trends and helps to improve demand management and the consideration of alternative resourcing solutions
  - Secures the most competitive terms with agencies
  - Grows the supply chain to respond to temporary orders quickly
  - Reduces the time managers spend liaising with agencies and negotiating terms of business
  - Ensures all suppliers understand and comply with council vetting requirements
34. Demand for agency workers is sometimes due to the need to cover hard to fill vacancies such as children's social workers and in these circumstances, can be more costly than direct employment. Measures continue to be taken through recruitment initiatives to keep this number to a minimum.
35. The total spend on agency workers for Q2 was £3,941,570, (2.25% of the annual staffing budget), an increase on the previous quarter of £166,620. Spend across directorates is relatively stable, and in most areas decreasing, except across Children's Services where there has been an increase of approximately £200,000 from the previous quarter. It is important to note that many agency staff are funded from additional monies from central government and from partner organisations to support operational delivery.
36. A breakdown of agency spend is included in Appendix 1 and shows total spend by each Directorate and main service areas. Appendix 2 shows the trend analysis of agency spend per quarter since 2016.

## Directorate Overview

### Communities

37. Infrastructure Delivery has reduced its agency spend as Facilities Management and Property are recruiting to posts previously filled by agency workers. Planning and Place agency use has increased due to the immediate need of the Growth Deal.

### Adult services

38. The agency spend in Commissioning covers both Adults and Children's commissioning activity. The majority of agency use is for vacancy cover (particularly in the care and support brokerage team, where a failure to cover vacancies would result in significant operational issues – both in terms of children not being placed in care, and in terms of impact on hospital flow). All vacancies are currently under active recruitment which will drive the cost for agency down once the individuals are in post.

### Children's Services

39. Covering statutory workers with agency staff has been essential as it has been difficult to recruit and retain social workers. The service managed to drive agency usage down last year but the level of usage is increasing again over the course of this year. There is a Recruitment & Retention strategy in place but the need seems very cyclical. Additionally, demand has risen hugely within our MASH teams (multi-agency safeguarding hub providing front door services) and a team has been created to deal with the backlog, this was made up of agency staff.
40. A number of admin positions within Children's Services have been covered by agency staff but these positions are now being recruited to.
41. The main reason for requesting an agency worker continues to be to cover a vacancy. The top two most frequently requested job categories continue to be qualified social and health care workers and admin, followed by engineering and surveying roles.
42. There has been a decrease in the number of requests for agency staff during Quarter 2, reducing from 309 in Quarter 1 to 253 this quarter. However, there are still several agency staff hired off contract, i.e. outside of the Comensura contract and we are working with DLTs to identify and reduce this number. Hiring agency workers through Comensura has allowed us to negotiate more competitive pay rates, reduces fees to agencies and avoids fees if agency workers take up permanent employment with the Council. The contract also enables us to monitor spend and usage across directorates more effectively and accurately.

## **Conclusion**

43. In readiness for financial year 2020/21, HR will be taking a new approach to HR strategy and this will include the development of a HR dashboard to report a range of HR metrics and key performance indicators. This will continue to be provided quarterly along with a summary of key HR activities.

