

# CABINET REPORT – 23<sup>rd</sup> February

## BUSINESS MANAGEMENT & MONITORING REPORT December 2020

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

### RECOMMENDATIONS

1. The Cabinet is RECOMMENDED to
  - a) note this month's business management and monitoring report;
  - b) approve virement set out in Annex C-2b relating to the Rough Sleeping; Drugs and Alcohol Grant Scheme and note the virements set out in Annex C-2c;
  - c) approve the bad debt write-offs set out in Annex C;
  - d) note the allocations of the Contain Outbreak Management Fund as set out in Annex C-5c.

### Executive Summary

2. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2020/21 – December 2020.

### Introduction

3. 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.
4. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
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>
6. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
  - a. Annex A: performance
  - b. Annex B: risk
  - c. Annex C: finance
7. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of councillors and officers continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.

8. However, as can be seen in Annex A of this report, some services' performance continues to be disrupted by the need to vary or suspend normal operations as part of our planned COVID-19 response.
9. This report helps to demonstrate some of the ways in which the Council is taking climate action for a thriving Oxfordshire. In April 2019, councillors unanimously agreed to take greater action on carbon emissions, including calling on the Leader to set an ambitious target to become carbon neutral by 2030 for our own estate and activities. Since then we have been taking action across all our main areas of influence: our schools, our supply chain, our policy making and our partnerships. 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 climate change (see Annex A indicators 10 to 13).
10. The report also supports our commitment to inclusion and equality, which is enshrined in the Council's vision of "Thriving communities for everyone in Oxfordshire" and the newly agreed Equalities, Diversity and Inclusion Framework, Including Everyone. We know that the data and commentary in this report does not tell the whole story of how the Council is working to address inequality: that commitment also runs throughout services and activities which are not reported here. However, this report helps to demonstrate our commitment in action. We also know that inequality persists in Oxfordshire for a variety of reasons and we will continue to use our knowledge and influence to ensure that our services perform well for everyone.

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

11. Oxfordshire County Council's vision for Oxfordshire has six priorities which show our ambitions for the county. Our Corporate Plan specifies outcomes which describe the changes we expect to see as a result of the Council's actions. Performance indicators show the extent to which those outcomes are being achieved, and in turn measures and targets show progress towards the indicators. Collectively, this arrangement is called the Outcomes Framework.
12. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
13. Every reporting period, the indicators are given a Red, Amber or Green (RAG) rating in these reports, signifying whether or not progress is on track. In deciding RAG ratings, we consider data on current performance and an assessment of progress.
14. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report.
15. The information below provides a snapshot of progress towards Corporate Plan outcomes during December 2020, 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

- Oxfordshire County Council participated in the annual National Highways and Transport (NHT) public satisfaction survey in 2020. OCC is one of 109 authorities across the UK to take part in. The survey collects the public's views on different aspects of Highway and Transport in local authority areas. It covers 6 themes; Accessibility, Public Transport, Walking & Cycling, Tackling Congestion, Road Safety and Highway Maintenance. The survey was sent to 3,300 households across Oxfordshire with an overall response rate of 28.1% compared with the national average of 23.8%. Oxfordshire's results for 2020 show that the customer satisfaction scores for each theme are at or above the NHT network average. The year on year change in Oxfordshire's results have largely remained the same. The key benchmark indicator results show there has been an overall improvement from last year, with almost twice as many Key Benchmark Indicators improved. The overall satisfaction indicator has improved by 4% (2019 46%, 2020 50%).

## Areas for improvement

- During December, the Customer Service Centre received 10,200 inbound calls and made, 6,380 outbound calls. The abandoned level improved from 9.3% to 6% (1% higher than the target for the month), remains the best figure since April 2020. Overall demand to the CSC reduced in December and the inbound call volumes are on par with the same time last year (down 5%). Demand on all CSC services reduced in December which is usual for the time of year. Contacts on the Shield line for vulnerable residents of Oxfordshire started to increase. Adult Social Care contact also reduced compared to November and was also lower than December 2019. Registration services remained consistent with previous months and higher than December 2019.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our services improve	1. Improvement following external inspection/audit	Green	No change
	2. Listening to residents	Amber	No change
We deliver value for money	3. The Council is financially resilient	Green	No change
	4. Effective financial management and governance	Green	No change

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

### Performance highlights

- We are still carrying out Safe and Well visits in line with COVID-19 guidance and continue to ensure prioritisation for critical and high-risk households. The Trading Standards team have continued to work on doorstep crime and scams involving the elderly residents as part of the national 'Scamnesty' campaign.
- Number of users of non-opiates/opiates that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment continues to exceed local targets and England averages, with 49.9% in comparison to the national average of 36.6%.

### Areas for improvement

- Sadly, there has been an increase in fatalities from road traffic collisions recently. Prevention will continue to promote the awareness campaign around the 'Fatal 4': not wearing a seatbelt, distraction, drinking/drugs and speed. The slogan to this campaign "Not worth the risk" will help also to reinforce the national 'Take extra care' message, all of which support the January theme of winter road safety.
- Percentage of emergency call attendances made within 11 minutes is within 4% of the stretch target of 80%. However, it has dropped from 76.88% in November to 76.39% in December (-0.39%).

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	Amber	No change
	6. Timeliness of emergency response	Amber	No change
	7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	Green	No change

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

## Performance highlights

- In December 2020 Oxfordshire County Council received a service award from APSE (Association for Public Service Excellence) as a finalist for the Best Innovation or Demand Management Initiative. APSE Service Awards celebrate outstanding achievement and innovation with local government service delivery. The finalist award is for the Strategic Review of our Community Operations. A programme initiated after an assessment of service delivery and performance by the Senior Managers of Oxfordshire County Council's Community Operations Teams supported by the Proving Services Limited. The substantial strategic review and delivery programme was undertaken encompassing communications and engagement, value for money, commercialisation and mutuality across commissioner and provider. The recognition was service wide across, the learning and rollout of the strategic review was done across Community Operations; initially focused on Highways and taking a broader approach later on to include Waste and Supported Transport taking on developing their Performance and Business Planning.
- Despite the ongoing pandemic placing severe restrictions on our operations, the music service was delighted to still be able to run the Big Christmas Sing, albeit under a very different guise, the project, in conjunction with Christian Aid, was devised and run by vocal lead Debbie Rose. Choirs from across the county were joined by vocal ensembles from the music service to create a wonderful virtual concert.

## Areas for improvement

- The final number of kilometers of highway resurfaced as % of the total for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
- Most of the waste landfilled is bulky waste from the Household Waste Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year, it has been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	Green	No change
	9. Engagement with cultural services	Amber	No change
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	Green	No change
	11. Reduced carbon impact of our transport	Green	No change
	12. Air quality	Amber	No change
	13. Household waste re-used, recycled or composted	Amber	No change

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

### Performance highlights

- Despite the pressures of COVID-19, which has led to staff sickness, staff having to work in a different way and juggle work, home life and home schooling, they continue to deliver services to our residents. The teams are still assessing and meeting vulnerable children, and their families, providing support to those families in finding solutions to the issues they face. We are so proud of our staff and they are our biggest performance highlight. The measures that are on target in this report are due to their dedication and hard work.
- All families with newborn babies received a new birth visit either face to face, were risk assessed, or virtually. This indicator includes all births in the region during December, a total of 1707 births.

### Areas for improvement

- The first national lockdown led to an increase in contacts to the Multi Agency Safeguarding Hub (MASH). So far, this financial year (April to December) contacts have increased by 34% compared to the same period 12 months earlier. The MASH is staffed to deal with 350 contacts per week and so far, this year there have been just over 450. The additional temporary staff agreed by the council have been recruited and have helped to deal with this additional work. However along with all teams the current stage of the virus and lockdown is putting additional pressures on this team.
- The number of children we care for is above (worse than) the target level, but lower than this time last year. Numbers since April have remained constant (767 to 771), whereas previously they were dropping. The change in trajectory has been driven by a slowdown in children and young people who leave the system as people are unable to move through e.g. as family court sittings have reduced during COVID-19. This may become a perfect storm as the surge already noticed in the MASH means more children start to become cared for and delays in the court system could mean fewer leave the system.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
<b>Children are given a good start in life</b>	14. Prevalence of healthy children	Amber	No change
	15. Number of looked after children	Amber	No change
	16. Numbers of children's social care assessments	Green	No change
	17. Number of child protection plans	Green	No change
<b>Children are able to achieve their potential</b>	18. Timeliness completing Education, Health & Care Plans	Amber	No change

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

### Performance highlights

- In December the Department of Health published details of comparative local authority performance and activity. This included the publication of the Adult Social Care Outcome Framework which looks at how local authorities deliver social care. Oxfordshire continues to perform better than the national average with more measures higher than the national average. The framework demonstrates that we are meeting more of the needs of people who are in receipt of services; helping to keep more people at home and supporting more adults of a working age in employment. More people using social care report they feel safe and more people who receive care receive this via a direct payment giving them more control over their care and their lives and supporting people to leave hospital in a timely manner are all on target.
- The quality of care as regulated by the Care Quality Commission in Oxfordshire is higher than elsewhere, with 93% of providers rated as good or outstanding compared to 85% nationally.

### Areas for improvement

- The national data published in December shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract. Additionally, more people in long term services feel socially isolated and struggle to access information. Developing local community services and improving information are part of our transformation agenda.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
<b>Care services support independent living</b>	19. People needing short-term support can access an effective service	Not assessed	No change
	20. Number of people with control over their care	Green	No change
	21. Number of people delayed leaving hospital	Green	No change
	22. People needing social care are supported to stay in their own home	Green	No change

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

### Performance highlights

- During December, 95% of live iHub (OCC's Innovation Hub) projects were progressing on schedule and on budget. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. A number of projects that were delayed or behind schedule have been completed which reflects the improved figure.
- The rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition of 40 is April to end of December. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. The number of live projects has increased over December with successful collaboration projects and funding moving to the next stage.

### Areas for improvement

- Discussions with MHCLG (Ministry for Housing, Communities and Local Government) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar.
- The rate of 79,338 premises who have enabled access to superfast broadband within Oxfordshire is to end of December (target 79,600). The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	Amber	No change
	24. Number of new homes	Amber	No change
Businesses are able to grow and develop	25. Support for a strong local economy	Amber	No change
People and communities Have excellent transport and broadband connections	26. Levels of disruption to journeys	Green	No change
	27. Enhanced digital connectivity for residents & businesses	Green	No change

## Risk Management

16. The most senior level of risk management in the Council is carried out collectively by the Chief Executive's Direct Reports (CEDR). CEDR manages the Council's "leadership risks" – those 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 services to the leadership level due to the potential scale of their impact.
17. The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children-	20 High Risk	↔	Risk reviewed
LR2	Safeguarding of vulnerable children	15 High Risk	↔	Risk reviewed
LR3	Capital Infrastructure Programme Delivery	10 Medium	↔	Risk reviewed
LR4	Local resilience, community resilience, cohesion	8 Medium Risk	↔	Risk reviewed
LR5	Management of partnerships (non-	6 Low Risk	↔	Risk reviewed
LR6	Supply chain management	8 Medium Risk	↔	Risk reviewed
LR7	Delivery of statutory duties	4 Low Risk	↔	Risk reviewed
LR8	Corporate governance	2 Low Risk	↔	Risk reviewed
LR9	Workforce management	9 Medium Risk	↔	Risk reviewed
LR10	Organisational Change and Service Design	12 Medium Risk	↔	Risk reviewed
LR11	Financial resilience	10 Medium Risk	↔	Risk reviewed
LR12	Property and assets	6 Low Risk	↔	Risk reviewed
LR13	Health and Safety	8 Medium Risk	↔	Risk reviewed
LR14	Business Continuity and recovery plans	8 Medium Risk	↔	Risk reviewed
LR15	Cyber security	12 Medium Risk	↔	Risk reviewed
LR16	ICT Infrastructure	8 Medium Risk	↔	Risk reviewed
LR17	COVID-19 Community and customers	16 High Risk	↔	Risk reviewed
LR18	COVID-19 Business continuity	20 High Risk	↔	Risk reviewed
LR19	Safeguarding of vulnerable adults	10 Medium Risk	↔	Risk reviewed
LR20	Demand management - adults	12 Medium Risk	↔	Risk reviewed

18. The table above provides a summary of the Council's leadership risks at 20<sup>th</sup> January 2021. Risks are assessed for both their likelihood (on a scale of 1-4) and their impact if they were to happen (on a scale of 1-5), which are then combined to give each risk a score. Once all management controls are taken in consideration, each risk's "residual score" is recorded. This can be seen in detail in Annex B, and in summary in the table below. Higher scores indicate more significant risks: in OCC a score of 20 is the highest possible.
19. During December the Leadership Risk Register has no score changes. Please review Annex B for details.

## Financial Management

### Summary of the Council's financial position

20. The Council set a Revised Budget for 2020/21 in September in response to the financial impact of COVID-19, to ensure a balanced budget could be achieved in the current financial year and to ensure the Council remains financially sustainable. Council agreed the 2021/22 revenue budget and the 2021/22 to 2025/26 Medium Term Financial Strategy on 9 February 2021. The Council will continue with its approach of responsible, measured and careful financial planning to ensure it can manage the pandemic response and recovery phases.
21. In relation to 2020/21, based on expenditure to the end of December 2020, including the virements agreed by Council on 8 September 2020, there is a forecast business as usual underspend of -£1.1m within directorates and a net underspend on Corporate Measures of -£0.3m.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance December 2020	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	133.2	133.2	0.0	0%
Adult Services	197.6	197.6	0.0	0%
Environment & Place	63.5	64.5	+1.0	1.6%
Customers, Organisational Development & Resources	34.4	33.7	-0.7	-2.0%
Commercial Development, Assets and Investments	50.0	48.6	-1.4	-2.8%
<b>Total Directorate Position</b>	<b>478.7</b>	<b>477.6</b>	<b>-1.1</b>	<b>-0.2%</b>
Corporate Measures	-508.4	-508.7	-0.3	-0.1%
COVID-19 – Budget for costs and income losses	29.7	29.7	0	0%
<b>Overall Surplus/Deficit</b>	<b>0.0</b>	<b>-1.4</b>	<b>-1.4</b>	

22. The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July. On 15 December Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. The financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports.
23. As set out in Annex C-5b, the total of COVID-19 related grants paid to the Council at end of January 2021 was £69.0m. Of this, £25.7m has been passed to schools, providers, the voluntary sector and the City and District Councils. Further grants have, or are expected to be confirmed, before the next report. These will take the total COVID-19 grants received to £72.6m.
24. As previously reported the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. On 6 January 2021 the Council received an additional £1.6m bringing the total grant to £7.1m. Cabinet is recommended to note the agreed allocation of the grant funding as set out in annex C- 5c. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the County Council and will either be spent on service led activities or passported to the Voluntary and Community sector. The Council has yet to receive the formal grant determination letter but from the information currently available, this grant will be treated as a ring-fenced grant for virement approval purposes. Virements transferring the grant to services will be included in the next monitoring report along with an update on spend.
25. The current forecast for general balances at 31 March 2021 is £30.1m, compared to the position at 1 April 2020 of £28.7m. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.3m are returned to balances.
26. 84.6% of planned savings totalling £18.4m are on track to be delivered in 2020/21. £1.6m of savings that are not expected to be achieved in year are reflected in the Directorate forecast outturn position. The majority of these savings relate to income generation which has been affected by the Covid-19 pandemic. All the £14.9m in-year savings agreed by Council on 8 September are on track to be fully delivered.

