**CABINET REPORT**

**BUSINESS MANAGEMENT AND MONITORING REPORT**

**July 2022**

**Report by the Corporate Director for Customers, Organisational Development & Resources and the Director of Finance**

**RECOMMENDATION**

**The Cabinet is RECOMMENDED to**

1. note the report.
2. agree the virements set out in Annex B-2a
3. note the virements and supplementary estimate set out in Annex B-2b and B-2c
4. agree the proposed update to the Review of Charges for 2022/23 as set out in paragraphs 94 and 95 of Annex B.
5. note the additional £5.9m Business Rate funding set out in Annex B paragraph 130 and agree that this should be added to the Business Rates Reserve pending agreement about the use of this funding.

**Executive Summary**

1. This report presents the July 2022 performance and finance position for the Council.
2. The Council recognises the importance of timely, accurate and accessible performance, risk overview and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
3. These business management reports are part of a suite of performance, risk overview and budget documents which set out our ambitions, priorities and financial performance. The new 2022 – 2025 Strategic Plan sets out the Council’s ambitions for the next four years. It also shows our priority activities for the current financial year.
4. Our new 2022 – 2025 Strategic Plan, Medium Term Financial Plan, Outcomes Framework and business management reports, can be found on the Council’s website.
5. This report summarises the performance and finance position for the council. Further information is provided in the following annexes to the report:

Annex A: Performance July 2022

Annex B: Finance July 2022

1. The performance section of this report concentrates on the Performance Exceptions (Measures reporting Red (off target), or Amber, (slightly off target, amber for the last two consecutive months). The full performance report is included at Annex A.

**Performance Overview**

1. The Outcomes Framework for 2022/23 reports on our nine strategic priorities, and one running the business priority which includes the customer contact centre and finance measures.
2. This report includes 52 monthly measures. As at the end of July 2022 the indicators were rated as follows:

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| --- | --- | --- | --- | --- | --- |
| **Month** | **Green** | **Amber** | **Red** | **Monitoring only****(n/a)** | **Total** |
| **July 2022** | **23** | **14** | **8** | **7** | **52** |
| **44.2%** | **26.9%** | **15.3%** | **13.5%** |

**Figure 1 –** Summary of July performance for all indicators. RAG = Green – meets or exceeds the target, Amber – misses target by narrow margin and Red – misses target by significant margin. Please note the margins vary depending on set thresholds for each measure, established using national targets, forecasting and other calculation methods.

1. The following table lists the 8 measures reporting as Red for this period. Full details can be found in Annex A.

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| **Performance measures reporting Red for July 2022 (8)** |
| **OCC07.01:** Number of contacts into the MASH |
| **OCC07.03:** Number of early help assessments completed by health visitors |
| **OCC07.06:** No of children we care for (excluding Unaccompanied Children) |
| **OCC07.10:** % of Education Health & Care Plans completed within 20 weeks |
| **OCC11.02:** Achievement of planned savings |
| **OCC11.05:** Directorates deliver services and achieve planned performance within agreed budget |
| **OCC11.06**: Total outturn variation for the dedicated schools grant funded services |
| **OCC11.11:** Debt requiring impairment ­ ASC contribution debtors |

**Figure 2 –** Summary of the Red measures

1. This table indicates the direction of travel of measures compared to June 2022.

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| **Status changes – June to July 2022** |
| **Red to Green** | **OCC02.04:** Number of physical visits to Libraries**OCC05.02:** % of contracted seats designated to school children |
| **Amber to Green** | **OCC02.03:** Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)**OCC03.05:** Number of library issues (books, DVD, CD's, E­books)**OCC04.08**: No of visits to Live Well Oxfordshire**OCC07.05:** No of children we care for who are Unaccompanied Asylum Seeking Children**OCC07.07:** Number of child protection plans**OCC11.09:** Invoice collection rate ­ Corporate Debtors |
| **Red to Amber** | **OCC10.04:** Resolve customer enq received through the telephony channels at the first point of contact |
| **Green to Amber**  | **OCC03.14:** No of physical visits to Heritage services**OCC04.03:** % of residents aged 65 plus receiving ASC who manage their care by using a direct payment**OCC09.05:** No of new Community Micro Enterprises supporting people in the community**OCC11.12:** Average cash balance compared to forecast average cash balance |
| **Green to Red** | **OCC11.06**  Total outturn variation for the dedicated schools grant funded services |