KAREN EDWARD  
Deputy Director Human Resources

**19 November 2019**  
**Contact Officer: Karen Edwards, Deputy Director Human Resources**

This page is intentionally left blank



DIRECTORATE	FTE Employed at 30 June 2019 Q1	FTE Employed at 30 Sept 2019 Q2	Headcount at 30 June 2019 Q1	Headcount at 30 Sept 2019 Q2	Turnover Q1 %	Turnover Q2 %	Cost of Agency Staff £ Q1	Cost of Agency Staff £ Q2
<b>ADULTS</b>	<b>747.64</b>	<b>771.94</b>	<b>880</b>	<b>906</b>	<b>2.80</b>	<b>4.14</b>	<b>£814,710</b>	<b>£786,986</b>
Adult Social Care	620.92	641.16	736	758	3.00	4.50	£523,092	£510,198
Joint Commissioning	126.72	130.78	144	148	2.10	2.10	£291,617	£276,789
<b>CHILDREN</b>	<b>1229.95</b>	<b>1228.42</b>	<b>1513</b>	<b>1498</b>	<b>2.60</b>	<b>5.90</b>	<b>£1,299,182</b>	<b>£1,496,942</b>
Children's Social Care	415.01	416.20	481	476	2.30	4.40	£621,587	£802,772
Safeguarding (inc ATV)	353.30	347.89	427	424	2.60	3.30	£278,723	£378,770
Education	284.18	288.12	394	390	2.30	8.90	£90,632	£164,538
Admin and Director's Office	177.46	176.21	211	208	3.80	9.50	£308,240	£150,862
<b>PUBLIC HEALTH</b>	<b>22.03</b>	<b>26.03</b>	<b>23</b>	<b>27</b>	<b>0.00</b>	<b>0.00</b>	<b>£5,958</b>	<b>£0</b>
<b>GROWTH DEAL</b>	<b>N/A</b>	<b>7.60</b>	<b>N/A</b>	<b>8</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>£0</b>
<b>COMMUNITIES</b>	<b>1589.76</b>	<b>1601.59</b>	<b>2084</b>	<b>2090</b>	<b>2.80</b>	<b>3.00</b>	<b>£1,259,132</b>	<b>£1,221,039</b>
Planning and Place	173.44	172.75	182	182	1.10	2.20	£465,929	£681,092
Infrastructure Delivery	584.12	586.62	806	803	3.00	3.60	£319,310	£135,866
Property Investment & Facilities Management	217.66	224.64	398	405	3.00	3.00	£432,650	£366,630
FRS and Community Safety (inc Retained)	614.54	616.78	696	699	2.60	2.60	£41,244	£37,451
<b>CUSTOMERS AND ORGANISATIONAL DEVELOPMENT</b>	<b>262.53</b>	<b>254.20</b>	<b>281</b>	<b>275</b>	<b>3.00</b>	<b>4.70</b>	<b>£221,384</b>	<b>£260,129</b>
HR	34.20	30.96	39	36	5.10	8.00	£0	£39,836
Policy (includes CE Office and Business Support)	43.44	40.45	46	43	2.20	12.20	£37,758	£21,778
Customer Services	60.49	59.79	66	67	3.00	4.50	£58,631	£104,501
Programme Management Office	6.90	7.90	8	9	0.00	0.00	£0	£0
Digital and ICT	117.50	115.10	122	120	1.60	1.70	£124,995	£94,014
<b>LAW AND GOVERNANCE</b>	<b>83.36</b>	<b>87.12</b>	<b>93</b>	<b>96</b>	<b>2.20</b>	<b>4.20</b>	<b>£55,874</b>	<b>£40,164</b>
<b>FINANCE</b>	<b>112.12</b>	<b>109.87</b>	<b>124</b>	<b>121</b>	<b>1.60</b>	<b>4.90</b>	<b>£118,711</b>	<b>£136,310</b>
<b>TOTAL</b>	<b>4047.39</b>	<b>4086.77</b>	<b>4998</b>	<b>5021</b>	<b>2.70</b>	<b>4.30</b>	<b>3,774,950</b>	<b>3,941,570</b>

Please note: Where employees are absent eg on maternity leave or long term sick and have been temporarily replaced, both the absent employee and the temporary employee will have been counted.