27. See Annex C for further details and commentary.

<b>CLAIRE TAYLOR</b> Corporate Director for Customers and Organisational Development	<b>LORNA BAXTER</b> Director of Finance
--------------------------------------------------------------------------------------------	--------------------------------------------

**Contact Officers:**

Louise Tustian, Head of Insight and Corporate Programmes – 07741 607452

Hannah Doney, Head of Corporate Finance – 07584 174 654

ANNEX A – PERFORMANCE DASHBOARDS – December 2020

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	
Our services improve	1. Improvement following audit or inspection	GREEN	↔	Proportion of actions dealt with on time after any external inspection (Ofsted, CQC, HM Inspector of Fire & Rescue)	50%	50%	There were 10 main actions highlighted in the report by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), 5 have been completed and we continue to work towards the completion of the other 5.
				The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the (monthly) national average (84% in Apr 19).	> 84%	93%	93% of social care providers in Oxfordshire are rated as good or outstanding, compared to 85% nationally
	2. Listening to residents	AMBER	↔	Number of pothole enquiries reported on FixMyStreet repaired, or actioned for repair, against the total during the calendar month prior to reporting date	> 50%	26%	<p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in December was 608. Of these:</p> <ul style="list-style-type: none"> <li>• 157 (26%) are now repaired.</li> <li>• 341 (56%) were closed without action. Of this group, 8% were the responsibility of other organisations 40% did not meet our intervention criteria 43% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes). See below note.</li> <li>• 9% were duplicates of other reports</li> <li>• 95 (16%) are still awaiting a decision from officers.</li> <li>• 15 (2%) are waiting for Skanska to repair.</li> </ul> <p>Nearly a quarter of issues reported in the pothole category are below our intervention criteria. This is a known issue and the subject of a number of interventions.</p> <p>The 43% of issues 'closed without action' group represents about 147 reports this month. Some of this group are in locations where resurfacing is already on the scheduled program. It is proposed that in those cases we reply automatically to the reporter of the issue saying when the resurfacing will take place. This saves inspector time and improves customer satisfaction. This will be a systems upgrade on the projects list for Spring 2021.</p>
				Increase the number of FixMyStreet (FMS) Super-User Volunteers from members of the public	+4 per month	0	<p>Impacted by COVID-19. The service is at the final stages of introducing a new front end for FMS SuperUsers (SUs).</p> <p>At the end of December, 3 existing Super-Users agreed to pilot the new FMS system and provide feedback. This will help with testing the system and producing guidance notes for future training. Once the service is satisfied that the system is working well, training will be rolled out to the existing users. Training for the new recruits will then follow, having discussed on-site training with the Highways Officers. Regular updates are being provided to our existing Super-Users.</p>
				Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	100%	<p>The Customers Service Centre undertakes a customer satisfaction survey one week every month.</p> <p>Latest satisfaction survey – December – 54 customers surveyed 98.15% were happy with the service they received from Customer Services.</p> <p>1.85% where Neutral.</p> <p>0% was dissatisfied.</p> <p>100% of customers were happy with the experience they received from individual officers.</p>

				Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	82.6%	5,991 contacts recorded from all channels. 4,949 contacts (82.6%) were resolved at first point of contact.
				Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	6%	<p>During December, the Customer Service Centre received 10,200 inbound calls and made, 6,380 outbound calls. The abandoned level improved from 9.3% to 6%, the best figure since April 2020.</p> <p>Overall demand to the CSC reduced in December and the inbound call volumes are on par with the same time last year (down 5%).</p> <p>Demand on all CSC services reduced in December which is usual for the time of year.</p> <p>Contacts on the Shield line for vulnerable residents of Oxfordshire started to increase. Adult Social Care contact also reduced compared to November and was also lower than December 2019.</p> <p>Registration services remained consistent with previous months and higher than December 2019</p>
Our services improve and deliver value for money	3. The Council is financially resilient	GREEN	↔	Financial indicators contained in the Financial Strategy are on track	100%	66%	The measures taken in response to COVID-19 have impacted on this target, with the temporary suspension of debt recovery in particular resulting in lower levels of performance. Overall, the indicator remains Green as whilst performance levels are below target it is generally related to COVID-19, and mitigation has been taken to maintain good financial resilience
				General balances remain at or above the risk assessed level	100%	129%	Balances are forecast to be £30.1m at 31 March 2021.
	4. Effective financial management and governance	GREEN	↔	Directorates deliver services and achieve planned performance within agreed budget	< +/-1% variation to net budget	-0.2%	Based on expenditure to the end of September 2020 and including the virements agreed by Council on 8 September 2020, there is a forecast directorate underspend of -£1.1m.
				Capital projects are delivered on time and within budget	>80%	n/a	No variation is reported at this point in the year.
				Systems and processes operate effectively and are well controlled to reduce and detect error and fraud (as measured by the percentage of Green- or Amber-rated internal audit reports relating to financial systems)	100%	94%	

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	5. Numbers of people helped to live safe and healthy lives	AMBER ↔	Number of vulnerable children and adults helped to live more secure and independent lives	4106	4822	We are still carrying out Safe and Well visits in line with COVID-19 guidance and continue to ensure prioritisation for critical and high-risk households. The Trading Standards team have continued to work on doorstep crime and scams involving the elderly residents as part of the national 'Scamnesty' campaign.
			Number of children better educated to live safer and healthier lives	9575	296	As we continue to follow both Government and OCC guidance to remain COVID-19 safe and protect others, much of our work across our risk reduction activities for children and young adults across all of Community Safety Services continues to be paused. Our Fire Cadets are continuing to meet online with great progress being made on their awards work.
			% of eligible population 40-74 who have been <u>invited</u> for an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			% of eligible population 40-74 who have <u>received</u> an NHS Health Check since April 2017	No target	No data	Targets will not be set for GP Providers in 2020/21 as these local suppliers are not prepared to commence full delivery until 2021/22. Focus remains on encouraging those with capacity to target their resources to the patients with the greatest CVD/COVID-19 risk.
			Numbers of people walking or cycling increase (5% and 2% respectively) over the 19-20 baseline for Oxfordshire in the Government's Active Lives Survey	Walking 3,060,000 Cycling 666,000	Rate not available	Due to COVID-19 and its varied effects on overall travel patterns and mode share, it is very difficult to forecast performance against this measure and target. However, the current situation has emphasised the importance of significantly increasing levels of Active Travel. In this context, our increased ambition means how we measure / monitor travel by cycling and walking needs reviewing and targets will need to be reset, with the added requirement for more specific indicators to measure the impacts of our interventions where we have developed Local Cycling and Walking Infrastructure Plans.
			Increase in Making Every Contact Count conversations (encouraging behaviour changes that have a positive effect on physical or mental health and wellbeing) initiated with residents by Cultural Services staff	+10%	72% drop from Dec 2019	This is a very important health prevention programme. Aside from the partial reopening and the expected drop in visitors, this is a difficult service to restart as customers are being asked to reduce their time in libraries and avoid direct contact where possible. It has been less conducive to hold a conversation while both parties are wearing face coverings. We will continue to rebuild this programme given its previous positive outcomes. (Libraries closed for most of November 2020, and closed again from January 2021)
	6. Timeliness of emergency response	AMBER ↔	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	795	431	Unfortunately, there has been an increase in fatalities from road traffic collisions recently. Prevention will continue to promote the fatal 4 message 'It's not worth the risk' and push the national 'Take extra care' messages, all of which support the January theme of winter road safety.
			% of emergency call attendances made within 11 minutes	80%	76.39%	We are only just below our stretch target of attending 80% of incidents within 11 minutes with an outturn higher than this time last year.
			% of emergency call attendances made within 14 minutes	95%	88%	

7. Numbers of people receiving support to stop smoking or for drug and alcohol dependency	GREEN	↔	Rate of successful quitters per 100,000 smokers 18+	> 3,564	2423	The 2020/21 target was set at 3564 but has been adjusted due to the impact of COVID-19. Quarter 2 data was published on 7th December 2020.
			Number of users of OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of opiate users in treatment.	> 6.6%	10.2%	We continue to exceed local targets and England averages
			Number of users of NON-OPIATES that left drug treatment successfully (free of drug(s) of dependence) who do not then re-present to treatment again within 6 months as a percentage of the total number of non-opiate users in treatment.	> 36.6%	49.9%	We continue to exceed local targets and England averages
			Number of users of ALCOHOL ONLY that left treatment successfully (free of alcohol dependence) who do not re-present to treatment again within 6 months as a percentage of the total number of ALCOHOL ONLY users in treatment.	> 42.8%	55.0%	We continue to exceed local targets and England averages

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	8. Condition of highways	GREEN	↔	Defects posing immediate risk of injury are repaired within 24 hours	100%	99.3%	Cumulative rate and covers all defects April to November. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	99.7%	Cumulative rate and covers all defects April to November. (Data is reported one month in arrears.)
				Kilometers of highway resurfaced as % of total	3.07%	2.68%	The final amount for the 2020 total surfacing programme completed is 2.68% of the network (excluding patching). This is lower than the target of 3.07% due to the Micro Asphalt completed length being 3.45km, compared to original programme of 4.7km. This is due to a reduction in the overall programme, partly due to levels of funding available and contractor availability.
	9. Engagement with cultural services	AMBER	↔	In person engagement with Heritage services by increasing numbers of a) daily visits, b) attendances over 2019-20 level	a) 3% b) 2%	Museums Service a) -53% b) -53%  History Service a) -77% b) -100%	Museum Service: In person engagement December 2020: Visitors = 2,396 (December 2019 = 7,839) Engagements: with schoolchildren = 43 (December 2019 = 587). In the community = 0 attendees (December 2019 = 171) Museum Service unable to deliver to groups in the community Oxfordshire Museum only open for 12.5 days in December  History Service: In-person engagement December 2020: 46 visitors (December 2019 = 204) 0 attendees at events (December 2019 = 16)  History Centre was open to visitors for only 50% of its pre-lockdown hours, with limited seating and pre-booking only. The service was unable to deliver or host events on site.
				Online engagement with Cultural Services, (social media, website visits, remote enquiries)	Baseline to be set	Reporting quarterly	Museum Service Online engagement (social media; website visits and emails) up 35% overall on Q3 2020 as compared with 2019. Web activity down 50% on Q3 2019, but social media interaction increased by 144% on Q3 2019.  History Service: Online/remote engagement December 2020 = 61,084 engagements representing a 13% decrease from December 2019. This includes answering 262 e-mail enquiries, an increase of 71% on December 2019. Total online/remote engagement for 2020/21 Q3 = 226,494 (20% decrease on 2019/20 Q3 figure of 282,460)  Library Services: Online engagement (social media and website visits) for December is 156,359. The figure for Quarter 3 (Oct/Nov/Dec) is 618,858
				Improve access to library services by increasing numbers of a) active users b) new users and c) daily visits, over 2019-20 levels	a) 3% b) 2% c) 1%	a) -37% b) -52% c) -80%	A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries were closed again with the exception of Click & Collect and pre-booked access to public computers. Libraries reopened for December, before reverting to Click& Collect in the National lockdown from January.

						<p>a) Active users Dec 2019= 80,809. Active users Dec 2020 = 51,149 – this is a reduction of 37%. This figure does not count customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output)</p> <p>b) New borrowers Dec 2019 = 1269. New borrowers Dec 2020 = 603. (NB Libraries closed most of Nov 2020).</p> <p>c) Daily visits Dec 2019 = 158,024. Daily visits Dec 2020 = 32,159. The drop is due to the service operating a gradual and phased re-opening and reintroduction of services since lockdown restrictions were eased from July 2020. Anecdotally, there remains uncertainty amongst many customers and a reluctance to return to library visits at a normal frequency.</p>	
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC's activities	GREEN	↔	Yearly reduction of 6% in carbon equivalent emissions from Council estates & activities (to be Carbon Neutral by 2030)	6%	8%	This is an annual measure. The council is reporting an 8% annual reduction for 2019/20 against the previous year on the scope of its carbon neutrality target.
				% of streetlights fitted with LED lanterns by March 2021	40%	29.5%	<p>In December a further 828 lanterns were upgraded to LED technology. As at 31st December 2020, a total of 17,568 lanterns have been upgraded to LED. This represents 29.5% of the 59,631 streetlights within the County and a 1.4% increase in a single month. A total of 1,410 units have been upgraded in November and December.</p> <p>It was projected that 918 units would be converted by the end of December 2020 and the outturn was 90 units short of this projection due to a manufacturer missing a scheduled delivery due to a component shortage. This has now been corrected and the shortfall will be made up in January 2021.</p>
				Increase the number of staff who have accessed the Council's Cycle to Work scheme	-	-	The majority of OCC staff were instructed to work from home as part of the Council's response to COVID-19. Reporting on this new measure will begin when offices and workplaces reopen.
	11. Reduced carbon impact of our transport network	GREEN	↔	Increase a) the total number of electric vehicle (EV) charging points and b) the number of electric vehicles charging points per 100,000 population, compared with 2019-20 baseline	140 (for Park and Charge Project by end October 2021)	Rate not available	<p>Work on the pilot car park in Bicester started however issues with the supply of the charge points has meant that they will now be available for public use at the end of February 2021, a slippage of approximately 1 month. The communication work to educate potential users on the positives of using an EV and informing them about the availability of chargers in their area commenced at the end of November and has a strong response despite being low-key at the moment.</p> <p>The remaining 23 car parks are still planned to have chargers installed between June 2021 and October 2021 after which usage data will be monitored until end March 2022.</p> <p>The development of the EV Strategy should help with measurable targets for EV installation and vehicle usage. The draft strategy is now being reviewed by the project board but the planned mapping work that will assist with target setting has been delayed due to a delay in project funding. It is now anticipated this should be complete by the end March 2021.</p> <p>Annual target relates to the Park and Charge project only. This has now been reviewed by the commercial partners in the project. As a result, it is now expected that 140 chargers in 24 car parks will be installed. Success of charging installation is not under the control of OCC, but we can facilitate/influence the project. (Note 140 relates to number of chargers - each charger is a twin socket making 280 charging spaces countywide).</p>

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	99.3%	Rate is the average for April to November (data is reported one month in arrears).
12. Air quality	A M B E R	↔	Quarterly assessment of air quality as reported by District and City councils' air quality monitoring	Reporting only	Rate not available	There is limited air quality data, although improved reporting of the assessments is expected to be available in 2021/22. This follows the successful recruitment of a new Air Quality Programme Manager to manage the work on air quality strategy, monitoring and action plans as part of the Council's Strategic Planning Team. Discussions are also underway with service areas and partner organisations about establishing a strategic framework for managing air quality, including identifying specific measures and actions required in designated Air Quality Management Areas.
			Minimise the number of traffic routes diverted (e.g. due to roadworks) signposted into Air Quality Management Areas, where air quality has been recognised formally as an issue.	< 10 p.a.	0	No diversions have been sign posted through Air Quality Management Areas.
13. Household waste re-used, recycled or composted	A M B E R	↔	% of household waste a) recycled, b) composted and c) re-used (and total %)	a) 30% b) 29.5% c) 0.5% Total >60%	a) 29.69% b) 30.27% c) 0.2% Total 60.16%	Figures are the forecasted end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts remain uncertain as waste tonnages continue to be influenced by COVID-19 factors, and volumes remain higher than last year. Other influences that could have an impact during the remainder of the year include economic uncertainty, the rate of housebuilding, and seasonal factors that influence green waste volumes.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	2.91%	Most of the waste landfilled is bulky waste from the Household Waste and Recycling Centres (HWRCs) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early in the year. It has since been slowly recovering. We expect the amount of waste landfilled by the end of the year to be similar to last year (3.42%) compared to over 95% of residual waste that continues to be sent to Ardley ERF for energy recovery.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	65.15%	Household Waste Recycling Centres reopened on 18 May after being closed for 8 weeks. This figure is the end of year forecast and remains uncertain as accurate forecasting is difficult in current circumstances.

**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	14. Prevalence of healthy children	AMBER ↔	Number of expectant mothers who receive a universal face to face contact at 28 weeks	78%	No Data	During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts during Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, and the performance for this cohort was 77.9%. All staff are now back in post for Quarter 3.
			Percentage of births that have received a face to face New Birth Visit	95%	97.8%	All families received a new birth visit either face to face were risk assessed or virtually. This indicator includes all births. (1707 births)
			Percentage of children who received a 12-month review	93%	No Data	This target has been impacted by COVID-19, during wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up, the performance for this cohort was 84.3%. All staff are now back in post for Quarter 3.
			Percentage of children who received a 2-2½ year review	93%	No Data	This target has been impacted by COVID-19. During Wave 1 50% of the workforce was redeployed to the NHS response and they began returning to their substantive posts in Quarter 2. Universal Partnership Plus families (the most vulnerable families) were proactively followed up and the performance for this cohort was 88.7%. All staff are now back in post for Quarter 3.
			Babies breastfed at 6-8 weeks of age	60%	No Data	This target was achieved in 2019/20, however, it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive roles in Quarter 2. Universal partnership Plus (the most vulnerable families) was proactively followed up and the performance for this cohort was 27%. The service did continue to support mothers with breastfeeding, offering universal packages of care and virtual help. This indicator is interdependent on midwifery services as feeding methods are often established before babies leave the hospital. Midwifery services were also impacted.
			% of mothers receiving a Maternal Mood Review in line with the local pathway by the time the infant is aged 8 weeks.	95%	No Data	This target was achieved in 2019/2020 however it has been impacted by COVID-19. During the first wave 50% of the workforce was redeployed to the NHS response and they began returning to their substantive post in Quarter 2. Universal Partnership Plus (most vulnerable families) were proactively followed up, performance for this cohort was 93.2%. Appointments/visits were either phone/digital consultation or face to face if risk assessed as necessary.
	15. Number of children we care for	AMBER ↔	Safely reduce the number of children we care for to bring it nearer to the average of our statistical neighbours during 2020-21.	750	771	The number of children we care for was 771 at the end of December compared to 784 12 months ago. The figure is above (worse than) target as fewer people are leaving the cared for system in part due to backlogs in family courts. Nationally cared for numbers are increased by 2% last year whilst in Oxfordshire they fell by 2%

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5,997	The service is staffed for 140 assessments per week. Referrals, and hence assessments, fell during lock down and the subsequent school holidays. The rate of children being assessed is lower (better) than similar authorities.
	17. Number of child 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 2020-21.	550	525	Although performance is positive there is a risk that the number of children the subject of a plan may increase as a result of the national lockdown
<b>Children are able to reach their potential</b>	18. 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 2021	58.7%	50%	In the last 12 months 50% of plans have been issued in 20 weeks, compared with a latest national average (2019 calendar year of 59%). Even with COVID-19 requests for Education Health and Care Plans have not dropped.

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	19. People needing short-term support can access an effective service	NOT RATED	↑	Maintain the number of hours of reablement delivered	Targets will be set during Quarter 3	5417	Figures are affected by COVID-19. Increasing numbers of people receiving reablement, but effectiveness is not increasing. The national data published in December shows fewer people in Oxfordshire have the opportunity for reablement (a short-term intervention to help them to return to their previous level of functioning) than elsewhere. As such we are looking to increase the amount of reablement in Oxfordshire next year through a new contract. Additionally, more people in long term services feel socially isolated and struggle to access information. Developing local community services and improving information are part of our transformation agenda
				Number of people receiving reablement		1920	
				% of people who need no ongoing care after the end of reablement		41%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.2%	This is a local measure so there is no national benchmark. It is included here as a key measure of how people who are the subject of a safeguarding concern can maintain control of the process. Figure is improving in the year.
				Number of people with personal budgets remains above the national average	> 90%	91%	91% of people in Oxfordshire who receive on-going social care funded by the council have a personal budget compared with 90% nationally.
				% of people aged over 65 using Adult Social Care services who receive a direct payment remains above the national average	> 17%	24%	24% of people over 65 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 17.5% nationally
				% of people aged under 65 using Adult Social Care services who receive a direct payment remains above the national average	> 40%	44%	44% of people aged 18-64 in Oxfordshire who receive council funded social care in their own home have a direct payment compared with 39.5% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting <b>health</b> care	22	9	Central government has ceased the reporting of delayed transfers of care going forward as it is recognised that this is not the best measure of timely and appropriate patient flow through hospitals. It is reported here as a local measure till a new national measure is agreed.
				Reduce the number of people delayed in hospital awaiting <b>social</b> care	6	7	
				Reduce the number of people delayed in hospital awaiting both <b>health and social</b> care	26	6	
	22. People needing social care are supported to stay in their own home	GREEN	↔	Maintain the number of home care hours purchased per week	> 21,000 hours	24,642	There has been a 17% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home.
				Reduce by 10% the number of people aged 18-64 entering permanent residential care (vs. OCC rate of the past 3 years)	< 39 people	13	13 people so far in the year therefore pro rata 17 in year
				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%	The service keeps delivering ahead of target.
				Increase to the national average the percentage of older people in long term care who are supported to live in their own home	> 57%	59.6%	Increasing home care being purchased and fewer care home admissions
				There are 60 successful nominations for Extra Care Housing for older people with care needs in 2020-21	60	79	79 new funded placements in the year so far though not all through formal nominations

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	
Everyone has access to good homes and jobs	23. Infrastructure delivery supports growth	AMBER	↔	Percentage of the Capital Programme delivered in line with budget (measured by comparing the Council-approved budget of Feb 2020 for 2020-21 with the outturn budget)	95% (cumulative target to end of March 2021)	79% (position as at 31 <sup>st</sup> Dec)	This measures the capital infrastructure major programme and means 79% of agreed programme for the year 20/21 has been spent or committed. There is a robust plan in place to achieve 100% by end of March 2021.
	24. Number of new homes	AMBER	↔	We support the delivery of new affordable housing starts, 1322 by March 2022	1,322 homes to March 2022	637 homes estimated to March 2021	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022.  Discussions with Ministry for Housing, Communities and Local Government (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme by scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar.  MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.
Businesses are able to grow and develop	25. Support for a strong local economy	AMBER	↔	Number of businesses given support by Trading Standards interventions or fire risk inspections	2535	1841	Our continued commitment to delivering audits by our fire protection team is continuing to yield results, despite the restrictions around COVID-19. The Trading Standards team has been busy testing and verifying weighing and measuring equipment, as well as advising businesses and investigating complaints.
				Rate of participation in innovation funding bids or new projects in support of the Living Oxfordshire and Oxfordshire's Innovation ambition	20	40	Rate is April to end of December. Post COVID-19 it has been noted funding calls have become increasingly competitive, many with short turn around and often lower funding pots. However, we have submitted over our target number and are achieving an adequate number of successful bids. The number of live projects has increased over December with successful collaboration projects and funding moving to the next stage.
				Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	95%	Rate is for December. There is reliance on external partners to reach time and delivery milestones. Government has extended some of the projects by 3 months and has put on hold the Gov tech contributions by 3 months. A number of projects that were delayed or behind schedule have been completed which reflects the improved figure.