**Figure 3** – changes since the last reporting period

1. The number of measures reported will fluctuate throughout the year as the reporting frequency is measure specific, monthly, quarterly, termly, bimonthly and annually as detailed in the outcomes framework. During July, almost half (44.2%) of the measures were reported as green outcomes (*meeting or exceeding target*). Fourteen (26.9%) were rated as Amber (*misses target by narrow margin),* of which nine have been amber for 2+ months*.* Eight (15.3%) measures were rated red (*misses target by significant margin*).
2. Financial (year to date) tracking of RAG monthly measures (not including monitoring only and data to be updated):

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Month** | **Green** | **Amber** | **Red** | **Total** |
| April | 22 | 6 | 6 | **34** |
| May | 29 | 7 | 10 | **46** |
| June | 40 | 20 | 13 | **73** |
| July | 23 | 14 | 8 | **45** |

**Figure 3** - Please note that the total number of indicators fluctuates as some measures are quarterly, 6monthly and annually.

**Performance Exceptions**

1. This section of the report details each measure reporting Red or Amber status (Amber consecutive for two months) with supporting commentary from the Directorate and analysis from the performance and insight team. The exception report focuses on the 10 measures that have red outcomes and the 9 measures that have reported amber outcomes for two months consecutively.
	1. **Priority OCC 01**: **Put action to address the climate emergency at the heart of our activities**

This priority has 3 monthly measures being reported in July: 1 Amber and 2 Green.

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| **Priority OCC01 overall performance:** |
| April | May | June |
| July | August | September |
| October | November | December |
| January | February | March |

Table illustrates the measure within **Priority OCC 01** that are performing under target and the RAG status.

|  |  |  |
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| **Measure:**  | **Status:** | **Director:** |
| **OCC01.09:** Total % of household waste which is reused, recycled or composted | **Amber** | **Bill Cotton** |

**Comments from directorate:** This is forecasted end of year position. It is anticipated there will be a reduction in performance due to the dry weather in recent months causing less garden waste to be received.

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| **Risk impact** | There is no risk to Service |
| **Finance impact** | There is no financial risk to Service |

* 1. **Priority OCC04: Support carers and the social care system**

This priority has 8 monthly measures being reported in July: 3 Amber, 2 Green and 3 monitoring only.

Table illustrates the measure within **Priority OCC 04** that are performing under target and the RAG status.

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| **Measure:**  | **Status:** | **Director:** |
|  **OCC04.04**: Percentage of residents aged under 65 receiving ASC who manage their care by using direct payment | **Amber** | **Karen Fuller** |
|  **OCC04.05**: Percentage of older residents who receive long term care and are supposed to live in their own home | **Amber** | **Karen Fuller** |

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| **Priority OCC04 overall performance:** |
| April | May | June |
| July | August | September |
| October | November | December |
| January | February | March |

**Comments from directorate:**

**OCC04.04:** Where people are supported in long term care in their own home, a direct payment provides people with more choice and control over their care as they purchase it directly.

39.3% of adults of a working age receive their care via a direct payment. This is marginally better than the national average (38%). Performance continues to improve month on month. A new Direct Payment Model was implemented in April 2021. As the Direct Payment Advice Team develops, we would expect to see the trend increasing again. We are developing a strategic plan for further development of the Personal Assistance Market (where many people spend their direct payment) including training opportunities.

**OCC04.05:** The proportion of older people who are supported, who live in their own homes is 59.5% (against a target of 60%). It is up 0.2% from the start of the year, but down on last month. People prefer where possible to live in their own home and we continue to deliver services such as home care and extra care housing to make this possible

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| **Risk impact** | **OCC04.04:** The figure remains above the national average, however direct payments increase people's choice and control, so a falling level of direct payments may lead to reduced satisfaction and may put additional pressures on other services such as home care availability.**OCC04.05:** People prefer where possible to live in their own home and we continue to deliver services such as home care and extra care housing to make this possible, however the proportion of older people supported by adult social care I their own home is below the national average. |
| **Finance impact** | **OCC04.04:** No significant overall financial impact**OCC04.05:** There are minor financial impacts associated with this measure as increased demand for care homes may increase the unit cost and place a pressure on the care home budget. |

* 1. **Priority OCC 07: Create opportunities for children and young people to reach their full potential**

This priority has 9 monthly measures being reported in July: 4 Red, 1 Amber, 2 Green and 2 monitoring only.