#### Top four reasons for using agency workers

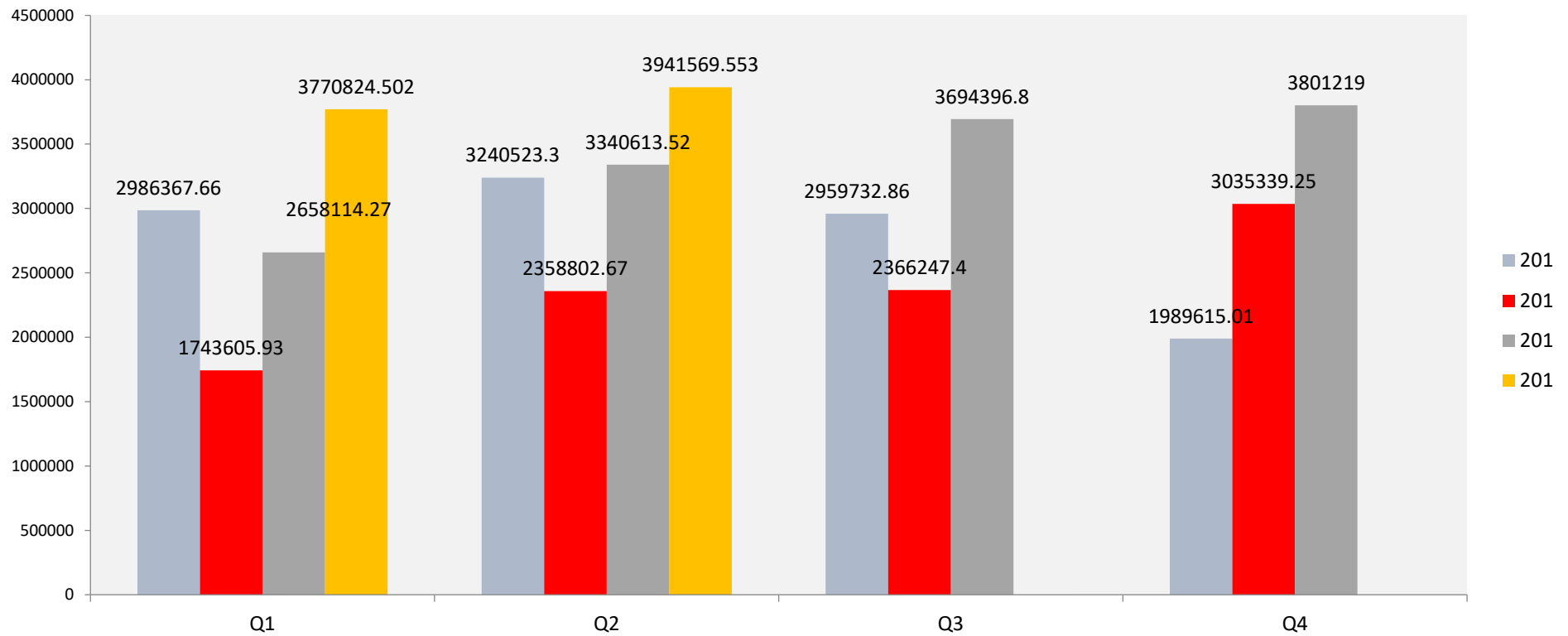
Reason	Q1	Q2
Covering a vacancy	59%	50%
Temporary/Unplanned demand	12%	22%
Project work	12%	20%
Sickness	10%	6%

#### Most frequent job categories of agency staff (reducing to 253 orders in Q2 a reduction of 13%)

Job Category	Q1	Q2
Social and Health Care qualified	39%	42%
Manager, Admin and clerical	32%	21%
Engineering and surveying	8%	9%
Interim	5%	9%