<b>People and communities have excellent transport and broadband connections</b>	26. Level of disruption to journeys	GREEN	↔	Reduce the number of failed utility works inspected	<15%	12.8%	From 1,004 sample A/B/C inspections conducted in December (including all follow up inspections) 129 failed. This equates to 12.8% failure rate.
			Increase in the number of days' works on the highway saved via the Council's duration challenges	5% over 19-20 rate	Rate not available	Currently unable to quantify. Service is accelerating work with the IT supplier to identify and log the relevant data. Discussions with the system supplier and data from the Department for Transport is expected to be available from May 2021.	
			Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0%	The reported rate is for December. The level of non-compliant defects is expected to be low. This is because approximately 90% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. A random 10% check was completed in December by Highway Officers, and data confirms there were 0.13% Non-Compliant Defects. During December there were zero return repairs/visits to own works (NCDs) 0. Total potholes fixed were 2,405.	
			Minimise the number of Deemed Permits allowed (i.e. applications for permits approving works on the highway that have been received into the system but not processed in accordance with the Oxfordshire Permit Scheme)	<1%	0%	No permits that entered the system went deemed.	
			Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle.	100% by end of Mar 2021	100%	4-year inspection programme is in place. 100% of the planned annual programme for inspecting 84 parishes has been completed as at end November, despite challenges with COVID-19. Performance Indicators and potential alignments with other indicators for the Tree Service are being reviewed to look at options to provide further information on the value of the service. Revised measures are due by end of March 2021. Tree service are due to begin 2021/22 parish surveys in January 2021. 73 parish surveys need to be undertaken by March 2022.	
			Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	Service frequencies were restored to pre-COVID levels as of 30th August. The target of 5 minutes is under review to ensure consistency with the Punctuality Improvement Partnership (PIP) agreement, to be signed off by OCC and bus operator Directors.	
	27. Enhanced digital connectivity for residents and businesses	GREEN	↔	The number of premises we have enabled to have access to superfast broadband within Oxfordshire, via our contracts with BT and Airband	79,600	79,338	Rate is to end of December. The Better Broadband for Oxfordshire Programme (BBfO) programme has now finished and there were no more connections through that programme, however the Businesses in Rural Oxfordshire (BiRO) programme has started to deliver in calendar Q4 2020 via BT Openreach and in calendar Q1 2021 Airband will begin connecting premises. The total number of premises in this contract is much smaller than in the Better Broadband for Oxfordshire Programme (BBfO) programme so numbers will increase by a much more modest rate than previously.

			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	98.8%	Rate is to end of December. Figure is for Oxfordshire delivered either via our contracts or via commercial coverage from a range of suppliers. This also covers the full range of available services and not just full fibre to the premise.
			The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> <li>• At least Basic Broadband (at least 2Mb/s)</li> <li>• OFCOM 'acceptable' broadband (10Mb/s)</li> </ul>	<=0.1	0.25% 0.79%	Rates are to end of December. Figures are impacted by the delivery of our managed programmes and commercial delivery across Oxfordshire by suppliers. As the above two measures increase, these figures will fall.  The 2Mb/s measure reflects the difficulty (and expense) in reaching these most isolated and rural dwellings or Hamlets.  The 10Mb/s reduced by a small amount and is slightly above where we would want it to be, however, a plan is in place to address this.

### Risk Assessment Guidance

Level of Risk	How the risk should be manage
<b>High Risk</b> (15 - 20)	<b>Requires active management</b> - to manage down and maintain exposure at an acceptable level. Escalate upwards
<b>Medium Risk</b> (12 - 8)	<b>Contingency plans</b> - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile
<b>Low Risk</b> (1 - 6)	<b>Good Housekeeping</b> - may require some risk mitigation to reduce likelihood if this can be done cost effectively, but good housekeeping to ensure the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

<b>Impact</b>	<b>Most severe (5)</b>	5	10	15	20
	<b>Major (4)</b>	4	8	12	16
	<b>Moderate (3)</b>	3	6	9	12
	<b>Minor (2)</b>	2	4	6	8
	<b>Insignificant (1)</b>	1	2	3	4
		Unlikely (1)	Possible (2)	Likely (3)	Very likely (4)
		Likelihood			

Risk Probability Key				
<b>Score</b>	1	2	3	4
<b>Level</b>	Unlikely	Possible	Likely	Very Likely
<b>Probability</b>	<10%	10 - 40%	41 - 75%	>75%
<b>Timescale</b>	It is unlikely to occur	Possible in the next 3 or more years	Likely to occur in the next 1 - 2 years	Occurred in the last year/very likely to occur in the next year

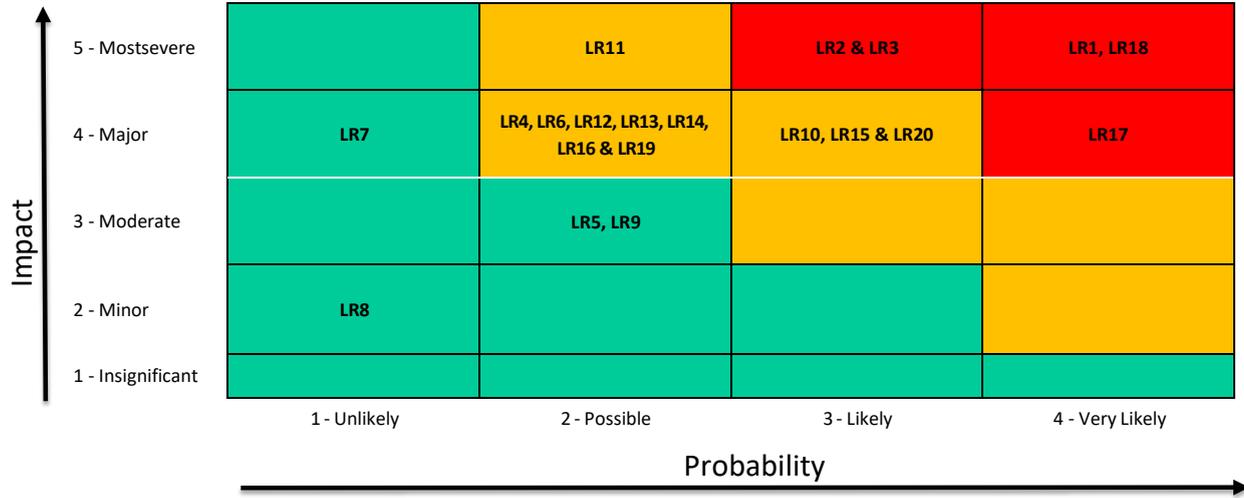
Risk Impact Key				
Score	Level	Financial *	Performance / Service Delivery	Reputation
1	<b>Insignificant</b>	Financial loss less than £500k / £2.5m in a year or negative variance against annual revenue or capital budget	Limited disruption to services	A few minor complaints and/or minimal local media attention No impact on council reputation or identity
2	<b>Minor</b>	Financial loss up to £1m / £5m in a year or negative variance against annual revenue or capital budget	Short term disruption to services that do not directly affect vulnerable groups	A number of complaints but minimal local media attention Minor impact on council reputation or identity with no lasting effects
3	<b>Moderate</b>	Financial loss up to £1.5m / £7.5m in a year or negative variance against annual revenue or capital budget	Loss of services that do not directly affect vulnerable groups	Extensive adverse local media attention Perception and identity of Council damaged / undermined in the short term with some rebuilding required
4	<b>Major</b>	Financial loss up to £2m / £10m in a year or negative variance against annual revenue or capital budget	Significant disruption of services directly affecting vulnerable groups	Extensive national media attention or sustained local media attention. Perception and identity of Council damaged / undermined with long term - major rebuilding required
5	<b>Most Severe</b>	Financial loss over £2.5m / £12.5m in a year or negative variance against annual revenue or capital budget	Loss of services directly affecting vulnerable groups	Ministerial intervention and/or public enquiry with sustained national media attention. Perception and identity of Council fundamentally damaged and undermined, potentially beyond repair

\* The two figures denote different levels of financial impact: for Operational risk and Strategic risk

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver services

# OCC Leadership Risk Register - As at 21/01/2021

## Risk Matrix - Ratings (residual risk scores)



Risk Ref	Risk Title	Residual Risk Score	Direction of travel
LR1	Demand management -Children- : managing the impact of increased demand on council services	20	↔
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	15	↔
LR3	Capital Infrastructure Programme Delivery	10	↔
LR4	Local and community resilience ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community	8	↔
LR5	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	6	↔
LR6	Supply chain management ensuring effective delivery through the supply chain	8	↔
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	4	↔
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and	2	↔
LR9	Workforce management long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	9	↔
LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	12	↔
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	10	↔
LR12	Property and assets (maintenance cost)	6	↔
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	8	↔
LR14	Business continuity and recovery plans Resilience to a additional significant disruption during the Covid-19 Response	8	↔
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	12	↔
LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	8	↔
LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic	16	↔
LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	20	↔
LR19	Safeguarding vulnerable adults.	10	↔
LR20	Demand management - Adults -	12	↔