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| **Priority OCC07 overall performance:** |
| April | May | June |
| July | August | September |
| October | November | December |
| January | February | March |

Table illustrates the measure within **Priority OCC 07** that are performing under target and the RAG status.

|  |  |  |
| --- | --- | --- |
| **Measure:**  | **Status:** | **Director:** |
| **OCC07.01:** Number of Contacts into the MASH | **Red** | **Kevin Gordon** |
| **OCC07.02:** Number of early help assessments | **Amber** | **Kevin Gordon** |
| **OCC07.03:** Number of early help assessments completed by health visitors | **Red** | **Kevin Gordon** |
| **OCC07.06:** No. of children we care for (excluding unaccompanied children) | **Red** | **Kevin Gordon** |
| **OCC07.10:** % of Education Health & Care Plans completed within 20 weeks  | **Red** | **Kevin Gordon** |

**Comments from directorate:**

**OCC07.01:** MASH rose by 35%, in 20/21. In 21/22 they rose again, by 18%. However, in the first four months of this year contacts have fallen by 4% on the same quarter last year. Demand is being managed by additional temporary staff and are reviewing activity to see what can be managed elsewhere.

**OCC07.02:** The children's trust agreed a stretched target of 5,000 early help assessments this year and 10,000 in 23/24. However, in the first quarter of this year the number of early help assessments between April and July are 14% lower than the corresponding period last year and under half the target rate. An early help strategy is in place to help increase the provision of early help

**OCC07.03:** We are working with Oxford health through our contract on health visiting to increase the number of early help assessments in the year. This work is being completed within the early help strategy referred to on OCC7.02

**OCC07.06:** The number of children we care for continues to rise. It remains below the national rate, but above that of similar authorities. We expected numbers to fall with the implementation of family solutions plus model, but this has not yet happened. The increase in younger children becoming looked after may be because of the impact of the pandemic, higher level of need was much higher in some cases.

**OCC07.10:** Sustained volume in requests for EHCNAs. Shortages of staff in both casework and EPS. Heavy resilience on agency staff both in casework and EPS. Continuous sickness absence including long-term. Implementation of a new Business Information System.

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| **Risk impact** | **OCC07.01:** Additional demand increases the risk that children will not be seen in a timely manner (strategic risk safeguarding vulnerable children). The risk is being managed by the provision of additional staff who ensure that the statutory timeframes for responding to the most significant safeguarding concerns are addressed and performance remains high at circa 90% within 24 hours. Performance on other concerns has dropped.**OCC07.02:** There is evidence of avoidable demand in the system. Only 20% of MASH contacts lead to a social care referral; and around a half of social care assessments lead to a social care plan. A 2017 case review report suggested that 36% of children could have been prevented from becoming looked after, had an effective earlier intervention been made. At a workshop of young people who have experienced care, they suggested that life could have been different for them had earlier help and support been in place. In 2017 the Early Intervention Foundation estimated that late intervention costs across England and Wales are £17bn a year – in Oxfordshire that would equate to £200m.Failure to deliver sufficient and effective early help increases the likelihood of increased demand for children's services (SR1) and potentially placement sufficiency (SR5). Increased caseloads put additional pressures on social workers and impact on caseloads (SR4)**OCC07.03:** See OCC7.02 risk impact**OCC07.06:** Increasing numbers of children we care for puts increasing pressures on placements (SR5). It also increases caseloads and retention of social workers (SR4).**OCC07.10:** Risk reviewed and reflected in strategic risk register. |
| **Finance impact** | **OCC07.01:** The costs of additional temporary staff have been met by Covid funds which are planned to continue in 22/23 subject to the level of demand.**OCC07.02:** Potential financial impact of increased demand on staffing budgets as more workers are needed to manage increasing caseloads and placement costs for cared for children.**OCC07.03:** See OCC7.02 finance impact**OCC07.06:** The more children we care for, the more placements we need. Increased need puts a price impact on placements and shortages of some placement types can mean children end up in more expensive placements. More cared for children may also mean higher caseloads and pressures on staffing budgets.**OCC07.10:** Budget forecasting reviewed and reflected in light of performance. |

* 1. **Priority OCC 10 and 11: Running the business**

**Customer contact centre**: Of the 6 measures reported in July: 3 Amber and 1 Green and 2 Not updated (Due in Q3)

**Finance**: Of the 14 measures being reported in July: 1 Red, 3 Amber, 5 Green and 5 Not Updated

Table illustrates measure within **Priority OCC 10** that are performing under target and the RAG status.