This page is intentionally left blank

### Total Agency Spend by Quarter



.6-17

.7-18

.8-19

.9-20



This page is intentionally left blank

Division(s): N/A
------------------

## CABINET – 17 DECEMBER 2019

### FORWARD PLAN AND FUTURE BUSINESS

#### Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision	Portfolio/Ref
<b>Cabinet, 21 January 2020</b>	
<ul style="list-style-type: none"> <li>▪ <b>Delegated Powers - January 2020</b> To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.</li> </ul>	Cabinet, Leader 2019/118
<ul style="list-style-type: none"> <li>▪ <b>Business Management &amp; Monitoring Report - November 2019</b> To note and seek agreement of the report.</li> </ul>	Cabinet, Deputy Leader 2019/117
<b>Joint Responsibility:</b> Deputy Leader of the Council and Cabinet Member for Finance.	
<ul style="list-style-type: none"> <li>▪ <b>Innovation and Sustainability Funds</b> To seek agreement of the award of Innovation and Sustainability Funds as per agreed decision making process.</li> </ul>	Cabinet, Adult Social Care & Public Health 2019/120
<ul style="list-style-type: none"> <li>▪ <b>Becoming a Dementia Friendly Council</b> To seek agreement for the Council to pursue becoming Dementia Friendly.</li> </ul>	Cabinet, Adult Social Care & Public Health 2019/162
<ul style="list-style-type: none"> <li>▪ <b>Oxfordshire Pupil Place Plan 2019-2023</b> To seek approval to formally adopt the updated Pupil Place Plan for Oxfordshire.</li> </ul>	Cabinet, Education & Cultural Services 2019/105
<ul style="list-style-type: none"> <li>▪ <b>SEND LA Ofsted Report</b> To note the report.</li> </ul>	Cabinet, Education & Cultural Services 2019/201
<ul style="list-style-type: none"> <li>▪ <b>Connecting Oxford</b> To seek approval about whether and how to continue developing Connecting Oxford.</li> </ul>	Cabinet, Environment 2019/061

- **Service & Resource Planning Report - 2020/21 - January 2020**

Cabinet proposes 2020/21 revenue budget, MTFP and capital programme for recommendation to Council in light of comments from the Performance Scrutiny Committee and consultation feedback. Includes the Review of Charges.

Cabinet, Finance  
2019/116
- **Youth Opportunity Fund**

To seek approval of the recommendations for funding.

Cabinet, Local  
Communities  
2019/192

## **Cabinet Member for Education & Cultural Services, 16 January 2020**

- **Formal Approval of Schools Funding Formula 2020-21**

The final funding formula for schools and academies for 2020-21 needs to be formally approved politically before submission to the DfE. Schools Forum has been consulted in development of the funding formula for 2020-21 as a statutory consultee, but the decision on the final formula is made by the local authority, after considering Schools Forum views.

Cabinet Member  
for Education &  
Cultural Services,  
2019/119

## **Cabinet Member for Environment, 16 January 2020**

- **North Hinksey: North Hinksey Lane and Lime Road - Proposed Waiting Restrictions**

To seek approval of the proposals.

Cabinet Member  
for Environment,  
2019/133
- **Oxford: Warren Crescent - Proposed Amendment to Parking Bay**

To seek approval of the proposals.

Cabinet Member  
for Environment,  
2019/136
- **Warborough: A329 Thame Road - Proposed Waiting Restrictions**

To seek approval of the proposals.

Cabinet Member  
for Environment,  
2019/176
- **Steventon: Hanney Road - Proposed Zebra Crossing and Traffic Calming**

To seek approval of the proposals.

Cabinet Member  
for Environment,  
2018/175
- **Oxford: Sunderland Avenue - Proposed Amendments to Waiting Restrictions**

To seek approval of the proposals.