**OCC 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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR1	<b>Demand management -Children-</b> managing the impact of increased demand on council services	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, growth and the current outbreak of COVID -19, leading to more requests for children's social care, SEN services, elective home education and 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. The impact on children's and adults' services is exacerbated by the current situation relating to COVID -19 with the risk of increased vulnerabilities due to isolation and CV 19 measures	Reduced confidence in the Council's ability to deliver services 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. Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Failure to balance budget and/or maintain capital investment strategy in infrastructure. Financial – significant overspend in annual budgets Over-reliance on voluntary groups acting without co-ordination	Kevin Gordon	Hannah Farncombe & Karen Fuller	5	4	20	Demand management in children's shows success in early help assessments ahead of target. 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. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Maintain good practice and performance reporting to ensure timely triage and assessment of contacts into services. Management oversight of children's social care plans to ensure timely progress is achieved and drift is eliminated. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention and monitor re-referrals. All services are tasked with managing activities within allocated budgets Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, and involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people Command and control structure implemented to deal with the CV-19 outbreak. (Adult Social Care cell set up at TV and Oxon wide. TV LRF Children's and Education cell also established). Staff reassignment process in place to maintain provision.	5	4	20	Recruiting new social care workforce, including those recently retired and others willing to train. Staff retraining and redeployment process in place to maintain provision, including children's residential care. Temp additional social workers have been retained and increased to manage the surge in demand as year groups have returned to school. Internal service re-design to direct greater resource into the Front Door and child in need services. September and October have seen volatile levels of referrals and demand for assessments, including weeks with very high numbers. This is linked to return to school and high levels of police referrals. Re-designed early help partnership work has developed swift access to help in communities for children and families and mobilised resources across schools/agencies/MASH/VCS. Transformation projects have been kept on track as redesigned services prioritise managing demand, supporting directly provided services and those that we commission, to develop a more preventative approach. Our new Family Safeguarding model will reduce the numbers of looked after children in particular. This went live on 02/11/20. The planned Early Intervention Service aims to reduce demand on the statutory service by allowing more children to receive support and thrive in mainstream education placements and increase the confidence of parents that their child's needs can be met without the need for a specialist placement.	↔	Early Help networks offering 'pre-front door' swift access to family support have been trialled. Good impact: circa 100 families' needs addressed over 5 weeks. Networks were reinstated offering direct support to all schools from w/c 14.09.20. Council's locality community support teams have been integrated with the MASH and are absorbing referrals for service. Referrals for social care are rising with return to school, as anticipated. MASH has been reviewed to ensure all roles are being utilised efficiently to absorb additional demand, and any additional temporary staffing requests are properly evidenced. A review of SEN services, including EIS, is underway to ensure the forward plan is a cost effective model of delivery. The council has received 28% increase in requests for elective home education. The internal team (3 staff) are managing the pressures in as timely way as possible and we have requested additional resource from the DfE. Risk reviewed - No changes	21/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR2	<b>Safeguarding of vulnerable children:</b> ensuring there are effective arrangements in place for safeguarding	Risk of death or serious injury to children or young people through inadequate service delivery or failure to provide protection. This is enhanced due to the social isolation and distancing measures in addition to the restrictions related to school and home visits.	Potentially devastating impact to a 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.	Kevin Gordon	Lara Patel, Hayley Good & Karen Fuller	5	4	20	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 weekly through CEF Performance Dashboard and Performance Management Framework. Daily monitoring report for ASC deputy-director with monthly scrutiny at ASC Performance Board. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Statutory safeguards continue to be upheld at both service level and with individual children Detailed updated guidance for social workers implemented to ensure all children receive home visits subject to individual risk assessments. Quality assurance framework in children's social care currently being assessed for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.	5	3	15	Monthly reviews of RAG ratings. Multi-agency Domestic Abuse campaign county wide. Advice and guidance prepared for schools in readiness for anticipated phased return Preparing for recovery and learning from lockdown experiences of working with young people Discussions are taking place between officers from Children's Services and representative Headteachers to identify key considerations as schools admit all children. To the fore in the thinking are safeguarding, emotional wellbeing, health and safety matters. Work is underway to provide mental health training in schools to support returning children, via the DfE Wellbeing for Education Return programme. Attendance is monitored and reported by schools to the DfE daily. Numbers of children registered as Electively Home Educated have increased significantly. Mediation is underway to encourage returning to a school roll. Numbers are monitored and reported to DfE daily.	↔	100+ Schools participating in the Wellbeing for Education Return programme are being supported to deliver the programme. Others are being encouraged to participate. Attendance in all sectors of the school community has been consistently above national averages. Numbers of EHE have increased by 19% since the same period last year. National increase is 35% Performance management and quality assurance frameworks are further embedded with additional quality assurance audit training having been delivered to all senior and front line managers in Aug and Sept. RAG ratings now reviewed monthly rather than weekly as a all children on a statutory plan are being seen via face-to-face visits to family homes, schools and placements subject to risk assessments. Performance is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - Existing controls, mitigating actions and comments updated.	13/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR3	Capital Infrastructure Programme Delivery	Each element of the Capital Infrastructure Programme has a different set of deal conditions formally agreed with Government. The recently signed HIF1 and HIF 2 funding agreements have agreed delivery end dates, which if exceeded would cause all costs from that point onwards to be the responsibility of the County Council. The Growth Deal has greater flexibility, but not delivery would result in the outcomes not being realised and potential reputational risks.	HIF1 potentially could cost OCC £2m per month after the end date of Nov '24. HIF could cost OCC £1m per month after March '24. Other risks could include: 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	Paul Feehily	Owen Jenkins	5	3	15	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management is being introduced (Oct 2020) 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. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes.	5	2	10	The directorate has started a Service Improvement that links to the Communities directorate redesign and will ensure the long term resources are put in place and all processes are modernised and in place to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. The impact remains high; however, the probability is improving reducing the probability score and therefore the risk rating.	↔	Mitigating Action are in place and beginning to take effect, including temporary resources to ensure programmes are progressed. Significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving. Risk Reviewed- No changes	06/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR4	<b>Local and community resilience</b> ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Pandemic control measures could increase existing tensions or create flashpoints. Equally a united effort may increase community cohesion. Possible triggers are likely to be change in government guidance; local decisions making regarding outbreak control and the government Tier system; lack of compliance with outbreak control measures.	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Impact on Council's ability to deliver Covid-19 Response services. Potential reduction in public trust if the council is not seen to be acting appropriately.	Yvonne Rees	Rob MacDougall	4	3	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions. Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Outbreak planning and Standard Operating Procedures completed and tested. Joint Oxfordshire System Comms supporting pandemic restrictions, outbreak control and guidance. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.	↔	Meeting scheduled by Lord Lieutenant for Oxfordshire key leaders  Risk reviewed - Mitigating actions/Comments updated	15/01/21
LR5	<b>Management of partnerships (non-commercial)</b> maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	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. CV-19 outbreak heightens both the potential and impact of this, with attention and resources being necessarily diverted to prioritise the outbreak over 'business as usual' relationships.	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	Robin Rogers	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 shared posts</li> <li>Formal/informal meetings with main bodies and sector representatives</li> <li>Participation and engagement in local partnerships, forums and project / policy development work</li> <li>The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme</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> <li>Systems structures in place to deliver on-going response to CV-19 and plan for recovery</li> <li>Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning</li> </ul>	3	2	6	<ul style="list-style-type: none"> <li>Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals</li> <li>New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022</li> <li>Community development strategy and approach to be produced and implemented jointly with VCS and partners</li> <li>Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk</li> </ul>	↔	Risk reviewed - minor edits to reflect ongoing COVID situation	09/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR6	Supply chain management ensuring effective delivery through the supply chain	The supply chain could fail as a result of a major supplier entering insolvency procedures either via administration or liquidation. . The supply chain is disrupted due to temporary close down or accessibility issues as a result of CV-19 mitigation measures	Delays to meeting service requirements or service provision.	Steve Jorden	Jeremy Richards	4	2	8	The Procurement team has a contract in place 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 Procurement team has a contract in place 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.	↔	Risk is being managed by service area contract managers c/w the provision of a monthly report and the weekly joint procurement and finance meeting. The Contract Management Intelligence Team, as part of Provision Cycle, will take a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles. Risk Reviewed - Comments updated.	11/01/21
LR7	Delivery of statutory duties delivery of service and duties in compliance with requirements and responding to changes.	That the Council acts unlawfully by failing to deliver statutory responsibilities	•Litigation/judicial review• Financial penalties - Local Government Ombudsman / Regulators/Central Government• Damages liability to residents and commercial counterparties• Central Government intervention	Sukdave Ghuman	Glenn Watson	4	3	12	•Constitution of Council (including Finance Procedure Rules and Contract Procedure Rules) •Support role of Finance, Legal and Procurement•Audit function•Legal Compliance and Service Plan•Service Level Agreements between directorates and Legal •Dedicated specialist teams for information rights and complaints resolution	4	1	4	Ensure support functions are fully resourced Action plan is in place to ensure we are address our statutory duties for the Deprivation of Liberty Safeguards for adults, statutory duties for children with special educational needs and disabilities; and unregistered provision for children. Scheme of Delegation (Finance) reviewed to reflect current management structure. Information rights, complaints and Ombudsman cases tracked	↔	Action plans continue to be reviewed and addressed by the Leadership Team. When appropriate, consideration ought to be given to statutory easements for SEN and Social Care. Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking Complaints Service – taking remedial action to preserve the service due to temporary absences/sickness; Monitoring Officer aware; additional assistance drafted from Governance Service; and action plan with HR to secure effective staffing resource. Risk reviewed - No changes	07/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR8	Corporate governance creating and embedding an effective and robust management and governance system that provides accountability and transparency.	That the Council's corporate governance, including supplementary governance arrangements to support the CV-19 response, is insufficiently robust, either due to incomplete processes or limited staff awareness of its requirements.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. remote public meetings, remote voting) Elements of the Covid-19 response may be compromised or delayed.	Sukdave Ghuman	Glenn Watson	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 - Amendments made to the Constitution to facilitate virtual/remote public meetings.</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> <li>•Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response.</li> <li>•Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit &amp; Governance Committee.</li> <li>•Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes</li> </ul>	2	1	2	<p>Continue to undertake control measures throughout 2019-20 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for 2020/21 is now under way with the Corporate Governance Assurance Group. Whistleblowing Polices updated and new co-ordinated approach in place under the Monitoring Officer (led by Principal Governance Officer) with central log being put in place and co-ordination of cases. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC.</p> <p>Constitution Review led by Monitoring Officer at both Oxon CC (scheduled for Jan - March 2021) and Cherwell DC (completed Dec 2020)</p> <p>Election planning meetings taking place with District Council colleagues monthly between now and election. Regular two-weekly meetings with Returning Officer and elections team (across Oxon CC and CDC). In touch with Electoral Commission as standing member of the Group. And Oxon Monitoring Officers group has standing item on election and the democratic structures. So, we will be able to track the elections and also what, if cancelled/postponed for COVID, plans should be in place for the continuation of the current Council term.</p>	↔	Risk reviewed - Existing controls and mitigating actions updated.	07/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR9	<b>Workforce management</b> long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	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: <ul style="list-style-type: none"> <li>Recruitment and retention issues</li> <li>Increased costs of agency staff</li> <li>Increased costs in training and development</li> <li>Underperformance or lack of delivery</li> </ul>	Claire Taylor	Karen Edwards	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>Ongoing service redesign will set out long term service requirements.</li> </ul>	3	3	9	<p>Development and adoption of sector relevant workforce plans</p> <p>Development of new People and Organisational Development strategy</p> <p>The ability to interrogate and access key data (ongoing) in order to inform workforce strategies.</p> <p>Development of new Learning &amp; Development strategy, including apprenticeships</p> <p>Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.</p>	↔	Risk reviewed - Existing controls updated	12/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR10	<b>Organisational Change and Service Design</b> ensuring there are effective plans and governance in place to deliver required organisational change.	The risk is that the Council's portfolio of organisational change and service redesign programmes and projects under-delivers due to lack of capacity, expertise or governance.  The ongoing impact of CV-19 may mean that some organisational change projects are delayed. It may also mean that alternative modernisation, change or transformational activities are required in order to deliver new or realigned services in a post Covid-19 world.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands.  It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings.  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	Tim Spiers	4	4	16	<ul style="list-style-type: none"> <li>All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans</li> <li>Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting 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 &amp; additional 3rd party support commissioned where there is a lack of internal capacity</li> <li>Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit &amp; Governance committees. This will be 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> <li>CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management. CEDR and ELT review capacity and resource allocated to change projects in light of C-19 and either allocate additional resource or slow the pace of change in order to maintain operational resilience and C-19 response.</li> </ul>	4	3	12	<ul style="list-style-type: none"> <li>Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope 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 all change activity 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 portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required.</li> <li>Align work with CDC programmes wherever possible to achieve increased benefits.</li> </ul>	↔	<p>There will be delays to planned work and the analysis of full impact of Covid-19 on the organisational change and service redesign programmes and projects is ongoing.</p> <p>Monthly dashboards are now being produced and reported to CEDR.</p> <p>Further work required to ensure programme of work is fully aligned as outlined in mitigating actions.</p> <p>Ongoing work is being undertaken as outlined in mitigating actions.</p> <p>There have been various projects progressing well, although there have been some slippages, this is being managed by the governance process and a full risk review will be undertaken in the final quarter of the year as set out in the risk strategy.</p> <p>Risk reviewed by Manager and Owner.</p>	13/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR11	<b>Financial resilience:</b> ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	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; financial support to local businesses and residents as a result of CV-19; or not achieving planned savings and efficiencies on time. CV-19 grant funding not at the required level to meet needs of services.	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	Ian Dyson	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. Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG.</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>The financial impact of COVID-19 is being tracked and is being reported to CEDR, Cabinet and Performance Scrutiny Committee and as part of the monthly Business Management report. As a result of the COVID-19 the expected financial pressures in year have been managed through a Revised Budget, that was approved by Council in September.</p> <p>The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Local Government Finance Settlement was announced in December. The outcomes from the public consultation and the Performance Scrutiny Committee review of budget proposals have been considered by Cabinet. At their meeting on 19 January Cabinet agreed their proposed budget. CEF have established a project to develop a strategy and plan for the recovery of the £24M deficit in the High Needs DSG funding.</p>	↔	The impact of Covid19 has changed the financial outlook for the Council, and as a consequence the Council set a revised budget for 2020/21 and is in the process of setting a budget for 2021/22 taking into account the short to medium term financial implications of Covid-19. The longer term impacts beyond 2021/22 are still to be understood and this will need to be continually reviewed. The action for the High Needs DSG recovery plan has been included. There is no current expectation that Government will seek to recover the deficit from the Council Funding; however, the spending is not yet under control and we have been required to produce a recovery plan for some time. Risk reviewed - Mitigation actions refreshed and updated	19/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR12	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.	Steve Jorden	George Eleftheriou	4	4	16	Property, Investment and Facilities Management function redesign to get the right professionals running the service Develop Property Strategy which would determine where to prioritise efforts/spend on assets Install right systems to enable us to keep on top of managing information about our assets	3	2	6	Control activities are prioritising compliance (i.e. 'nice to haves' can wait). Taking more long term views on use/potential use of certain assets. New asset condition surveys have indicated additional financial pressures to bring maintenance of our assets to an acceptable condition. Work is ongoing on a number of sites. A programme based on risk and compliance was developed to resolve outstanding legacy issues and we continue to monitor the financial effect of this activity. The FM team redesign needs to be a priority and completed as soon as possible.	↔	All of mitigation actions referred to are now in place and activities ongoing.  The right team /expertise now inhouse dealing with this with a plan in place to achieve full compliance and maintain programme going forward H&S team within PIFM overseeing this and KPIs developed as means of checking performance.  Additional budget allocated to the team to carry out further works.  Despite parts of the budget being offered for saving initiatives we are still confident that any risk is mitigated and BAU is unaffected. Risk reviewed - No changes	20/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR13	Health and safety: ensuring effective arrangements are in place to meet our duties	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. The Covid-19 outbreak also increases risk in relation to greater homeworking activities, risks associated with frontline work and mental health and wellbeing risk.	<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>	Steve Jorden	Paul Lundy	4	3	12	<ul style="list-style-type: none"> <li>H&amp;S policies and procedures have been reviewed and adopted</li> <li>Risk Assessments completed including COVID-19.</li> <li>Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.</li> <li>Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focused H&amp;S information.</li> <li>H&amp;S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.</li> <li>Additional budget has been allocated 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 PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance</li> <li>H&amp;S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19;</li> <li>Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR.</li> <li>Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.</li> </ul>	4	2	8	<ul style="list-style-type: none"> <li>Ensuring staff continue to receive the necessary health and safety training - due current social distancing guidelines and restriction training is moved to online delivery where possible - Ongoing, alternative virtual delivery options now in place for most courses.</li> <li>Implement the actions of the recent H&amp;S Audit (April 2020) to further improve systems and controls – Ongoing</li> <li>PIFM to implement management systems to monitor property compliance and safe working practices. Process for ensuring all buildings used or re-opened are reviewed and risk assessed to ensure they are COVID-Safe. Ongoing as part of recovery plan</li> <li>Review and risk assess any changes in government guidance to ensure safe and compliant practices are followed. This is monitored and reported through the business continuity (COVID-19) support structure. Ongoing - H&amp;S updates and guidance published on intranet and maintained by H&amp;S Team.</li> <li>Arrangements for supply and distribution of PPE is well established - no reported pressures.</li> </ul>	↔	<p>Jan - National Restrictions introduced. CEV People asked to only work from home. Most essential activity continues to be provided in line with COVID Secure guidelines and risk assessments. Further comms to managers and staff in the importance of following safe working practices in light of increased prevalence amongst communities. PPE supply remains good with no reported issues, rolling out face fit testing for those teams using respirators (FFP3). HSE Spot Inspections of schools found compliant safe working practices and no further action required.</p> <p>Further work is underway to improve support for people working from home as part of Agile strategy.</p> <p>Review of H&amp;S governance, resources and structures commenced to meet future organisational needs and objectives. Risk Reviewed - Comments updated</p>	19/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR14	<b>Business continuity and recovery plans</b> Resilience to a additional significant disruption during the Covid-19 Response	A further disruption occurs that puts additional pressure on business continuity arrangements.	Essential Council Services and Covid-19 Response services are unable to be 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	Yvonne Rees	Rob MacDougall	4	4	16	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. Review of London Bridge undertaken by corporate leads	4	2	8	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications COVID19 security on building are in place to support the restart of services and this is being coordinated by the Organisational Recovery Steering Group and CEDR. Business Continuity Plans have been reviewed in light of lessons learnt from the first wave of the pandemic. Council wide process introduced for identification of and support to critical staffing issues	↔	Absence being monitored weekly by CEDR and Internal Silver and there is weekly reporting on the status of services via Business Continuity Gold App Risk reviewed - Mitigating actions/Comments updated	15/01/21
LR15	<b>Cyber security</b> assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defences will be breached, whether through system failure or human error this level may be increased during the CV-19 measures with increased numbers of staff working at home	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recar) could mean the Council will not be able to 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	Tim Spiers	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are still receiving PSN whilst going through present submission. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a coordinated approach to Cyber Security events. Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.	4	3	12	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed , to undertake: • Responsibility for managing security threats and prevention methods• Working with Information Management to ensure implications of GDPR on data security are understood and built in• Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats • Documenting processes and policy to define roles, responsibilities and procedures • Maximising tech to reduce cyber risks• Ensuring all new and existing suppliers meet cyber security requirements	↔	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat.IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Risk reviewed - Risk effect and comments updated.	13/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR16	ICT Infrastructure : assurance that IT infrastructure is reliable and fit for purpose	The server infrastructure, backup and disaster recovery hardware is at or past end of life	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council' s ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	Claire Taylor	Alistair Read	4	3	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home.IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit	4	2	8	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational. Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services. Staff resources are assigned to the most in demand IT requirements. An expanded duty team will support delivery of critical services out of hours. New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber- attacks. Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave. A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December. Installation of more cost effective DR is underway. Completion by Jan 2021.	↔	Demand for Covid-19 related IT activity is minimal, and there is an increase in more standard IT requests and work. IT Service is back to normal workloads and BAU objectives, with project work also increasing, utilising our new ways of working. Work is continuing on our IT Strategy to ensure we have even more flexibility in our IT for agile working. IT resources a bit stretched due to extra equipment requirements, SIM swaps and Windows Phone replacement service. Risk reviewed - No change	08/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR17	<b>Covid-19. Community and Customers</b> providing service and support to those impacted by the coronavirus pandemic	Significant spread of the Covid-19 virus results in potential impacts in terms of customers and communities. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy.	<ul style="list-style-type: none"> <li>Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>Economic hardship impacting local business and potentially the local workforce.</li> <li>Impact on vulnerable residents who may find it harder to access services.</li> <li>Increased demand on both frontline and enabling services.</li> <li>Prolonged risk of social isolation and the mental and physical consequence thereof.</li> </ul>	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> <li>Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services</li> <li>Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery.</li> <li>Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</li> <li>Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened.</li> <li>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols).</li> <li>Mutual aid with regional Thames Valley partners enables a tactical response to community resilience.</li> <li>Engagement with suppliers to manage impacts across the supply chain</li> <li>Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day</li> <li>Provision of additional body storage as temporary place of rest to support the current mortuary provision.</li> <li>Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance</li> </ul> <p>County is now in national lockdown and the CEV group of residents now have to follow strict new guidelines. The arrangements across Oxfordshire have now been fully extended and stood up. Major comms drive to highlight the increase in cases across the county and the need for the residents to take note and abide by the national lockdown restrictions.</p>	4	4	16	<p>Ongoing review and implementation of Council and partnership business continuity and emergency planning arrangements.</p> <p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>The councils will enact any support schemes as set out by national government as they emerge.</p> <p>The council will respond to new modelling figures provided by either Public Health England or Ministry of Housing, Communities and Local Government regarding excess deaths in the community</p> <p>As the current lockdown is eased, we will review the impact and take the necessary steps to follow the latest guidelines and instructions</p> <p>Customer contact demand will continue to be monitored and resource allocated to key priorities</p> <p>Appropriate risk assessments are being taken to enable the opening of key cultural sites in July 20</p> <p>Involvement on the Health Protection Board supporting vulnerable customers if isolated due to tract and trace protocols and in line with Local Outbreak Plan</p> <p>Easing of lockdown restrictions has enabled a wider range of services to become more available to customers and residents. 91% of core libraries are now open and customer contact at the CSC is back to normal levels.</p> <p>Review of current BCP's underway. Progression on the reopening of cultural services sites on a phased approach CSC contact volumes at OCC are back to normal and in social care teams, the complexity of assessments being conducted has increased.</p> <p>BCP review completed and lessons learnt incorporated within. Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.</p>	↔	Risk reviewed - Mitigating actions updated.	14/01/21



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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR18	<b>Covid-19. Business Continuity:</b> managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 virus results in potential impacts on frontline service delivery and the ability to run the councils' business on a day to day basis.	<ul style="list-style-type: none"> <li>Possible reductions in frontline service delivery, events, meetings and customer contact.</li> <li>Potential confusion amongst staff with regards to how to plan and respond to reduced service availability, professional support and maintain business as usual.</li> <li>Requirement to reprioritise service delivery</li> <li>Assess critical services and consider alternative methods of delivery</li> <li>Requirement to offer mutual aid to partner organisations.</li> <li>Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues.</li> </ul>	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> <li>Business Continuity Plans have been reviewed, tested and are maintained and updated</li> <li>Remote working in place</li> <li>Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</li> <li>Regular updates from Director of Public Health, shared internally and externally.</li> <li>Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency planning protocols).</li> <li>Regular communication messages following Public Health advice</li> <li>Sanitisers in washrooms/corporate buildings</li> <li>Weekly sickness monitoring implemented</li> <li>Agile working being tested further across services, ensuring equipment and access is in place.</li> <li>Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces.</li> <li>Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary</li> <li>Improved understanding of the risk factors across the workforce identified through COVID-19 data.</li> <li>Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate.</li> <li>IT has built a new reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen due to COVID-19. This data is monitored weekly at Silver.</li> </ul>	5	4	20	<p>The nature of the risk is such that national public health guidelines will determine the councils' response.</p> <p>IT has built a reporting system with a RAG rating to update each area indicating and/or forecasting significant staff pressures when they happen.</p>	↔	Risk reviewed - Existing controls updated	12/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR19	<b>Safeguarding of vulnerable adults:</b> Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	<ul style="list-style-type: none"> <li>Insufficient quality controls for care providers</li> <li>Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate manner</li> <li>Safeguarding concerns not being reported</li> <li>Failure to act when concerns are expressed about an individual being subject to abuse or neglect</li> <li>Poor / inappropriate information sharing amongst partners.</li> </ul>	<ul style="list-style-type: none"> <li>Vulnerable people not protected from abuse or neglect.</li> <li>Serious injury or death of a vulnerable adult</li> <li>Significant reputational damage for the council</li> </ul>	Stephen Chandler	Melanie Pierce	5	3	15	<p>a. Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire</p> <p>b. The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</p> <p>centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</p> <p>d. Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)</p> <p>e. Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</p> <p>f. Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission</p> <p>g. Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</p> <p>h. Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.</p> <p>i. Cross partnership training plan in place</p>	5	2	10	<p>Number of concerns are increasing following a small decrease during April 2020. Consultation service is continuing to provide support and has resulted in 1530 calls to the service. However, received 5,116 concerns and 1,296 enquiries last year which does put pressure on a small team. Timings of dealing with concerns and enquiries are monitored daily.</p> <p>The quality of providers in Oxfordshire is higher than elsewhere as evidence by the CQC ratings. Multi agency meetings in place to ensure appropriate sharing of information; regular audits of case work in place.</p> <p>No additional actions required but we will respond to any issues raised in the on-going monitoring</p>	↔	Risk reviewed - No changes	20/01/21

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	Risk Manager	Inherent (gross) risk level (no controls)			Existing Controls Description of actions already taken or controls in place to mitigate the risk	Residual risk level (after existing controls)			Mitigating actions Further actions required	D'tion of trvl	Comments	Last Updated
						Impact	Probability	Rating		Impact	Probability	Rating				
LR20	<b>Demand management -Adults-</b> Adult social care services aren't help people remain independent and healthy for as long as possible	Numbers of people requiring care increase and numbers of people providing informal care do not rise as quickly as demand.  Health Services face reduced funding which puts further pressure on the council.	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	Stephen Chandler	Rachel Pirie	4	4	16	a. The service has an agreed model for predicting demographic pressure and this is funded by the Council. b. investment in services to reduce demand (e.g. reablement) c. Pooled budget with health which allows whole system investment d. referrals into teams in 20-21 for the first 6 months of the year has increased by 21% compared to the same time last year, but the people we support in long term care is 1% lower than the same time last year e. Medium and long term impact from Covid not known.	4	3	12	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire as evidenced by iMPower rating the productivity of older people's service as 5th highest in the country. High use of equipment - 28% more likely to have received equipment.  Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A system plan is in place to deliver a new reablement approach in 2021, this is being piloted and showing success in reducing long term care needs. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector.	↔	Risk reviewed - No changes	20/01/21

## **ANNEX C - BUSINESS MANAGEMENT REPORT December 2020**

### **Forecast outturn 2020/21 at December 2020**

#### **Introduction**

This Annex sets out the latest financial monitoring position as at 31 December 2020. The forecast includes the financial impact of COVID-19 for 2020/21 including the latest estimate for additional and exceptional expenditure and income losses which together totals £52.3m. The report reflects the new organisational structure which came into effect on 1 December 2020.