|  |  |  |
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| **Measure** | **Status** | **Director** |
| **OCC10.03:** Achieve a high level of customer satisfaction across the telephony channel in the CSC | **Amber** | **Mark Haynes** |
| **OCC10.04:** Resolve customer enquiries received through the telephony channels at the first point of contact | **Amber** | **Mark Haynes** |
| **OCC10.05:** Number of telephone calls to CSC abandoned | **Amber** | **Mark Haynes** |
| **OCC11.01:** Overall forecast revenue variance across the Council | **Amber** | **Lorna Baxter** |
| **OCC11.02:** Achievement of planned savings | **Red** | **Lorna Baxter** |
| **OCC11.05:** Directorates deliver services and achieve planned performance within agreed budget | **Red** | **Lorna Baxter** |
| **OCC11.06:** Total outturn variation for the dedicated schools grant funded services | **Red** | **Lorna Baxter** |
| **OCC11.08:** Percentage of agreed invoices paid within 30 days  | **Amber** | **Lorna Baxter** |
| **OCC11.11:** Debt requiring impairment – ASC Contribution Debtors | **Red** | **Lorna Baxter** |
| **OCC11.12** Average cash balance compared to forecast average cash balance | **Amber** | **Lorna Baxter** |
| **OCC11.15:** Invoice Collection Rate – ASC Contribution debtors | **Amber** | **Lorna Baxter** |

98% of calls abandoned against a target of

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| **Priority OCC 10 & 11 overall performance:** |
| April | May | June |
| July | August | September |
| October | November | December |
| January | February | March |

**Customer Contact Centre Comments from directorate**:

**OCC10.03:** Latest satisfaction survey – July – 112 customers surveyed out of 13,023 calls received, which was 0.86%. 62% of customers were satisfied with the service they received. 64.8% of customers were satisfied with the adviser they spoke to. A project has started on 1 August to try to achieve a higher score.

**OCC10.04:** 7,455 inbound phone contacts were resolved at first point of contact. Changes were made at the beginning of June to add this metric to our telephony system. Since this has happened, the number of contacts resolved at first contact has started to increase.

**OCC10.05:** During July, the Customer Service Centre received 13,023 inbound calls, down 6.2% against June. Compared to July 2021, they are up by 1.9%. The abandonment rate increased to 17.6%.

We also dealt with 179 webchats across seven service areas of our website. We also dealt with 16 social media contacts from the official OCC Twitter & Facebook pages. Demand across some of our services remain high and the number of vacancies we have is causing pressures in the teams.

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| **Risk impact** | **OCC10.03:** The customer satisfaction survey poses no risk to the reputation of the Council nor service but is used as a means to improve services delivered to our customers. With the expected uptake of completed surveys over the next few months through our pilot, we will look to make improvements to enrich the customer experience.**OCC10.04:** Whilst this potential increase in demand (by not attaining a reasonable First Call Resolution rate) can pose a risk to reputation and financial pressure on repeat demand, we continue to review how we capture this information and how we feed it back into service improvement. It is now captured within the phone systems, so is mandatory for advisors to complete. We are tying the results of this into the revised Service Improvement log to capture specific examples.**OCC10.05:** Abandoned ­ Risk If a higher number of calls are abandoned whilst waiting to be answered in the CSC, this can lead to reputational damage to the organisation, decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls.Reviews of staffing and call arrival patterns are underway in order to adequately match volumes to staffing. |
| **Finance impact** | **OCC10.03:** There is not a financial risk associated with CSAT as this is a performance metric, so will have no implications on our budget.**OCC10.04:** The financial impact of not attaining First Call Resolution means that increased demand is pushed to the service areas. This can create a resourcing pressure in those areas and can lead to repeat callers thus increasing the demand again on the CSC.**OCC10.05:** Increased abandoned calls lead to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets. |

**Finance Comments**:

**OCC11.01:** The forecast variation for the council is an overspend of £5.9m, or 1.1% of the budget. This is made up of a directorate overspend of £7.2m offset by £1.3m additional interest on balances held by the council. Within the total there is a forecast overspend of £7.9m for Children's Services reflecting increased demand and the availability and cost of care.

**OCC11.02:** The 2022/23 budget agreed includes planned directorate savings of £17.4m. 70% of these are currently on track to be delivered. £1.7m savings assessed as red relate to street lighting and a further £1.4m transformation savings in Commercial Development, Assets and Investment are not expected to be achieved. There are also £1.5m savings in Children's and £0.8m in Commercial Development, Assets and Investment

assessed as amber. The impact of the anticipated delivery of the savings is built into the forecast for each directorate.

**OCC11.05:** The forecast directorate overspend of £7.2m includes a £7.9m overspend for Children's Services which is managing significant pressures reflecting the need for agency social workers to fill vacancies within the front line social care teams plus an increase in demand and the cost of care placements for children that the council cares for.