Cabinet Member  
for Environment,  
2019/174



- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ <b>Abingdon: Northcourt Road - Proposed Revised Traffic Calming Measures</b><br/>To seek approval of the proposals.</li> </ul>                          | Cabinet Member<br>for Environment,<br>2019/173 |
| <ul style="list-style-type: none"> <li>▪ <b>Oxford: Kirby Place - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member<br>for Environment,<br>2019/182 |
| <ul style="list-style-type: none"> <li>▪ <b>Bourton: Bishopstone Road - Proposed Traffic Calming Measures</b><br/>To seek approval of the proposals.</li> </ul>                                  | Cabinet Member<br>for Environment,<br>2019/180 |
| <ul style="list-style-type: none"> <li>▪ <b>Chilton: Chilton Fields - Proposed 20mph Speed Limit and Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>                  | Cabinet Member<br>for Environment,<br>2019/179 |
| <ul style="list-style-type: none"> <li>▪ <b>Banbury: Bankside - Proposed Traffic Calming Measures, Waiting Restrictions and Zebra Crossing</b><br/>To seek approval of the proposals.</li> </ul> | Cabinet Member<br>for Environment,<br>2019/191 |
| <ul style="list-style-type: none"> <li>▪ <b>Oxford: Various Locations - Proposed New Disabled Persons Parking Places (DPPPs)</b><br/>To seek approval of the proposals.</li> </ul>               | Cabinet Member<br>for Environment,<br>2019/147 |
| <ul style="list-style-type: none"> <li>▪ <b>Bicester: Various Locations - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>                                    | Cabinet Member<br>for Environment,<br>2019/188 |
| <ul style="list-style-type: none"> <li>▪ <b>Cherwell and West Oxfordshire: Various Locations - Proposed Disabled Persons Parking Places</b><br/>To seek approval of the proposals.</li> </ul>    | Cabinet Member<br>for Environment,<br>2019/189 |
| <ul style="list-style-type: none"> <li>▪ <b>Didcot: B4493 Foxham Road - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>                                      | Cabinet Member<br>for Environment,<br>2019/172 |
| <ul style="list-style-type: none"> <li>▪ <b>Abingdon: Marcham A415 - Proposed 50mph Speed Limit</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member<br>for Environment,<br>2019/145 |
| <ul style="list-style-type: none"> <li>▪ <b>Oxford: Hollow Way North Area - Proposed CPZ</b><br/>To seek approval of the proposals.</li> </ul>   | Cabinet Member<br>for Environment,<br>2019/146 |
| <ul style="list-style-type: none"> <li>▪ <b>Didcot: Great Western Park - Proposed Zebra Crossings</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member<br>for Environment,<br>2018/191 |

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ <b>Burford: A40 - Proposed 20mph and 30mph Speed Limits</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member for Environment, 2019/082 |
| <ul style="list-style-type: none"> <li>▪ <b>Witney: A415 Duckington Lane - Proposed Extension of 30mph Speed Limit and No Right Turn Restrictions</b><br/>To seek approval of the proposals.</li> </ul> | Cabinet Member for Environment, 2019/128 |
| <ul style="list-style-type: none"> <li>▪ <b>Oxford: Former Temple Cowley Swimming Pool Site Development - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>           | Cabinet Member for Environment, 2019/134 |
| <ul style="list-style-type: none"> <li>▪ <b>Didcot: Great Western Park South - Proposed 20mph Speed Limit</b><br/>To seek approval of the proposals.</li> </ul>   | Cabinet Member for Environment, 2019/129 |
| <ul style="list-style-type: none"> <li>▪ <b>Henley: King James Drive - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member for Environment, 2019/141 |
| <ul style="list-style-type: none"> <li>▪ <b>Wheatley: Breame Oak Drive and Ochre Close - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>                            | Cabinet Member for Environment, 2019/153 |
| <ul style="list-style-type: none"> <li>▪ <b>Banbury: Noral Way - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member for Environment, 2019/193 |
| <ul style="list-style-type: none"> <li>▪ <b>Didcot: Cow Lane - Proposed Waiting Restrictions</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member for Environment, 2019/194 |
| <ul style="list-style-type: none"> <li>▪ <b>Bicester: A41 Oxford Road - Proposed Toucan Crossing</b><br/>To seek approval of the proposals.</li> </ul>  | Cabinet Member for Environment, 2019/202 |

### **Cabinet Member for Local Communities, 21 January 2020**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>▪ <b>Exemption from Contract Procedure Rules - VCS Infrastructure</b><br/>To receive a report on Exemption from Contract Procedure Rules for VCS Infrastructure.</li> </ul> | Cabinet Member for Local Communities, 2019/203 |
|--|--|