The Revised Budget for 2020/21 agreed by Council on 8 September 2020 included virements to create budgets within services in relation to COVID-19 costs incurred to the end of July 2020. On 15 December 2020 Cabinet agreed a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. It is expected that these costs will increase as the year progresses and that further income losses materialise. The COVID-19 Budget for costs and income losses is a one-off budget and will be used to fund these pressures. Whilst these costs are still expected to be incurred, the profile and timing may mean that some costs may fall into a different financial year. The financial impact of Covid-19 will not end on 31 March 2021, and additional costs are expected in 2021/22 and across the medium term. This was considered as part of the Budget & Business Planning process for 2021/22 and Cabinet's proposed budget includes the creation of a COVID-19 reserve. Further virements to move budget from the COVID-19 budget to the services where costs have occurred, or income losses are realised will be requested in future reports. If a balance remains on the COVID-19 budget at year end this will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond.

The following additional information is provided to support the information in this Annex:

Annex C – 1 (a) to (f)	Outturn Summary and Directorate Detail
Annex C – 2a	Virement Summary
Annex C – 2b	COVID-19 forecast and virement request
Annex C – 2c	Virements to Note
Annex C – 3	Earmarked Reserves Forecast
Annex C – 4	General Balances
Annex C – 5a	Government Grants Summary
Annex C – 5b	COVID-19 Grant Detail
Annex C – 5c	Allocation of Contain Outbreak Management Fund

---

#### **Children's Services**

A breakeven position is forecast by Children's Services against a budget of £133.2m. The directorate forecast outturn includes up to £7.0m of costs relating to COVID-19, of which £1.4m of actual costs have been funded to date.

Annex C  
Business Management Report December 2020

An in year overspend of £11.5m is forecast for the High Needs DSG, against a budget of £57.9m, which will be carried forward against DSG balances and is being managed through the SEN Transformation Project.

---

**Education and Learning**

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

**Budget** £29.9m

Key Issues

**Variation** breakeven

As reflected within the performance report demand for EHCPs remains high and has led to issues with timeliness so far this year. This is likely to require investment to address both any backlog and resolve timeliness issues going forward. Existing directorate resources have been targeted at this area. The impact of this will be kept under review.

**RAG rating**

Amber

**Outcomes Achieved**

Yes

Financial Impact of COVID-19

To date additional funding of £0.2m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.3m. The forecast for this year is currently £0.4m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

Significant areas of spend to date are £0.111m for Laptops and Virtual Tuition for children and £0.021m for PPE in Early Years Settings.

There is a risk that demand for Education, Health and Care Plans will increase when schools return which may increase workloads for Educational Psychologists and the Casework Team resulting in additional costs. It is assumed this pressure will be funded by COVID-19 budget for costs and income losses.

In addition, lost income is forecast at £0.3m within Education and Learning as a result of the partial closure of schools. It is forecast that this will total £0.4m for the full year. Most is anticipated to be funded through the Ministry of Housing, Communities and Local Government's (MHCLG) income guarantee scheme, with £0.1m which cannot be claimed anticipated to be funded from the Covid-19 budget for costs and income losses and is included above.

On 11 August 2020 the Department for Education (DfE) announced the Local Transport Authority funding allocations, with the Council's allocation being £0.5m. In

addition, a further £0.3m has now been announced for the spring term from January to March 2021. This additional grant of £0.8m is to help with the additional costs of providing Home to School Transport in line with the COVID-19 guidance. It is currently anticipated that this funding will be spent during the period it applies to and that it will be sufficient to meet the additional costs incurred.

---

**Children's Social Care**

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

**Budget** £30.7m

Key Issues

**Variation** breakeven

At present there are no variances reported in this area.

**RAG rating** – Green

Financial Impact of COVID-19

**Outcomes Achieved**  
Yes

To date additional funding of £0.074m has been allocated in relation to COVID-19 costs, with spend to date estimated at £0.4m. The forecast for this year is currently up to £1.3m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

The main costs incurred to date relate to an increase in allowances to reflect universal credit increases (£0.032m) and costs relating to isolation for Unaccompanied Children on arrival (£0.156m).

There has been an increase in spend on staffing during the year, which has particularly been the case since September 2020. This is due to an increase in demand within teams, particularly within the MASH where contacts have increased by 45% since July and is linked to the COVID-19 pandemic. Demand has also increased within frontline social care teams where children and families are remaining on a plan for longer than would normally be expected, contributing to an increase in overall cases. In addition the pandemic has also had a significant impact on the ability to attract and retain social care staff to front line roles, with increased caseloads, staff sickness, caring responsibilities, and increase staff turnover of both permanent and temporary staff due to the market at this time. This has therefore increased the number and cost of agency staff required to ensure the council continues to operate a safe service.

On the basis of current trends, the cost in this year to meet this additional demand is forecast to be between £0.4m and £0.7m depending on the length of time additional resource is required. This will be linked to how long demand remains

higher than capacity of the existing service and will be closely monitored.

---

**Children's Social  
Care Countywide  
Services**

**Budget** £66.2m

**Variation** breakeven

**RAG rating** - Green

**Outcomes Achieved**

Yes

Variation

A breakeven position is forecast for this service. This is after the virement from the contingency budget of £3.3m agreed by Council on 8 September which balanced the budget.

Key Issues

The forecast here remains risky as packages for individual children can cost in excess of £0.2m per annum, and therefore a small change in demand or children with significant support needs can have a significant impact on spend within this budget.

The demand seen in the referral and assessment service is likely to result in increased demand in the placement budget as some children enter care. Although some of this demand may be experienced this financial year, it is likely that any growth in demand for placements could be experienced over at least one to two years.

Financial Impact of COVID-19

To date additional funding of £0.9m has been allocated in relation to COVID-19 costs, with spend to date estimated at £1.3m. The forecast for this year is currently that there is £1.5m committed but spend could be as high as £3.5m. It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses. This demand hasn't yet arrived within the service, and therefore cost to date haven't risen as fast as originally anticipated. Demand is now high within the MASH and it is assumed that this will work through the social care system, resulting in increased demand for placements in the future. Work is currently underway to assess what this may be, but it is anticipated that some of this forecast budget pressure will move in to 2021/22 financial year.

The main areas of spend to date have been in relation to support for families and young people. The costs breakdown in to £1.0m in relation to placements, £0.1m for costs incurred due to the effect of court delays and £0.1m in relation to staffing costs caused by the need for staff to isolate.

---

**Children's Central  
Costs**

Variation

A breakeven position is forecast for this service following the virements agreed by Council on 8 September 2020.

---

---

<b>Budget</b> £5.7m	<u>Key Issues</u> No variance is reported at this time.
<b>Variation</b> breakeven	
<b>RAG rating</b> - Green	<u>Financial Impact of COVID-19</u> No variance is reported due to COVID-19 at this time.
<b>Outcomes Achieved</b> Yes	

---

### Dedicated School Grant (DSG)

---

<b>High Needs</b>	<u>Variation</u> The variation forecast is a forecast overspend of £11.5m.
<b>Budget</b> £57.9m	
<b>Variation</b> £11.5m (19.9%) overspend	<u>Key Issues</u> The variance of £11.0m relates to the existing children and an expected growth in demand for Education, Health and Care Plans and support for the current year based on the currently announced high needs dedicated schools grant funding. In addition, invoices are now being received from further education colleges, which may exceed the budget available, with further work being undertaken to ascertain the pressure this may lead to. Significant diagnostic work will be undertaken to analyse the relationship between activity, increased demand and spending pressures across the SEN funding system. Officers will work with Schools, Parents and other stakeholders to develop proposals for the High Needs Block to move into line with its operating budget in the medium term.
<b>RAG rating</b> - Red	
<b>Outcomes Achieved</b> Yes	
	<u>Financial Impact of COVID-19</u> There is a forecast cost of £0.5m due to the potential for costs to rise and loss of income due to the COVID-19 pandemic. This is a forecast for the risk of additional resources required for all SEN settings to maintain appropriate standards as schools reopen. These costs are unfunded and will increase the deficit on the High Needs budget.

---

<b>Early Years</b>	<u>Variation</u> £0.2m of Covid costs have been funded in the revised budget.
<b>Budget</b> £38.8m	
<b>Variation</b> breakeven	<u>Key Issues</u> The Early Years DSG is forecast to overspend by between £0.5 to £0.6m within year. There has been an increased take-up of SEN Inclusion Fund – which supports lower level SEN need in settings and a step change in the number of eligible 2 year olds. Options for managing the overspend from prior year DSG were discussed at Schools Forum in
<b>RAG rating</b> - Red	
<b>Outcomes Achieved</b> Yes	

---

November 2020, so this is reported as breakeven at this time.

#### Financial Impact of COVID-19

A package of provider support of £1.3m was agreed in April 2020. Spend to date is estimated at £0.5m with a further £0.3m committed. The forecast for this year is currently £1.3m. This does not yet include the impact of the third national lockdown from January 2021.

The COVID-19 costs relate to provider sustainability payments to early years settings to meet statutory need, including a forecast risk into the future. It also includes additional opening (e.g. out of term-time), and key worker funding where children have been placed away from their usual setting.

It is assumed that any shortfall in the budgets at present will be met from the COVID-19 budget for costs and income losses.

---

### **Adult Services**

The service is currently forecasting a £1.3m underspend against a budget of £197.6m.

This will be transferred to reserves to help meet pressures in 2021/22, resulting in a forecast break-even position being reported for Adult Services. The amount expected to be transferred to reserves has increased by £0.1m compared to last month.

The directorate forecast outturn includes **£7.7m** of costs relating to COVID-19, no change from the previous month.

---

#### **Better Care Fund Pool**

**Budget** £79.8m

**Variation** £0.4m underspend

**RAG rating**  
Green

**Outcomes Achieved**  
Yes

A £0.4m underspend is forecast for the council elements of the pool. This compares to the breakeven position reported last month. The forecast underspend is after taking account of £1.3m assumed to transfer into reserves. This has increased by £0.2m since last month.

Budgets within the pool are being managed on an aligned basis following the agreement of the risk share arrangements for 2020/21.

#### Financial Impact of COVID-19

Included in the forecast is £4.2m of expenditure relating to costs arising from the COVID-19 pandemic. These include a 10% payment made to contracted care providers in April, May and June 2020.

Because of a reduction in demand for care home placements £0.4m additional costs relating to the cost of

voids within the council's block contract arrangements is included in the forecast. Work is continuing to monitor and this and to take action to mitigate this where possible.

#### Key Issues

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

The forecast assumes that £25.0m of the Better Care Fund will be used to fund council services. This forms part of the £26.3m minimum social care contribution that Oxfordshire was confirmed by NHS England on 7 December 2020. The remaining £1.3m will be retained by Oxfordshire Clinical Commissioning Group (OCCG) to fund interim beds as was agreed in 2019/20.

The council is required to make provision in its accounts for the risk associated with the collection of adult social care service user income that is still due after six months. The forecast includes the revenue cost of a £0.2m estimated increase in this provision arising as a possible impact of COVID-19; this will continue to be reviewed in the remaining months of year. This is offset by a £0.6m forecast increase in service user contributions relating to both under and over 65 - year olds.

Due to ongoing challenges with recruiting occupational therapists and social workers, the staffing budget in the pool is forecast to underspend by £0.2m. This can be put forward to mitigate against pressures elsewhere, but the on-going impact will closely be monitored.

The existing arrangements for the Hospital Discharge Scheme ended on 31 August 2020, with a requirement to move everyone currently funded by the scheme onto business as usual arrangements by 31 March 2021.

New arrangements for hospital discharges from 1 September 2020 onwards, which support the provision of care for a period of up to six weeks to enable assessment to take place are in operation. The funding for Scheme 2 is intended to support service activity that has been put in place specifically to support hospital discharge that is additional to business as usual provision, including for people who would ordinarily be self – funders.

Although the underlying level of demand for care home placements has reduced in 2020/21, we are now beginning

---

to see an increase in care home placements with a net increase of 10 in December. Estimated growth of 14 placements for January, 12 for February and 10 for March is included within the forecast. Any underspend within care homes is offsetting an increase in home support activity.

The forecast assumes that all the in-year savings agreed by Council in September 2020 will be achieved.

---

**Adults with Care and Support Needs Pool**

Variation

**Budget** £98.4m

A breakeven position is being reported, a £0.3m increase in forecast spend compared to last month.

**Variation Breakeven**

There is no funding currently forecast to be moved into the reserves from this pool, a £0.1m reduction from last month.

**RAG rating** - Green

Financial Impact of COVID-19

**Outcomes Achieved**  
Yes

Included in the forecast is £2.1m of expenditure relating to costs arising from the COVID-19 pandemic.

Included within these costs are a 10% payment made to contracted social care providers in April, May and June 2020 and voids costs associated with service providers not being placed whilst also paying for alternative care.

Key Issues

The pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs. So far, the COVID-19 pandemic has not increased demand in the pool, but this is continuing to be monitored.

The 2020/21 health contribution to the pool is £17.6m. This should cover the cost of a learning disability block contract held with Oxford Health, health costs associated with acquired brain injury service users, the OCCG contribution to the cost of transactional processing and a contribution to the health element of Learning Disability personalisation costs. Under the risk share arrangements agreed for 2020/21 the council is responsible for any variation against budgets for learning disabilities within the pool.

There is a £0.3m reduction in the forecast underspend for Learning Disabilities since last month. The updated underspend of £0.3m incorporates an increase in home support costs which are partly offset by a decrease in respite care costs, a decrease in transport costs and an increase in service user income.

---

A pressure of £0.7m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast with the council responsible for £0.5m and OCCG £0.2m through the risk share arrangements.

An underspend of £0.2m in the cost of care for people with High Functioning Autism is still being reported, no change from last month.

£0.2m net growth in expenditure covering the period until the end of the financial year is built into the forecast.

The forecast assumes that all the in-year savings agreed by Council in September will be achieved.

As part of the 2020/21 service and resource planning process £2.75m one-off funding was built into the budget to support pressures relating to Mental Health and Autism within Oxfordshire. Temporary funding arrangements put in place for NHS providers in response to the COVID-19 pandemic mean that some of this funding has not been needed and remains available to meet future pressures. £2.1m is requested to be moved into reserves for use in 2021/22.

---

**Non-Pool Services**

Variation

**Budget** £12.0m

A breakeven position is forecast for this service. No change from the previous month.

**Variation** breakeven

**RAG rating** Amber

Financial Impact of COVID-19

Included in the breakeven position is £1.4m of expenditure relating to costs arising from the COVID-19 pandemic.

**Outcomes Achieved**  
Yes

These include additional staffing costs and a contribution to Homelessness costs in Oxford City.

There is also a forecast loss of income of £0.1m due to the COVID-19 pandemic.

The forecast assumes that all the in-year savings agreed by Council in September 2020 will be achieved.

---

**Commissioning**

Variation

**Budget** £6.5m

A forecast overspend of £0.4m is being reported. This is an increase of £0.2m from the position reported last month.