**OCC11.06:** the forecast 2022/23 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £17.5m. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The forecast deficit would increase the total accumulated negative balance for High Needs held in this reserve to £47.3m at 31 March 2023.

**OCC11.08:** This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order process, as well as invoices processed by Oxfordshire's Social Care Payments team via the social care finance systems. Social Care invoices account for 30% of invoices paid this month.

The percentage of invoices paid on time is below target for the third month, whilst purchase order invoices have returned to above target, 95.6%, adult social care invoices have dropped from 93% to 90% paid on time.

As reported last month, the Social care payments team have vacancies which they are struggling to fill, and this is impacting performance. Furthermore, there are challenges with 'upstream' processes which are increasing the number of invoices held in dispute and consequently impacting the performance. Since last month the Social Care Payments team have reviewed and streamlined their local process for dispute invoice management, introduced a revised exceptions process and escalated issues with upstream process issues to directorate service management.

**OCC11.11:** In 2021/22 the trailing impacts of COVID­19 had a significant effect on bad debt related to means tested social care contributions and a £1million top up to the impairment was required. In quarter four of 2021/22 the Adults directorate with support from Finance created an 18-month plan to address the levels of bad debt; additional resources have been brought in and a multi skilled task group has been assembled to ring­fence and clear bad debt cases over the next 12 to 18 months.

The task group went live in May, completed recruitment in June and from July the team has a full complement of posts. As reported previously a reduction in bad debt is not expected until quarter three of 2022/23.

**OCC11.12:** Cash balances are higher than forecast due to slippage in the capital programme.

**OCC11.15:** The 120-day invoice collection rate for Adult social care debtors was 89% this period, below the 92% target.

As previously reported, reworked reminder communications are being developed by our partners to improve responses to reminder letters and should have a direct impact on collection rates. However, they are pending partner wide agreement and IT allocation to implement and are not expected until late Autumn 2022 at the earliest; a deployment date and final product has not been signed off.

**Performance Highlights**

1. This section of the report concentrates on the successes achieved during this reporting period.
2. In connection with the OCC priority **Put action to address the climate emergency at the heart of our work** on Saturday 16 July visitors to a west Oxfordshire household waste recycling centre were able pick up a preloved bargain. FCC Environment, which runs Oxfordshire County Council’s Dix Pit Household Waste Recycling Centre, opened its first pop-up reuse shop for the day.
3. A new website offering practical advice for Oxfordshire people wanting to reduce their carbon footprint and save energy has gone live. Climate Action Oxfordshire – [www.climateactionoxfordshire.org.uk](http://www.climateactionoxfordshire.org.uk/) – lists measures people can take and rates them according to effort, impact, and cost. It also gives people an idea of what financial savings they can make and includes tips and links on how to get started. It is a joint venture set up by Oxfordshire County Council, Oxford City Council, Cherwell, South Oxfordshire, West Oxfordshire, and the Vale of White Horse district councils, and OxLEP – the Oxfordshire Local Enterprise Partnership.
4. While OCC remains committed to the global fight against climate change it hasn’t forgotten its responsibilities to the **health and wellbeing of residents.** People across Oxfordshire who suffer disadvantages in terms of their access to the digital world will receive better support thanks to a new strategy put together by the county council with strong help from a wide variety of partner organisations. During the COVID-19 pandemic, the county council and others became ever more acutely aware of the need for people from all ages and backgrounds to have access to digital services to lead a full and independent life. The pandemic and the need for quick access to important information, booking COVID vaccination jabs online or even reporting a positive test brought a stark spotlight to these issues. The county council cabinet approved at its meeting on Tuesday, 19 July.
5. Oxfordshire firefighters have received praise from Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), following a recent inspection. Inspectors assessed how effectively and efficiently the service prevents and protects the public against fires and how well it looks after staff. The Inspectorate awarded Oxfordshire three ‘good’ ratings in its effectiveness, efficiency, and people categories.
6. Residents are being encouraged to avoid fire risk spoiling a good night’s sleep by taking advantage of free electric blanket safety checks from Oxfordshire County Council’s trading standards team.