**Variation** £0.4m  
overspend

---

---

<b>RAG rating</b> Green	<u>Key Issues</u>
<b>Outcomes Achieved</b> - Yes	<p>The forecast includes one – off agency costs of £0.1m, plus £0.1m of staffing vacancy targets that are not expected to be achieved.</p> <p>The financial implications linked to the implementation of the new commissioning staffing structure are currently forecast to be £0.2m. This covers the one – off cost of recruitment as well as agency staff covering key roles while the new team is put in place.</p>
<b>COVID-19 Specific Grants</b>	As set out in Annex 5 ring-fenced government grants held by the directorate total £24.0m for 2020/21.
<b>RAG rating</b> Green	The first tranche of the Infection Control Grant of £7.3m was available to support providers with infection control measures from May to September 2020. This was required to be used to support adult social care providers to reduce the rate of COVID-19 transmission in and between care homes (75% of the grant total) and to support wider workforce resilience measures (25% of the grant).
<b>Expected Use of Grants</b>  100%	<p>A second tranche of Infection Control Grant of £6.3m has been allocated to the council to reduce the rate of COVID-19 transmission within and between care settings in the second half of 2020/21. The conditions specify that 60% the grant needs to be passed to care homes and a further 20% to domiciliary care providers. The remaining 20% of the grant will be passed to care providers and people in receipt of direct payments at the discretion of the council in line with the relevant guidelines.</p> <p>The council received the second instalment of the grant at the end of December and has passed this on to providers in January. The funding is required to be fully spent by care providers by 31 March 2021. Each provider is required to report monthly on their use of the grant.</p> <p>As at 31 December, £1.9m had been passed to care homes, £0.9m to domiciliary care providers, £0.1m to external day care providers and £0.2m to people using direct payments to provide financial support with infection control measures.</p> <p>Funding to support providers to undertake Lateral Flow Device (LFD) Testing was announced in late December and the council will receive £1.8m of the £149m available nationally. All funding must be used to support <u>increased LFD testing in care settings and needs to be</u></p>

spent by 31 March 2021. 80% of the funding needs to be passed to care homes within the local authority's geographical area on a 'per beds' basis. This includes residential drug and alcohol services. The remaining 20% must be used to support the care sector to implement increased LFD testing but can be allocated at the local authority's discretion. Each provider is required to report on the use of the grant monthly in February, March and April 2021.

Additional funding for staffing in care homes and other settings was announced on 16 January 2021. Further information is awaited.

---

## **Public Health**

**A forecast breakeven** position after the assumed use of the grant to fund Public Health eligible spend.

---

### **Variation**

Breakeven against  
£31.2m ringfenced  
grant

### Variation

A breakeven position is forecast for this service.

### **RAG rating**

Green

### Financial Impact of COVID-19

There has been no increase in costs arising from the COVID-19 pandemic or loss of income due to the COVID-19 pandemic but there have been one-off savings due to reductions in service provision in line with national directives.

### **Outcomes Achieved**

Yes

### Key Issues

The forecast breakeven position is after taking account of **£2.2m** reductions in planned spend, an increase of £0.5m from the previous month. This includes a **£1.8m** reduction in spend due to reduced activity in sexual health services due to COVID-19 together with expediting a move to home testing previously scheduled for 2021/22, this is a £0.4m increase from last month, plus a further **£0.4m** reduction in spend on NHS health checks due to reduction in face to face services during the pandemic, no change from last month. There is also a **£0.3m** underspend relating to staff vacancies at the start of the year, an increase of £0.1m from the previous month.

Offsetting these savings are cost pressures of **£0.1m** in residential rehabilitation for drug and alcohol users due to increased demand, a decrease of £0.1m from the last report and **£0.2m** cost pressure related to additional requirement under the grant to fund NHS pay inflation in contracts.

---

Work is progressing to agree £1.1m of spend elsewhere in the council that contributes to Public Health outcomes and is eligible to be funded by the grant in 2020/21.

The balance of the reported underspend will be transferred to the Public Health reserve.

---

**Grant Funding**

As set out in Annex 4 government grants held by the directorate total £34.4m for 2020/21.

**RAG rating - Green**

The Public Health grant is £31.2m, an increase of £1.5m from the previous year, this grant will be used to support appropriate Public Health activities throughout 2020/21.

**Expected Use of Grants**

100%

The council have received a £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. To date there have been £1.5m of commitments recorded against this allocation, it is anticipated that the grant will be fully spent by year end.

The council have been awarded £0.130m from Sport England for a Wayfinding project to encourage children to walk to school. Work is in progress to recruit schools to this project. We have claimed £0.078m of this for the financial year 2020/21. The balance of the funding is anticipated to be claimed by July 2021 in line with the school year.

We have also received £0.122m to support us to deliver routine commissioning of pre-exposure prophylaxis for HIV. This grant covers the in-year costs of this new public health requirement. The grant will fund a contract variation with our sexual health provider who delivers this service. We anticipate an announcement on how this will be funded going forward as the public health grant will not increase for 2021/22.

---

**Environment & Place**

A 1.5% overspend position of £1.0m has been forecast when compared to a budget of £63.5m. This is an adverse movement of £1.0m from the previous month.

---

**Planning & Place**

Change from previous report

**Budget** £4.9m

There has been a change in the forecast from the previous month. Planning & Place is now forecasting an overspend of £0.1m.

**Variation** £0.1m  
(2.0%) Overspend

---

<p><b>RAG rating</b> Red <b>Outcomes Achieved</b> Yes</p>	<p><u>Key Issues</u> There are some pressures on services mainly due to staffing shortages. This has generated some financial savings but may also incur additional cost pressures which can be managed within the overall budget. A budget pressure from planning appeals remains, however this is currently forecast to be offset by income generated through savings from vacancies.</p>
<p><b>Growth &amp; Economy</b>  <b>Budget</b> £0.1m  <b>Variation</b>           £0.5m (483.9%) Overspend  <b>RAG rating</b> Red <b>Outcomes Achieved</b> Yes</p>	<p><u>Change from previous report</u> There has been a change to the financial position reported last month. The revised forecast now stands at £0.5m overspend.  Work is in progress to finalise budget forecast for Growth Deal programme extension to March 2023/24. However, extension to the programme will have no overall impact on the Capacity Fund budget which supports the delivery of the programme.</p>
<p><b>Communities Management</b>  <b>Budget</b> £0.4m  <b>Variation</b>           £0.0m (0.0%) breakeven  <b>RAG rating</b> Green <b>Outcomes Achieved</b> Yes</p>	<p><u>Key Issues</u> There is an on-going risk of a revenue pressure of £0.8m resulting from salaries that cannot be capitalised across Planning &amp; Growth. This will be partially off-set against the remaining Growth Deal revenue funding of £0.3m which will be used to contribute to staff costs associated with delivering the Growth Deal Infrastructure Programme resulting in a net pressure of £0.5m.</p> <p><u>Change from previous report</u> There is no change to the financial position previously reported.  <u>Financial Impact of COVID-19</u> Included in the breakeven position is £0.4m of COVID-19 related expenditure for Communities management COVID-19 response.</p>
<p><b>Community Operations</b>  <b>Budget</b> £57.9m  <b>Variation</b>           £0.4m (0.7%) Overspend  <b>RAG rating</b></p>	<p><u>Change from previous report</u> There is a change to the financial position reported last month. The revised forecast is an overspend of £0.4m. This is driven by forecast overspends in waste (£0.2m) and highways defects (£0.2m).  <u>Financial Impact of COVID-19</u> There is a forecast loss of income to date of £3.4m due to the COVID-19 pandemic. This relates to parking and</p>

---

Green  
**Outcomes Achieved**  
Yes

permit income (£2.9m) and Supported Transport (£0.5m). It is anticipated that most of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.

Key Issues

The wet, cold and windy weather has placed additional pressure on the highway maintenance budget responding to incidences and dealing with flooding occurrences and the impact this causes.

There are also additional costs pressures due to increased waste tonnages across all waste streams.

---

**Customers, Organisational Development & Resources**

(2.1%) forecast underspend of £0.7m compared to a budget of £34.3m. This is a favourable movement of £1.0m from the previous month.

---

**Corporate Services**      Change from previous report  
There is no change to the financial position previously reported.

**Budget** £2.0m

**Variation** £0.0m (0%)  
breakeven

**RAG rating**  
Green

**Outcomes Achieved**  
Yes

---

**Human Resources & Organisational Development**      Change from previous report  
There is no change to the financial position previously reported.

**Budget** £2.4m

**Variation**      £0.0m  
(0.0%) breakeven

**RAG rating**  
Green

**Outcomes Achieved**  
Yes

---

**Communications,  
Strategy & Insight**

**Budget** £2.5m

**Variation** £0.3m  
(13.1%) underspend

**RAG rating** - Green

**Outcomes Achieved**  
Yes

Change from previous report

The forecast underspend is £0.3m. The variation has come about predominantly through staff vacancies, and the fact that we have been unable to recruit to positions during lockdown.

Financial Impact of COVID-19

No changes, there is still a forecast loss of income due to the COVID-19 pandemic, relating to lack of provision of data assessment services. It is expected that most of the achieved income will be recovered from the Sales, Fees and Charges Income Guarantee scheme and any remaining pressure will be funded by Corporate Contingency

Key Issues

None to be reported.

COVID-19 Specific Grant Funding and Expenditure

**Food and Essential Supplies (Covid-19) Grant**

A national £63m emergency scheme to support people who are struggling to afford food and other essentials due to COVID-19 was announced by government in June 2020. Details on the local allocation of £0.5m along with guidance on the purpose and use of the fund was published in July 2020. Guidance set out that government anticipated the funds would be utilised within 12 weeks.

The funding allocations have been made to upper tier authorities, but councils are expected to collaborate with partners to make most effective use of the funding in the interest of residents.

The Joint District Community Hub Working Group coordinates the Oxfordshire system's community engagement and support activity in relation to COVID-19 and this group was consulted to agree the approach to allocating the funding.

The majority of the funding was passed to the City and District Councils based on a formula that replicated the national allocation. Three County wide schemes also received funding.

**COVID Winter Grant Scheme**

On 8 November 2020 the Department for Work and Pensions (DWP) announced £170m COVID Winter Grant scheme to support children, families and the most

vulnerable over the winter months. The Council's allocation is £1.3m and the funding should be used over the period of early December 2020 to 31 March 2021. The Council has worked with partners to agree the best route to distributing the funding to those who need it. It is expected that 50% of the funding will be received in early December with further funding released subject to an assessment of spend to date by the DWP. An update will be included in future reports.

#### **Funding to support Clinically Extremely Vulnerable**

On 2 November 2020 the DHSC notified the Council that it will receive £0.3m to support people on the Government's clinically extremely vulnerable list during the 4 week period of National restrictions. This is based on £14.60 per person on the shielding list. The Council will work with partners to utilise the funding effectively.

---

#### **ICT & Digital**

##### Change from previous report

**Budget** £9.8m

There is no change to the financial position previously reported.

**Variation** £0.0m  
(0.0%) breakeven

##### Key Issues

The IT and Digital service continues to work to meet its in-year savings targets and delivery against the agreed IT strategy, recognising that some projects have been delayed due to the COVID pandemic and that the service is currently responding to increased demand.

**RAG rating**  
Green

**Outcomes Achieved**  
Yes

---

#### **Culture & Customer Experience**

##### Change from previous report

**Budget** £10.5m

The forecast underspend is £0.4m. The variation has come about predominantly through overspends in Registration (£0.2m), Music (£0.7m), and Libraries (£0.2m) due to income losses which have been offset by the receipt of government grant of £1.2m and underspends from staff vacancies, closure of all but 14 libraries reducing the need to use casual staff and the fact that we have been unable to recruit to positions during lockdown.

**Variation** £0.4m  
(0.5%) underspend

**RAG rating**  
Amber

**Outcomes Achieved**  
No

##### Financial Impact of COVID-19

Included in the above position is £3.2m of COVID-19 expenditure. These include the setting up, hibernation and decommissioning costs of the Temporary Place of Rest facility.

The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining £0.4m pressure will be funded by the COVID-19 budget for costs and income losses.

---

Key Issues

The introduction of the latest National Restrictions from 5 November until 2 December 2020 have again impacted upon the Registration, Library and Music Service. These services have a reduced service offer and this is likely to see a second drop in expected income due to COVID-19 restrictions.

---

**Finance**

Change from previous report

**Budget** £6.5m

There is no change to that reported in the previous financial report.

**Variation** £0.0m  
(0.0%) breakeven

Financial Impact of COVID-19

Included in the breakeven position is expenditure of £1.3m relating to the costs of PPE purchased in response to the COVID-19 pandemic.

**RAG rating**  
Green

**Outcomes Achieved**  
Yes

---

**Commercial Development, Assets & Investment**

An underspend of **£1.4m** (2.8%) is forecast against the budget of £50.03m. No change to the previous month's forecast.

---

**Property & Community  
Facilities Management**

Change from previous report

**Budget** £17.4m

There has been no change to the forecast reported since the last month.

**Variation** £1.5m (8.6%)  
underspend

Financial Impact of COVID-19

There is an underlying loss of income of £1.3m forecast due to the COVID-19 pandemic. This includes the loss of income on purchased meals across the Summer term and into the Autumn. The majority of the unachieved income will be recovered through the Sales, Fees and Charges Income Guarantee Scheme funded by MHCLG. The remaining pressure will be funded by the COVID-19 budget for costs and income losses.

**RAG rating**  
Amber

**Outcomes Achieved**  
Yes

Key Issues

Estates underspend (£0.2m) on Landlord & Tenant budget due to increased rental income / reduced service charges due to robust challenge and no dilapidation payments anticipated this year in respect of any lease terminations / surrenders.

Underspend (£0.4m) for Joint Use Agreements – reconciled running costs for last year are lower than forecast and R&M work originally scheduled for current year by South & Vale on leisure centres has now been postponed until next year, resulting in a

saving for this year. Further savings in respect of running costs for the current year are anticipated as a result of leisure centres being closed during lockdown.

**Law & Governance and Procurement**

Change from previous report

No change to the forecast reported in the previous financial report.

**Budget** £7.9m

Key Issues

**Variation** £0.2m (2.5%) overspend

Several legal cases requiring Counsel advice are at risk of leading to an overspend on this budget by the year end.

**RAG rating**  
Amber

The Provision Cycle transformation is cross-directorate and the implementation of Hub and spokes will be subject to timing differences. Depending on the outcome of the Hub consultation and the timing of appointment to posts this is likely to result in an in-year pressure. This will be reported more fully next month.

**Outcomes Achieved**  
Yes

There are also underspends due to restriction in developing and implementing best value solutions to release assets due to uncertainties regarding our future needs in light of the material changes to delivery of services arising from Covid-19

**Community Safety**

Change from previous report

There is no change to the financial position previously reported.

**Budget** £24.0m

Financial Impact of COVID-19

**Variation** £0.1m (0.4%) underspend

Funded costs currently include equipment costs and secondments to Ambulance services. Any further spikes in costs related to Firefighter cover could further increase the overall predicted service COVID-19 related costs.

**RAG rating**  
Green

**Outcomes Achieved**  
Yes

Key Issues

None to be reported

**Corporate Measures**

**General Balances**

As set out in the table on Annex C -4 the current forecast for general balances at 31 March 2021 is **£30.1m**, compared to the position at 1 April 2020 of **£28.7m**. This position assumes that forecast Directorate underspend of £1.1m and the Strategic Measures underspend of £0.3m are returned to balances.

**RAG rating**  
Green

---

**Reserves** On the 31 March 2020 Earmarked Reserves totalled £102.9m. As set out in Annex 3 reserves are forecast to be **£83.8m** an increase of £0.8m since last month. The change relates to a change in the forecast use of the Youth Provision reserve which will now be mainly used in 2021/22 due to delays caused by the COVID-19 pandemic.

**RAG rating**  
Green

This position is after a transfer of £6.0m to a new Council Tax Collection Fund Reserve, agreed by Council in September 2020, to meet the expected shortfall on the Council Tax Collection Fund in 2021/22 and the medium term arising from a lower than expected collection rate in 2020/21 as a result of an increase in eligibility for the Council Tax Reduction Scheme.

The position also includes a £22.3m deficit on the High Needs DSG grant reserve which reflects the forecast overspend of £11.5m during 2020/21. This is forecast to be carried forward to future years via earmarked reserves in accordance with recent clarification and guidance from DfE.

---

**Grants** As set out in Annex C-5a government grants totalling **£411.7m** will be received by the Council during 2020/21. This is an increase of **£5.5m** since the position reported last month. This relates to a new grant from the Department of Health and Social Care relating to Rough Sleeping Drug and Alcohol Treatment Grant Scheme of £0.6m and £1.6m additional allocation of the Contain Outbreak Management Fund. This also includes a Lateral Flow Testing Grant of £1.8m, a Social Care Staffing Capacity Grant of £1.1m and a second allocation of the Home to School Transport Grant of £0.3m.

**RAG rating**  
Green

Whilst the Rough Sleeping Drug and Alcohol Treatment Grant scheme is unringfenced it has significant reporting requirements on how it is spent. A virement is requested in Annex C-2b requesting an expenditure budget in Public Health and a corresponding income budget in Strategic Measures.

The grant funding that is being managed within the directorates and the associated spend against the funding is set out in the paragraphs above. A summary of this funding and how it has been allocated is set out in Annex C-5b.

#### Contain Outbreak Management Fund

As previously reported, the Department of Health and Social Care notified the Council that the allocation of the Contain Outbreak Management Fund was £5.5m based on the England entering National restrictions on 5 November 2020. On 6 January 2021 the Council was notified that an additional allocation of £1.6m relating to the extended lockdown into December 2020, bringing the total grant allocation to £7.1m. Cabinet are recommended to note to agreed allocation of the grant funding as set out in annex C- 5d. 50% of this grant, totalling £3.7m, will be passported to the City and District Councils. The remainder will be held by the Council and will either be spent on Council led activities or passported to the Voluntary and Community sector. The Council has yet to receive the formal grant determination letter but from the information we currently have this grant will be treated as a ring-fenced grant for virement approval and accounting purposes. Virements transferring the

grant to the services will be included in the next monitoring report along with an update on spend.

**Medium Term Financial Plan Savings**

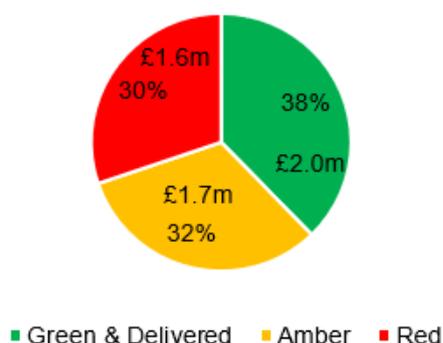
The 2020/21 budget agreed by Council in February 2020, included planned savings of **£21.7m** of which £16.4m relates to Corporate saving plans and £5.3m relates to Directorate saving plans. Overall, 84.6% of these savings have been delivered or are forecast to be delivered by year end compared to the target of 95% set out in the budget agreed by Council in February 2020.

**RAG rating**  
Red

£16.4m, 100%, of Corporate Savings Plans have been or are forecast to be delivered by year end.

**% of savings expected to be achieved**  
84.6%

**Directorate Saving Plans**



£2.0m, 38%, of Directorate savings plans have been or are forecast to be delivered by year end.

£1.7m, 32%, are assessed as amber and are at risk of not being delivered in full year.

A further £1.6m, 30% are assessed as red and are not expected to be delivered in year. The majority of these savings relate to income generation which has been

affected by the COVID-19 pandemic.

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

£4.0m service redesign savings due to be achieved in 2020/21 were temporarily funded as part of the Revised Budget agreed by Council on 8 September 2020. Permanent savings proposals were agreed as part of the 2021/22 Budget and Business Planning process.

The Revised Budget included additional one off savings proposals in 2020/21 of £14.9m. A significant proportion of the savings have already been delivered as a result of reduced activity up to 31 July 2020 as the Council put in place measures to comply with the Coronavirus Act, Health Protection Regulations and government guidance to manage the impact of the COVID-19 pandemic. It is expected that 100% of the in year savings will be achieved by year end.

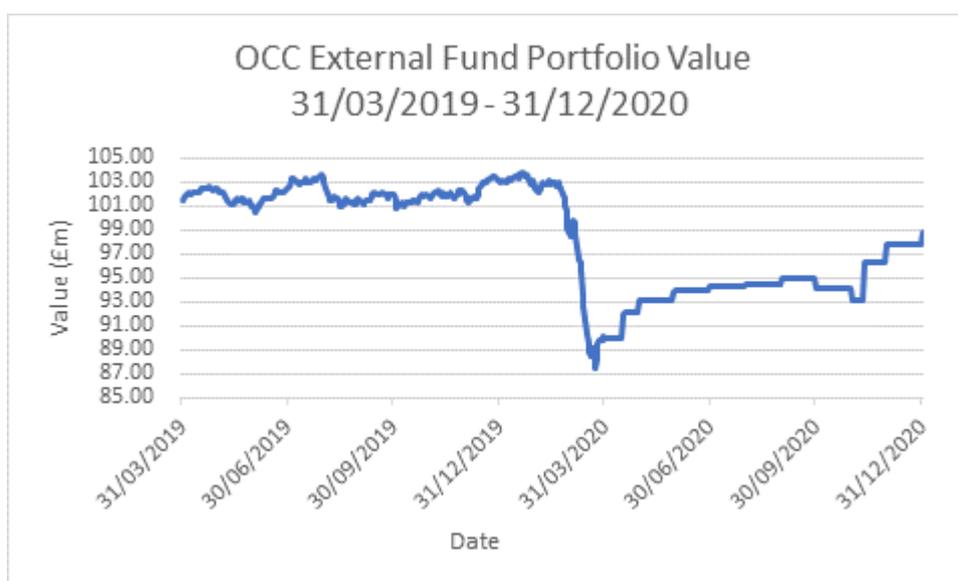
**Strategic Measures**

The table in Annex C - 4 sets out average in-house cash balances and average rates of return for December 2020. The current forecast outturn position for in house interest receivable is **£3.2m**, which is **£0.7m** above budget. This was achieved by increasing the long term lending limit and arranging longer term loans which attract a higher rate of interest.

**RAG rating**  
Green

External Fund dividends are paid quarterly. The forecast outturn position for external fund returns is **£3.5m**. This is £0.4m below the original budget, but £0.4m above the Revised 2020/21 Budget which was reduced to reflect the risk of COVID-19 on the performance of the external funds. Considering the overall position on interest receivable the £0.8m of Covid-19 funding will be transferred back to the Covid-19 budget. The revised underspend will therefore be £0.3m. The forecast for external fund returns for 2021/22 is likely to be a similar level to the 2020/21 outturn position.

As at the 31 December 2020, the value of the external fund portfolio was £98.8m. This is increased from a low of £89.5m at 31 March 2020 after losses caused by the COVID-19 pandemic. The original purchase cost of the external fund portfolio was £101.0m.



Interest Payable is forecast to be in line with the budgeted figure of **£15.0m**.

On 8 September 2020 Council agreed to transfer £3.3m from the Corporate Contingency to support increased costs on the placement budget within Children’s Social Care. In addition, £1.1m has been vired to services to fund the Green Book and Hay pay awards from April 2020 which were agreed at 2.75% in November 2020, 0.75% higher than the budgeted amount of 2%. These virements are included in the directorate forecasts set out above. The unallocated balance of the Corporate Contingency is £0.4m.

On 15 December 2020, Cabinet approved the virement which covers the COVID-19 expenditure for the period up to the end of October 2020 and the grant income budgets for tranches 3 and 4 of the COVID-19 support grant

and the first claim of the Sales, Fees and Charges Compensation Scheme. Income losses not covered by the Compensation scheme totalling £1.6m will also be covered by this budget. The total financial impact of COVID-19 continues to be forecast at £52.3m in 2020/21. If this remains unchanged, after taking account of additional funding, by the year end the COVID-19 Budget will be utilised in full. If there is insufficient funding in the COVID-19 Budget to meet costs or lost income, this will need to be met from general balances. If a balance remains on the COVID-19 budget at year end this will be transferred to the COVID-19 reserve to help manage the ongoing financial impact in 2021/22 and beyond.

The current forecast of additional costs and lost income relating to COVID-19 for the financial year could change and we continue to revisit assumptions and implications on a monthly basis.

---

**Debt and  
Loan Write  
Offs &  
Impairments**

COVID-19 impact: Customer debt attributed to COVID-19 has dropped from £0.7m to £0.2m as delayed developer contributions have now been paid. The remaining balance owing relates to 3 rental agreements, 90% of which is owed by one customer. To date bad debt attributed to individuals continues to be stable with no evident increases.

**Corporate  
Debtors**

The average collection rate has dipped from 93% to 92%, the drop is linked to a batch of school buyback invoices that have not been settled by Academies.

**RAG rating  
Green**

Debt requiring impairment (DRI) dropped by a further £0.31m this month, this is the third consecutive drop, down to £0.41m from £1.08m in September. The DRI level is still above target by £0.11m, however, it is £0.12m less than the actual balance carried forward from last year. It is still possible that we will finish the year within target.

Performance Indicators for this area are set out in Annex C-4.

---

**Debt and  
Loan Write  
Offs &  
Impairments**

The invoice collection rate continues to be stable at just under 91%, just below the target, work is continuing to improve up to the target of 92%. As with last month the Days Revenue outstanding figure has decreased again this month, however, the over 1 year debt has increased again highlighting that younger debt is being resolved but older debt is not being cleared.

**– Adult  
Contribution  
to Care  
Charges**

Debt requiring impairment (DRI) is up for the third consecutive month and is now £0.286m above the balance held. The ASC Income team continue to focus on bad debt cases to try and bring down levels of DRI by year end. Bad debt levels this year are now higher than last year, however, are tracking last year's monthly performance and we expect to see a reduction in February and March's figures bringing down the DRI closed to the carried forward balance of £2.8m.

**RAG rating  
Red**

Internal issues continue to impact debt collection, they include: impact of remote working, additional case work linked to deaths and COVID-19

---

impacts as well as working through cases held back whilst a “hold” was placed on legal action.

External delays with Court of Protection, Probate office and HMCTS also persist; further analysis has identified that £0.6m of bad debt is related to Probate cases and cases pending appointments of Deputies.

Performance Indicators for this area are set out in Annex C-4.

---

**Bad Debt  
Write off  
Requests**

Children’s Services

Cabinet is recommended to write off £55,529.14 in relation to balance owed by The Challenge Network Ltd. From 2015 Oxfordshire partnered with The Challenge Network Ltd to jointly provide National Citizenship courses. The Challenge Network Ltd went into administration in November 2019, at this time £0.111m was owed to the council. Oxfordshire, along with other creditors, sought recovery of funds owing from the NCS Trust, this was rejected, and creditors were advised they would be liable for losses after the insolvency was concluded. Oxfordshire received a creditor dividend of £0.057m, we are recommending the remaining balance is written off as there is no further avenue for recovery.

Adult Services

Cabinet is recommended to write off an outstanding debt of £22,730.13 relating to a residential care placement from October 2015 to November 2018. Delays establishing mental capacity and in social care processes at the time mean agreement about the financial contribution was not concluded before the person’s death. The estate did not go through probate, so the council was unable to seek recovery through that route and there is no evidence to support legal recovery against a third party.

Environment & Place

Cabinet is recommended to write off a debt of £51,927.82 relating to a historic developer contribution balance relating to a 2014 development. The developer was paying instalments towards their contribution of £0.156m, this represents the balance unpaid when the developer defaulted on the instalment. It was identified in 2015 that the company had been dissolved in 2014 with abbreviated accounts filed with Companies House showing limited assets.

---

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring**

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light	
	£000	£000	£000	%	£000	£000	Red > 1%	Green on track
Children's Services	133,187	133,187	0	0.0%	0	0		
Adults Services	197,563	197,563	0	0.0%	0	0		
Public Health	0	0	0		0	0		
Environment and Place	63,457	64,457	1,000	1.6%	-94	1,000		
Customers, Organisational Development and Resources	34,393	33,693	-700	-2.0%	300	-1,000		
Commerical Development, Assets and Investments	50,034	48,640	-1,394	-2.8%	-1,300	0		
<b>Directorate Total Net</b>	<b>478,634</b>	<b>477,540</b>	<b>-1,094</b>	<b>-0.2%</b>	<b>-1,094</b>	<b>0</b>		

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring**

Directorate	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1% Green on track
Contributions to (+)/from (-)reserves	-3,773	-3,773	0	0.0%		0	
Contribution to (+)/from(-) balances	4,591	5,985	1,394	30.4%	1,794	-400	
Public Health Saving Recharge	-1,571	-1,571	0	0.0%		0	
Transformation Savings	0	0	0	0.0%		0	
Contingency	394	394	0	0.0%		0	
COVID-19 Budget	29,731	29,731	0	0.0%		0	
Insurance	2,942	2,942	0	0.0%		0	
Capital Financing	24,077	24,077	0	0.0%		0	
Interest on Balances	-10,449	-10,749	-300	-2.9%	-700	400	
<b>Strategic Measures Budget</b>	<b>45,942</b>	<b>47,036</b>	<b>1,094</b>	<b>2.4%</b>	<b>1,094</b>	<b>0</b>	
Unringfenced Government Grants	-48,871	-48,871	0	0.0%		0	
Council Tax Surpluses	-8,589	-8,589	0	0.0%		0	
Business Rates Top-Up	-40,546	-40,546	0	0.0%		0	
Business Rates From District Councils	-35,125	-35,125	0	0.0%		0	
<b>Council Tax Requirement</b>	<b>391,445</b>	<b>391,445</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring - Children's Services**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
CEF1	Education & Learning	29,875	29,875	0	0.0%	0	0	 <b>G</b>
CEF2	Children's Social Care	30,732	30,732	0	0.0%	0	0	 <b>G</b>
CEF3	Children's Social Care Countywide	66,220	66,220	0	0.0%	0	0	 <b>G</b>
CEF4	Schools	624	624	0	0.0%	0	0	 <b>G</b>
CEF5	Children's Services Central Costs	5,736	5,736	0	0.0%	0	0	 <b>G</b>
<b>Directorate Total</b>		<b>133,187</b>	<b>133,187</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	 <b>G</b>

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring - Adult Services**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
SCS1-1A	Better CarePool	80,607	80,207	-400	-0.5%	0	-400	 <b>G</b>
SCS1-1B	Adults with Care and Support Needs Pool	98,719	98,719	0	0.0%	-200	200	 <b>G</b>
SCS1-2 to SCS1-9	Other Adult Social Care	11,353	11,353	0	0.0%	0	0	 <b>G</b>
	Subtotal Adult Social Care	190,679	190,279	-400	-0.2%	-200	-200	 <b>G</b>
SCS2	Commissioning	6,884	7,284	400	5.8%	200	200	 <b>R</b>
<b>Directorate Total</b>		<b>197,563</b>	<b>197,563</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0</b>	 <b>G</b>

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring - Public Health**

	Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light  Red > 1% Green on track
	£000	£000	£000	%	£000	£000	
PH1& 2 Public Health Functions	30,607	30,007	-600	-2.0%	0	0	 R
PH3 Public Health Recharges	633	633	0	0.0%	0	0	 G
PH4 Grant Income	-31,240	-31,240	0	0.0%	0	0	 G
Transfer to Public Health Reserve	0	600	600	0.0%	600	0	 G
<b>Directorate Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>	<b>600</b>	<b>0</b>	

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring - Environment and Place**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light  Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
PG1	Planning & Growth Management	0	0	0	0.0%	0	0	G
PG2	Planning & Place	4,927	5,027	100	2.0%	0	100	R
PG3	Growth & Economy	93	593	500	537.6%	0	500	R
COM1	Communities Management	488	488	0	0.0%	0	0	G
COM2	Community Operations	57,949	58,349	400	0.7%	0	400	G
<b>Directorate Total</b>		<b>63,457</b>	<b>64,457</b>	<b>1,000</b>	<b>1.6%</b>	<b>0</b>	<b>1,000</b>	<b>G</b>

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring - Customers, Organisational Development and Resources**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light
		£000	£000	£000	%	£000	£000	Red > 1% Green on track
COD1	Corporate Services	2,056	2,056	0	0.0%	0	0	 <b>G</b>
COD2	Human Resources & Organisational Development	2,393	2,393	0	0.0%	0	0	 <b>G</b>
COD3	Communications, Strategy & Insight	2,491	2,191	-300	-12.0%	0	-300	 <b>R</b>
COD4	ICT & Digital	9,907	9,907	0	0.0%	0	0	 <b>G</b>
COD5	Culture & Customer Experience	11,096	10,696	-400	-3.6%	300	-700	 <b>R</b>
COD6	Finance	6,450	6,450	0	0.0%	0	0	 <b>G</b>
<b>Directorate Total</b>		<b>34,393</b>	<b>33,693</b>	<b>-700</b>	<b>-2.0%</b>	<b>300</b>	<b>-1,000</b>	 <b>G</b>

**Business Management & Monitoring Report**  
**Position to the end of December 2020**  
**Budget Monitoring - Commercial Development, Assets & Investments**

		Net Budget (Latest Estimate)	Outturn Forecast Year End	Total Projected Year End Variance underspend- overspend+	Total Projected Year End Variance	Variance Last Month	Change in Variance	Projected Year End Traffic Light  Red > 1% Green on track
		£000	£000	£000	%	£000	£000	
CDAI1	Property, Investment & Facilities Management	17,383	15,883	-1,500	-8.6%	-1,500	0	R
CDAI2	Law & Governance	8,142	8,342	200	2.5%	200	0	R
CDAI3	Community Safety	23,999	23,905	-94	-0.4%	-94	0	G
CDAI4	CDAI Management Costs	510	510	0	0.0%	0	0	G
<b>Directorate Total</b>		<b>50,034</b>	<b>48,640</b>	<b>-1,394</b>	<b>-2.8%</b>	<b>-1,394</b>	<b>0</b>	<b>G</b>

**Business Management & Monitoring Report: Children's Services**  
**Position to the end of December 2020**  
**Revenue Budget Monitoring**

		BUDGET 2020/21		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	92,408	-1,923	90,485
	Gross Income	-61,899	1,289	-60,610
		30,509	-634	29,875
CEF2	Children's Social Care			
	Gross Expenditure	36,328	-3,355	32,973
	Gross Income	-3,260	1,019	-2,241
		33,068	-2,336	30,732
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	65,463	5,689	71,152
	Gross Income	-4,245	-687	-4,932
		61,218	5,002	66,220
CEF4	Schools			
	Gross Expenditure	190,476	6,039	196,515
	Gross Income	-190,260	-5,631	-195,891
		216	408	624
CEF5	Children's Services Central Costs			
	Gross Expenditure	6,182	73	6,255
	Gross Income	-519	0	-519
		5,663	73	5,736
	Expenditure Total	390,857	6,523	397,380
	Income Total	-260,183	-4,010	-264,193
	<b>Total Children's Services Net Budget</b>	<b>130,674</b>	<b>2,513</b>	<b>133,187</b>
<b>MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)</b>				
	Schools DSG	121,258	-4,193	117,065
	High Needs DSG	52,798	5,141	57,939
	Early Years DSG	37,375	1,378	38,753
	Central DSG	4,118	8	4,126
	<b>Total Gross</b>	<b>215,549</b>	<b>2,334</b>	<b>217,883</b>

**Business Management & Monitoring Report: Adult Services**  
**Position to the end of December 2020**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>SCS1</b>	<b>Adult Social Care</b>			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	79,720	887	80,607
	Gross Income.	0	0	0
		79,720	887	80,607
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	95,358	3,361	98,719
	Gross Income.	-2	2	0
		95,356	3,363	98,719
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	32,914	11,868	44,782
	Gross Income	-19,582	-13,847	-33,429
		13,332	-1,979	11,353
	<b>Total Adult Social Care</b>	<b>188,408</b>	<b>2,271</b>	<b>190,679</b>
<b>SCS2</b>	<b>Commissioning</b>			
	Gross Expenditure	6,700	1,495	8,195
	Gross Income	-1,061	-250	-1,311
	<b>Total Commissioning</b>	<b>5,639</b>	<b>1,245</b>	<b>6,884</b>
	Expenditure Total	214,692	17,611	232,303
	Income Total	-20,645	-14,095	-34,740
	<b>Total Adult Services Net Budget</b>	<b>194,047</b>	<b>3,516</b>	<b>197,563</b>

**Business Management & Monitoring Report: Public Health**  
**Position to the end of December 2020**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
PH 1 & 2	Public Health Functions			
	Gross Expenditure	29,317	1,518	30,835
	Gross Income	-228	0	-228
		29,089	1,518	30,607
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	0	0	0
	Gross Income	-29,722	-1,518	-31,240
		-29,722	-1,518	-31,240
	Expenditure Total	29,950	1,518	31,468
	Income Total	-29,950	-1,518	-31,468
	<b>Total Public Health Net Budget</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Business Management & Monitoring Report: Environment and Place**  
**Position to the end of December 2020**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget £000</b>	<b>Movement to Date £000</b>	<b>Latest Estimate £000</b>
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		<b>0</b>	<b>0</b>	<b>0</b>
PG2	Planning & Place			
	Gross Expenditure	11,412	2,510	13,922
	Gross Income	-6,198	-2,797	-8,995
		5,214	-287	4,927
PG3	Growth & Economy			
	Gross Expenditure	625	5	630
	Gross Income	-537	0	-537
		88	5	93
COM1	Communities Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
COM2	Community Operations			
	Gross Expenditure	100,345	2,558	102,903
	Gross Income	-41,386	-3,568	-44,954
		<b>58,959</b>	<b>-1,010</b>	<b>57,949</b>
	<b>Expenditure Total</b>	<b>112,382</b>	<b>5,561</b>	<b>117,943</b>
	<b>Income Total</b>	<b>-48,121</b>	<b>-6,365</b>	<b>-54,486</b>
	<b>Total Environment and Place Net Budget</b>	<b>64,261</b>	<b>-804</b>	<b>63,457</b>