There will be free refreshments available at the pre-bookable events in:
**Oxford**, Monday 19 September
**South Oxfordshire**, Tuesday 20 September
**Cherwell**, Wednesday, 21 September
**West Oxfordshire**, Thursday, 22 September
**Vale of White Horse**, Friday, 23 September
For those who are unable to travel, arrangements can be made to collect electric blankets from residents’ homes between 3 – 7th October**.**

1. **Support carers and the social care system,** this is particularly true when the cost of living is increasing. OCC and The Care Workers’ Charity have partnered to provide grants to care workers in need working or living in the Oxfordshire area. We have also provided funding to enable eligible care providers to reimburse the cost of the Blue Light Card to their employees. This will be administered by the Care Workers’ Charity. People who have supported people with care needs by sharing their homes were given recognition at the recent Oxfordshire Association of Care Providers (OACP) Awards. The Oxfordshire Shared Lives programme, operated by OCC, places people in a home setting, where care is provided by a family who share their lives with that person
2. In relation to **Invest in an inclusive, integrated and sustainable transport network** Oxfordshire’s inaugural bus summit has been hailed a success after bringing together a host of organisations to discuss how to improve public transport in the county.

Representatives from Oxfordshire County Council, city and district councils, Oxford Bus Company, Stagecoach, bus user groups, health services, employers and the city’s universities attended the event at the Said Business School on Friday 24 June.

Issues up for discussion included fares, ticketing options, coverage, accessibility and ease of understanding of the bus network, journey speeds and reliability, image and public opinion. Industry experts were in attendance, while the audience included representatives from disability and young people’s groups.

1. Championed by Oxfordshire County Council, and supported by Sustrans, the school streets programme initially ran as a trial with nine schools last year under an experimental trial regulation order (ETRO). Following some great results from the trial, four of the participating schools now wish to make the school streets programme permanent from September 2022.
2. Three low traffic neighbourhoods (LTNs) in the Cowley area of Oxford are to stay in place, Oxfordshire County Council has decided. The decision was made by the county council’s cabinet at a meeting today (Tuesday, 19 July), and follows an 18 month long trial.
3. Cabinet also committed to undertake additional community and stakeholder engagement to further refine the scheme, with any changes to be implemented by spring 2023. The council will also continue to monitor all aspects of the measures and bring forward proposals for changes through the consultation process, including the potential to replace some hard closures with automatic number plate recognition (ANPR) cameras.
4. The decision follows engagement with residents, businesses, emergency services and other interested parties throughout the trial period, with the council making some changes to the scheme based on feedback received. Members of the public were also able to comment on the scheme through a formal consultation that ran from March to November 2021.
5. Oxfordshire County Council has reached a major milestone in the development of the A40 Oxford North scheme, as all traffic restrictions are lifted. The project’s new traffic light-controlled crossings are fully operational, and the new eastbound bus lane and shared cycling and walking paths are open. Extensive landscaping, including tree planting, has also been undertaken in the central reservation, new crossings and lighting improvements delivered, and a reduced 30mph speed limit introduced.
6. To help **Preserve and improve access to nature and green spaces** Oxford’s city centre will soon welcome back more open social space with a decision to temporarily partly pedestrianise Broad Street. The approval for an experimental traffic regulation order (ETRO) for a temporary public realm scheme of the street was given on Thursday 21 July, as part of a delegated decision meeting for highways management.
7. Last year, Oxford City Council transformed the western part of Broad Street into an outdoor space - which contained wildflower meadows, lawns and seating - called Broad Meadow during the pandemic. The meadow enjoyed more than 100,000 visitors between July and October. Around 90 per cent of people responding to a city council consultation on Broad Meadow said they would like to see this happen again. The wealth of positive feedback has helped to inspire the county council’s plan for a new, longer trial of 18 months, covering a larger area of Broad Street. While there will be traffic restrictions, buses and cycles will have access and the scheme will include several disabled parking bays.
8. The preliminary designs have already been shared on the county council’s website and are subject to final changes. For this, the county council engaged with over 150 stakeholder representatives through holding briefing sessions, workshops and site visits. Key stakeholders that took part included Oxford City Council officers and councillors, bus operators, Historic England, Oxford Preservation Trust, local businesses, emergency services, Oxford University colleges, [Oxford Civic Society](https://www.oxcivicsoc.org.uk/), [Cyclox](https://www.cyclox.org/), [COHSAT](https://cohsat.org.uk/) (Coalition for Healthy Streets and Active Travel), the City Council’s [Inclusive Transport](https://www.gov.uk/government/publications/inclusive-transport-strategy) & Movement Focus Group and various other interest groups and advocacy groups.
9. The detailed designs are still being developed and are expected to be shared by late August. This includes finalising the location of disabled parking spaces and bus stops, keeping them at easy access for the public. Construction will only take place after St Giles’ Fair.
10. **Create opportunities for children and young people to reach their full potential** has seen the following initiatives.