**Business Management & Monitoring Report: Customers, Organisational Development & Resources**  
**Position to the end of December 2020**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
CODR1	Corporate Services			
	Gross Expenditure	1,751	305	2,056
	Gross Income	0	0	0
		1,751	305	2,056
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	3,621	-58	3,563
	Gross Income	-1,179	9	-1,170
		2,442	-49	2,393
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	4,127	-39	4,088
	Gross Income	-1,108	-489	-1,597
		3,019	-528	2,491
CODR4	ICT & Digital			
	Gross Expenditure	11,531	-581	10,950
	Gross Income	-317	-726	-1,043
		11,214	-1,307	9,907
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,570	2,242	18,812
	Gross Income	-8,408	692	-7,716
		8,162	2,934	11,096
CODR6	Finance			
	Gross Expenditure	9,820	-695	9,125
	Gross Income	-2,485	-190	-2,675
		7,335	-885	6,450
	Expenditure Total	47,420	1,174	48,594
	Income Total	-13,497	-704	-14,201
	<b>Total Customers &amp; Organisational Development and Resources Net Budget</b>	<b>33,923</b>	<b>470</b>	<b>34,393</b>

**Business Management & Monitoring Report: Commercial Development, Assets & Investment**  
**Position to the end of December 2020**  
**Revenue Budget Monitoring**

		<b>BUDGET 2020/21</b>		
		<b>Original Budget</b>	<b>Movement to Date</b>	<b>Latest Estimate</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	30,532	-5,192	25,340
	Gross Income	-11,058	3,101	-7,957
	<b>Total Property, Investment &amp; Facilities Management</b>	<b>19,474</b>	<b>-2,091</b>	<b>17,383</b>
CDAI2	Law & Governance			
	Gross Expenditure	6,637	2,724	9,361
	Gross Income	-797	-422	-1,219
	<b>Total Law &amp; Governance</b>	<b>5,840</b>	<b>2,302</b>	<b>8,142</b>
CDAI3	Community Safety			
	Gross Expenditure	27,865	-1,039	26,826
	Gross Income	-3,120	293	-2,827
	<b>Total Community Safety</b>	<b>24,745</b>	<b>-746</b>	<b>23,999</b>
CDAI4	Management Costs			
	Gross Expenditure	0	510	510
	Gross Income	0	0	0
	<b>Total Management Costs</b>	<b>0</b>	<b>510</b>	<b>510</b>
	Expenditure Total	65,034	-2,997	62,037
	Income Total	-14,975	2,972	-12,003
	<b>Total Commercial Development, Assets &amp; Investment Net Budget</b>	<b>50,059</b>	<b>-25</b>	<b>50,034</b>

**Business Management Report**  
**Position to the end of December 2020**

**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	Feb	Dec	Rough sleeping drug and alcohol treatment grant s	PH1&2	Public Health Functions	T	460	0
				VSMGMT	Strategic Measures	T	0	-460
Grand Total							460	-460

Business Management & Monitoring Report - August 2020  
Cabinet - 19 November 2020  
Earmarked Reserves

	2020/21			Last reported forecast as at 31 March 2021 £000	Change in closing balance to last forecast £000	Commentary
	Balance at 1 April 2020 £000	Movement £000	Balance at 31 March 2021 £000			
Schools' Reserves	14,565	13	14,578	14,578	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2,871	-871	2,000	2,000	0	This reserve is to fund future replacements of vehicles and equipment.
*Grants and Contributions Reserve	21,415	-31,786	-10,371	-10,346	-25	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	806	-605	201	201	0	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	542	-240	302	302	0	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	531	218	749	749	0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	3,003	0	3,003	3,003	0	To be spent on OxLEP related project expenditure and the Growth Deal
On Street Car Parking	2,010	0	2,010	2,010	0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	3,134	-934	2,200	2,200	0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Demographic Risk Reserve	3,000	3,000	6,000	6,000	0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	1,000	-1,000	0	0	0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Budget Prioritisation Reserve	3,444	1,741	5,185	4,085	1,100	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	11,392	-275	11,117	11,392	-275	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1,049	0	1,049	1,049	0	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	33,554	1,685	35,239	35,239	0	This reserve has been established for the purpose of financing capital expenditure in future years.
Budget Equalisation Reserve	0	0	0	0	0	This reserve is being used to manage the cash flow implications of the variations to the Medium Term Financial Plan.
Investment Pump Priming Reserve	0	2,000	2,000	2,000	0	
Council Tax Collection Fund Reserve	0	6,000	6,000	6,000	0	
Redundancy Reserve	548	2,000	2,548	2,548	0	
<b>Total Reserves</b>	<b>102,864</b>	<b>-19,054</b>	<b>83,810</b>	<b>83,010</b>	<b>800</b>	
*Includes DSG High Needs Deficit Reserve	-11,221	-11,114	-22,335			

## General Balances

	£m	£m
General Balances at 31 March 2020		24.1
Planned contribution as per MTFP in 2020/21		4.6
<b>General Balances at 1 April 2020</b>		<b>28.7</b>
Directorate and Strategic Measures Underspend		1.4
<b>Projected Level of General Balances at 31 March 2021</b>		<b>30.1</b>
Risked Assessed Level of General Balances 2020/21		23.4

## Strategic Measures

Month	Average cash balance	Average rate of return
December 2020	£394.80m	0.81%

Performance Indicator	Actual	Target
Average interest rate achieved in-house compared to treasury Management Budgeted Rate	0.81%	>=0.85%
Average Annualised Return achieved compared to Benchmark Rate* (Pooled Fund)	3.20%	>=3.75%

## Debt and Loan Write Offs & Impairments - Corporate Debtors

### Corporate Debtors

Performance Indicator	Target	October	November	December
Invoice collection rate	97.50%	86.00%	93.41%	92.60%
Avg. days outstanding	35	26	26	27
Debt requiring impairment	<£0.30m	£0.99m	£0.72	£0.41
Unsecure debt over 1 year	<£0.50m	£0.51m	£0.55m	£0.52m
Write offs as % of income YTD	<0.10%	0.006%	0.000%	0.002%

### Adult Contribution to Care Charges

Performance Indicator	Target	September	October	November
Invoice collection rate	92.00%	90.30%	90.84%	90.54%
Avg. days outstanding	100	116	113	109
Debt requiring impairment	<£2.00m	£2.97m	£2.99m	£3.11m
Unsecure debt over 1 year	<£1.60m	£3.88m	£4.08m	£4.74m
Write offs as % of income YTD	<1.0%	0.880%	0.438%	0.344%

**Business Management & Monitoring Report - December 2020**  
**Cabinet - 23 February 2021**  
**Government Grants 2020/21**

Ringfenced	Directorate	Issued By	Estimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Children's Services</b>					
	<b>Dedicated School Grants</b>					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	117,406	-341	0	117,065
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,126	0	0	4,126
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	38,639	113	0	38,752
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	60,373	-2,434	0	57,939
	<b>Subtotal DSG Grants</b>		<b>220,544</b>	<b>-2,662</b>	<b>0</b>	<b>217,882</b>
	<b>School Grants</b>					
R	Pupil Premium	DfE	5,255	1,616	0	6,871
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	0	224
R	PE and Sport Grant	DfE	2,350	0	0	2,350
R	Universal Infant Free School Meals	DfE	4,020	-47	0	3,973
R	Teacher's Pay Grant	DfE	1,430	235	0	1,665
R	Teacher's Pension Grant	DfE	2,771	2,764	0	5,535
R	Coronavirus Catch Up Premium	DfE	0	2,295	0	2,295
R	Coronavirus (Covid-19) Schools Fund	DfE	0	305	0	305
	<b>Subtotal School Grants</b>		<b>16,050</b>	<b>7,168</b>	<b>0</b>	<b>23,218</b>
	<b>Other Children's Services Grants</b>					
R	Youth Justice Board	YJB	548	7	0	555
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	66	0	66
R	Extended Personal Adviser Duty Grant	DfE	77	0	0	77
R	Staying Put Implementation Grant	DfE	225	46	0	271
R	Remand Framework	YJB	25	52	0	77
	<b>Subtotal Other Children's Services Grants</b>		<b>2,719</b>	<b>171</b>	<b>0</b>	<b>2,890</b>
	<b>TOTAL CHILDREN'S SERVICES</b>		<b>239,313</b>	<b>4,677</b>	<b>0</b>	<b>243,990</b>

**Business Management & Monitoring Report - December 2020**  
**Cabinet - 23 February 2021**  
**Government Grants 2020/21**

Ringfenced	Directorate	Issued By	Estimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Adult Services</b>					
R	Improved Better Care Fund	DHSC	8,099	0	0	8,099
R	Winter Pressures	MHCLG	2,292	0	0	2,292
R	Infection Control Grant 1	DHSC		7314	0	7,314
R	Infection Control Grant 2	DHSC		6314	0	6,314
R	Lateral Flow Testing	DHSC		0	1840	1,840
R	Staffing Capacity Grant	DHSC		0	1146	1,146
	<b>TOTAL ADULT SERVICES</b>		<b>10,391</b>	<b>13,628</b>	<b>2,986</b>	<b>27,005</b>
	<b>Public Health</b>					
R	Public Health Grant	DHSC	31,329	-89	0	<b>31,240</b>
R	HIV PREP Grant	DHSC		122	0	<b>122</b>
R	Wayfinding Grant	SE		130	0	<b>130</b>
R	Track and Trace	MHCLG		2858	0	<b>2,858</b>
	<b>TOTAL PUBLIC HEALTH</b>		<b>31,329</b>	<b>3,021</b>	<b>0</b>	<b>34,350</b>
	<b>Environment &amp; Place</b>					
R	Bus Service Operators Grant	DfT	0	795	0	795
R	Additional Dedicated H2S & College Transport Grant			519	299	818
R	Natural England	DEFRA	227	0	0	227
	<b>TOTAL COMMUNITIES</b>		<b>227</b>	<b>1,314</b>	<b>299</b>	<b>1,840</b>
	<b>Customers &amp; Organisational Development</b>					
R	Music Service	AC	837	0	0	837
R	Library projects - Building Bridges	AC		15	0	15
R	Food and essential supplies (COVID) grant	DEFRA		507	0	507

**Business Management & Monitoring Report - December 2020**  
**Cabinet - 23 February 2021**  
**Government Grants 2020/21**

Ringfenced	Directorate	Issued By	Esimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
R	MaaS:CAV	Innovate UK		638	0	638
R	V2 Go Project	Innovate UK		132	0	132
R	OmniCAV	Innovate UK		235	0	235
R	Park & Charge	Innovate UK		580	0	580
R	Virgin Park & Charge	Innovate UK		26	0	26
R	Data Driven Safety Tool	Innovate UK		151	0	151
R	Quantum Gravimeter	Innovate UK		84	0	84
R	Resilient CAV	Innovate UK		25	0	25
R	Heart Park Project	DFT		90	0	90
R	GTC DfT Congestion Tool	DFT		59	0	59
R	CAVL4R	DFT		11	0	11
	<b>TOTAL CUSTOMERS &amp; ORGANISATIONAL DEVELOPMENT</b>		<b>837</b>	<b>2,553</b>	<b>0</b>	<b>3,390</b>
	<b>Commercial Development , Aseets &amp; Investment</b>					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Fighter's New Dimensons Grant	MHCLG	40	-1	0	39
R	Building Risk Review Grant	HO		60	0	60
R	Protection Uplift Grant	HO		272	0	272
	<b>TOTAL COMMERCIAL DEVELOPMENT, ASSETS &amp; INVESTMENT</b>		<b>1,401</b>	<b>331</b>	<b>0</b>	<b>1,732</b>

**Business Management & Monitoring Report - December 2020**  
**Cabinet - 23 February 2021**  
**Government Grants 2020/21**

Ringfenced	Directorate	Issued By	Esimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Strategic Measures</b>					
U	Lead Local Flood Authority	DEFRA	45			45
U	Extended Rights to Free Travel	DfE	278	177		455
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	500			500
U	Troubled Families Attachment Fees - Phase 2	MHCLG	143			143
U	Troubled Families Payment by Result	MHCLG		73		73
U	New Homes Bonus	MHCLG	4,137			4,137
U	Local Reform & Community Voices Grant	DfE	515	103		618
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	570	-13		557
U	Section 31 Grant for Business Rate Compensation	MHCLG	5,144			5,144
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG		20387		20,387
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		22		22
U	Wellbeing for Education Return Grant	DfE		112		112
R	Contain Oubreak Management Fund	DHSC		5,533	1,581	7,114
R	Support for Clinically Extremely Vulnerable	DHSC		305		305
R	Sales, Fees and Charges Compensation	MCLG		1,379		1,379
U	Rough Sleeping Drug and Alcohol Treatment Grant Scheme	DHSC			585	585
U	Business Rates Top-Up	MHCLG	40,546			40,546
	<b>Subtotal Strategic Measures</b>		<b>67,576</b>	<b>28,078</b>	<b>2,166</b>	<b>97,820</b>

**Business Management & Monitoring Report - December 2020**  
**Cabinet - 23 February 2021**  
**Government Grants 2020/21**

Ringfenced	Directorate	Issued By	Esimate 2020/21  £000	In year Adjustments / New Allocations reported previously  £000	In year Adjustments/ New Allocations reported this time  £000	Latest Allocation  £000
	<b>Grants held on behalf of Local Enterprise Partnership</b>					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	EU Transition - Growth Hub Funding	BEIS		54		54
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	<b>Subtotal Grants held on behalf of Local Enterprise Partnership</b>		<b>1,605</b>	<b>54.0</b>	<b>0</b>	<b>1,659</b>
	<b>TOTAL STRATEGIC MEASURES</b>		<b>69,181</b>	<b>28,132</b>	<b>2,166</b>	<b>99,479</b>
	<b>Total All Grants</b>		<b>352,679</b>	<b>53,656</b>	<b>5,451</b>	<b>411,786</b>

Ringfenced

**R** Ringfenced  
**U** Un-ringfenced

Issued by

**DfE** Department for Education  
**YJB** Youth Justice Board  
**HO** Home Office  
**DHSC** Department of Health  
**MHC** Ministry for Housing, Communities & Local Government

**DfT** Department for Transport  
**BEIS** Department for Business, Energy & Industrial Strategy  
**DEFRA** Department for Environment, Food and Rural Affairs  
**AC** Arts Council  
**SE** Sports England

COVID-19 Grant Detail  
Cabinet 15 December 2020

Government Department	Directorate	Grant Name	Total Grant Funding	Allocation to General Fund	Allocation to be determined	Allocation to schools	Allocation to Providers and Voluntary Sector	Allocation to District and City Councils
			£'000	£'000	£'000	£'000	£'000	£'000
<b>Ringfenced Funding</b>								
DHSC	Adult Services	Infection Control Grant 1	7,314				7,314	
DHSC	Adult Services	Infection Control Grant 2	6,314				6,314	
DHSC	Adult Services	Lateral Flow Testing	1,840		368		1,472	
DHSC	Adult Services	Staffing Capacity	1,146	50			1,096	
DEFRA	Customers and Organisational Development	Food and Essential Supplies	507				53	454
DHSC	Public Health	Test and Trace Service Support Grant	2,858		1,358			1,500
DfE	Communities	Home to School Transport	817				518	
DFT	Communities	COVID-19 Bus Services Support Grant	422				422	
DfE	Claimed directly by schools	Exceptional costs associated with coronavirus (COVID-19) Grant	305			305		
DfE	Children's Services	Covid Catch Up Fund	2,295			2,295		
DWP	Customers, Organisational Development & Resources	Winter Grant Scheme	1,368		1,368			
DHSC	Customers, Organisational Development & Resources	Clinically Extremely Vulnerable	305		305			
DHSC	Customers, Organisational Development & Resources	Contain Outbreak Management Fund (allocations up to 29 December 2020)	7,114	3,132			425	3,557
<b>Total Ringfenced Grants</b>			<b>32,605</b>	<b>3,182</b>	<b>3,399</b>	<b>2,600</b>	<b>17,614</b>	<b>5,511</b>
<b>Unringfenced Funding</b>								
MHCLG	Strategic Measures	COVID-19 Emergency Grant						
		Tranche 1 *	14,539	14,539				
		Tranche 2	12,695	12,695				
		Tranche 3	3,791	3,791				
		Tranche 4	3,900	3,900				
MHCLG	Strategic Measures	Sales, Fees and Charges Income Guarantee Scheme (Claim 1)	1,379	1,379				
DfE	Children's Services	Wellbeing for Return to Schools	112			112		
<b>Total Unringfenced Grants</b>			<b>36,416</b>	<b>36,304</b>	<b>0</b>	<b>112</b>	<b>0</b>	<b>0</b>
<b>Total COVID-19 Grant Funding</b>			<b>69,021</b>					

\*£0.3m was applied to expenditure in 2019/20

**Contain Outbreak Management Fund**

Breakdown of funding received for period to 29 December 2020

**£000****Passported to City/District Councils**

Cherwell District Council	913
Oxford City Council	1,021
South Oxfordshire District Council	587
Vale of White Horse District Council	568
West Oxfordshire District Council	468
<b>Total District/City Councils</b>	<b>3,557</b>

**Retained by County Council**

Adult Services	1,000
Children's Services	1,000
Homeless & Rough Sleeping	530
Public Health	602
Voluntary and Community Sector	425
Other	0
<b>Total County Council</b>	<b>3,557</b>

<b>Total</b>	<b>7,114</b>
--------------	--------------