Children in Oxfordshire are being invited to take part in a fun, free summer reading challenge by Oxfordshire County Council’s libraries.

This year, the Reading Agency’s summer reading challenge is celebrating science and innovation and will see children team up with the Gadgeteers, a group of friends who love creating inventions. Children will be able to participate in various activities and events related to the challenge.

The challenge launched in the county’s libraries on Saturday 9 July 2022 and will run until Saturday 10 September 2022.

1. By reading books, and collecting stickers and other rewards, children can discover how the Gadgeteers use their skills to plan an epic summer party at their local community centre. Once completing the reading challenge, participants will receive their very own Gadgeteers certificate and medal and get entered into a countywide prize draw. Prizes include exciting science kits and national book tokens.
2. To participate in this year's summer reading challenge, children can sign up at their nearest library. They will be given a collector’s poster to keep a record of their reading journey. Under fours can take part in a mini-challenge with their own unique card and stickers.
3. Parents and carers have been sharing their experiences of ‘50 things to do before you’re five’, an early language development scheme from Oxfordshire County Council. Being able to communicate effectively supports children’s mental health and wellbeing, their self-confidence and the forming of friendships in early years, as well as being the backbone of later literacy development.
4. The initiative, which officially launched in July 2021, uses a free downloadable phone app to provide families with a list of activities designed to help their child’s pre-school development. There is emphasis on parent-child interaction to assist with speech in the under-fives. Each suggested activity is no cost - low cost. The choice is almost endless: Making mud pies, looking at birds and other easily accessible wildlife; enjoying learning to understand and describe the things around us by using a list of suggested words to expand vocabulary.
5. **Risk Management Overview**

The below table reflects an overview of the current strategic risk position. All risks are being fully reviewed.

|  |  |  |
| --- | --- | --- |
| **Risk Title** | **Residual Risk Score** | **Comment** |
| Demand management - Children | 20 High Risk | Risk reviewed and updated |
| Safeguarding of vulnerable children | 15 Medium Risk | Risk reviewed and updated |
| High needs block funding | 15 Medium Risk | Risk reviewed and updated |
| Recruitment and Retention of Children’s Social Workers | 16 High Risk | Risk reviewed and updated |
| Insufficient placement availability for children we care for | 20 High Risk | Risk reviewed and updated |
| Safeguarding of vulnerable adults | 9 Low Risk | Risk reviewed and updated |
| Demand management - Adults | 16 High Risk | Risk reviewed and updated |
| Capital Infrastructure Programme Delivery | 20 High Risk | Risk reviewed and updated |
| Local resilience, community resilience, cohesion | 8 Low Risk | Risk reviewed and updated |
| Management of partnerships (non- commercial) | 6 Low Risk | Risk reviewed and updated |
| Supply chain management | 9 Low Risk | Risk reviewed and updated |
| Corporate governance | 4 Low Risk | Risk reviewed and updated |
| Workforce management | 12 Medium Risk | Risk reviewed and updated |
| Organisational Change and Service Design | 12 Medium Risk | Risk reviewed and updated |
| Financial resilience | 10 Medium Risk | Risk reviewed and updated |
| Health and Safety | 6 Low Risk | Risk reviewed and updated |
| Business Continuity and recovery plans | 9 Medium Risk | Risk reviewed and updated |
| Cyber security | 15 Medium Risk | Risk reviewed and updated |
| Construction, Resources and Skills Shortages | 16 High Risk | Risk reviewed and updated |
| Deprivation of Liberty Authorisations (Care Homes and Community) | 12 Medium Risk | Risk reviewed and updated |
| HIF1 Didcot Garden Town Major Infrastructure Programme | 20 High Risk | Risk reviewed and updated |

**Financial Management**

1. This report is the second financial monitoring update for the 2022/23 financial year and is based on the period up to July 2022.
2. There is a forecast Directorate overspend of £7.2m or 1.4%. The overall forecast variation is £5.9m or 1.1% after taking account of an increase in interest receivable on balances held by the council.
3. As noted in the last report issues and volatility in the wider economy, including inflation and workforce shortages, have increased the risk to the financial position for the council and the overall landscape looks much more challenging than when the budget was set in February 2022 or compared to the same point in 2021/22.
4. Action is being taken to manage expenditure so that the forecast overspend reduces by year end. An update will be provided in the next report

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Directorate** | **Latest Budget 2022/23****£m** | **Forecast Spend****2022/23****£m** | **Variance****July 2022****£m** | **Variance** **July 2022****%** | **Variance****May 2022****£m** | **Change Since May****£m** |
| Adult Services | 211.1 | 211.1 | 0.0 | 0.0 | 0.0 | 0.0 |
| Children’s Services | 148.7 | 157.0 | 7.9 | +5.3 | 5.5 | +2.4 |
| Public Health | 2.4 | 2.2 | -0.2 | -8.4 | 0.0 | -0.2 |
| Environment & Place  | 62.8 | 63.1 | -1.3 | -2.1 | 0.0 | -1.3 |
| Commercial Development, Assets and Investments | 48.6 | 49.9 | 1.0 | 2.1 | 0.4 | +0.6 |
| Customers, Organisational Development & Resources | 37.3 | 37.1 | -0.2 | -0.5 | -0.4 | +0.2 |
| **Total Directorate Budgets** | **510.9** | **520.4** | **7.2** | **1.4** | **5.5** | **+1.7** |
| **Budgets Held Centrally** |  |  |  |  |  |  |
| Capital Financing Costs | 26.1 | 26.1 | 0.0 | 0.0 | 0.0 | 0.0 |
| Interest on Balances | -13.0 | -14.3 | -1.3 | -0.3 | -1.1 | -0.2 |
| Inflation and Contingency | 12.3 | 12.3 | 0.0 | 0.0 | 0.0 | 0.0 |
| Un-ringfenced Specific Grants | -33.1 | -33.1 | 0.0 | 0.0 | 0.0 | 0.0 |
| Insurance | 1.4 | 1.4 | 0.0 | 0.0 | 0.0 | 0.0 |
| Contribution from COVID-19 Reserve | -8.4 | -8.4 | 0.0 | 0.0 | 0.0 | 0.0 |
| Budgeted contributions to reserves | 24.2 | 24.2 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Total Budgets Held Centrally** | **9.5** | **8.2** | **-1.3** | **-0.3** | **-1.1** | **-0.2** |
| **Net Operating Budget** | **520.4** | **528.6** | **5.9** | **1.1** | **4.4** | **+1.5** |
| Business Rates & Council Tax funding | -520.4 | -520.4 | 0.0 | 0.0 | 0.0 | 0.0 |
| **Forecast Year End Position** | **0.0** | **8.2** | **5.9** |  | **4.4** | **+1.5** |

1. The forecast deficit against Dedicated Schools Grant funding for High Needs remains at £17.5m in 2022/23. In line with a change to the CIPFA code of practice on DSG High Needs deficits an unusable reserve was created in 2020/21 to hold negative High Needs DSG balances. The net forecast deficit of £17.5m would increase the total deficit relating to High Needs held in this reserve to £47.3m.
2. The inflation and contingency budget for 2022/23 totals £12.3m. This includes £4.4m funding for pay inflation assumed at 2.5% in the budget approved in February 2022. In July 2022 National Employers offered an increase of £1,925 on all pay points with effect from 1 April 2022. This would cost an additional £6.3m and require £10.7m of the contingency budget to be moved to directorate budgets to support the on-going cost. The unions are considering this offer so an update will be provided in the next report.
3. The Budget Priorities Reserve includes £7.7m one - off funding to support the council’s priorities that was agreed as part of the 2022/23 budget in February 2022. £0.250m of the available funding has been agreed to be used for the implementation of the "Vision Zero" concept. £0.250m will be used to support partners in the delivery of a food strategy action plan. This will seek to address food poverty, inequality, access to healthy food and supporting/enhancing local food supply.
4. COVID-19 Reserve - A further £0.4m is proposed to be used to extend the funding for the managed teams in the Family Solutions Plus (FSP) service within Children’s Services. The uncommitted balance of £5.1m is available to support further pressures arising from COVID-19 on a one–off basis.
5. As noted in the budget agreed by Council in February 2022, Business Rate income for 2022/23 was estimated as information about both the 2022/23 income and 2021/22 deficit position was received from the district councils after the budget was agreed. The in - year income is £5.9m more than estimated in the budget. This has been added to the Business Rates Reserve pending agreement about the use of this funding.
6. After taking account of the projected overspend of £5.9m, general balances will be £30.8m. This is £1.9m above the risk assessed level of £28.9m agreed as part of the budget for 2022/23.
7. See Annex B for further details and commentary on the Finance position.

**Financial Implications**

1. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2022. The report notes that on-going impacts will need to be considered through the Budget & Business Planning process for 2023/24.

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