

CABINET REPORT - 15th DECEMBER

BUSINESS MANAGEMENT & MONITORING REPORT

October 2020

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

RECOMMENDATIONS

1. To note this month's business management and monitoring report.
2. To approve COVID expenditure and income virements set out in Annex C-2b and note virements in Annex C -2c

Executive Summary

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

Introduction

4. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
5. 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.
6. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹⁻
7. 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
8. 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

¹ Corporate Plan and Medium Term Financial Plan:

<https://www.oxfordshire.gov.uk/sites/default/files/file/about-council/CorporatePlan2020.pdf>

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

continue to work from home, other than those whose work requires otherwise, such as those services in particular locations such as highways. The second lockdown was announced on 31st October to be implemented from the 5th November to 2nd of December. We are proud that our flexible and resilient approach has enabled us to continue to deliver vital services to the community whilst adapting rapidly to support the new regulations for the new lockdown.

9. 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.
10. 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).
11. 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

12. 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.
13. This year's Outcomes Framework includes 11 outcomes, 27 indicators and 80 measures.
14. 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.

15. Each month we use snapshot tables (below) to indicate the main areas of change since the previous report.
16. The information below provides a snapshot of progress towards Corporate Plan outcomes during October 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

- The proportion of social care providers rated as 'outstanding' or 'good' by the Care Quality Commission in Oxfordshire remains above the national average (84%) reporting at 93% during October.
- The percentage of callers whose enquiry has been resolved at the first point of contact during October was 83%. From 7,921 contacts recorded from all channels 6,551 contacts were resolved at first point of contact.

Areas for improvement

- During October, the percentage of calls to the Customer Services Centre that were abandoned by the caller was 11% against a target of less than 5%, this is an improvement from 15.3% reported previously. Overall demand to the Customer Service Centre saw a reduction in October and the inbound call volumes are on par with the same time last year (down 2.5%). However, there were some anomalies as demand for Registration remains consistent to previous months and is considerably higher than this time last year (Oct 20 – 1,692 / Oct 19 – 754). Increase in contacts regarding Household Waste Recycling Centres during October, has seen contacts double in comparison to the same month last year.

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 gradually increasing the number of physical visits for Safe and Well and have made significant progress to meet our expectations, continuing to ensure prioritisation for critical and high-risk households. Our annual electric blanket testing programme was delivered in a COVID-19 Secure way, setting up a home collection and delivery service and providing with relevant information and literature to residents. The team tested 756 blankets (compared to 622 in 2019) and the average failure rate was 21%.
- The Street Tag app was launched during October to encourage more active children and communities. Street Tag is a family-friendly game app that rewards primary school pupils, communities and schools for their physical activities such as walking, running, cycling, among a number of other fitness activities. The app turns physical activity into a game and converts steps or exercise into Street Tag points known as tags and it can sync with Fitbit devices. The Council hopes that the app will help children to embed regular exercise into their daily lives be it through walking or cycling to school or as part of wider leisure time. It also directly encourages children to achieve their daily 30 active minutes as well as allowing users to connect with local green spaces and reconnect with their area.

Areas for improvement

- The indicator “**Number of people helped to live safe and healthy lives**” continues to be directly impacted by COVID-19. Several measures under it can’t be reported on or have been affected by COVID-19 social distancing guidelines. Such as “*% of eligible population 40-74 who have been invited for an NHS Health Check*”, where 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. For details on all measures affected please refer to Annex A.
- The measure “**Timeliness of emergency response**” is reporting Amber for October. We are now including a wider range of our emergency calls within our responds standards to improve transparency to residents and make the performance measures easier to understand. We always send the nearest and fastest fire appliance to the incident and this has not changed. With the inclusion of a wider range of calls we are only 3% below our stretch target of attending 80% of incidents within 11 minutes. We are always seeking to

improve but our average response time of 8mins 56secs in October is excellent for a fire and rescue service covering a large rural area.

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	Green
	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

- Oxfordshire’s libraries are updating services to residents with the launch of a new library at Botley, Oxford during October. Funded by the Botley Development Company, the purpose-built library is part of the West Way Development. In addition to a great range of library materials, the new vibrant space offers a much larger space than the previous site. It provides great capacity for library activities and events. Almost everything in the library is mobile to enable a wide range of events and activities - talks, performances, workshops and displays – to take place, making it a valuable community resource when circumstances mean we are able to reintroduce these services. There are also spaces with power to plug in your own device as well as a dedicated zone for teenagers.

Areas for improvement

- The measure “**Engagement with cultural services**” is being directly affected by COVID-19, with the partial opening and limited number of visitors allowed in libraries and museums due to social distancing government guidance. For further details please refer to Annex A.
- The Park and Charge project was delayed due to COVID-19 impacts on project partners. The revised timing plan for charger installation has now been confirmed and agreed with project grant funder, Innovate UK. Work on pilot car park in Bicester is due to commence 9/11/20 with the chargers being available for public use at the end of January 2021. Remaining car parks (23) will then be installed between June 2021 and October 2021. 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.

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	Amber	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

- School attendance in Oxfordshire was better than the national position for term 1. At the end of term 1; 89% of pupils were attending schools, compared with 84% nationally. Over 90% of children with an educational and health care plan in maintained schools were in school compared to 81% nationally and again a higher proportion of children with a social worker were in school locally compared to nationally (86 to 81%)
- At the end of October, we implemented our innovative family solutions plus model of support in children's social care. In this model teams work at a more local level and with specialist practitioners to work with adults in the family. The work focuses on families' strengths, empowering parents to deliver change in their behaviour and improve their family circumstances.

Areas for improvement

- In the 9 weeks since schools returned following the summer break, there has been an average of 500 contacts into the MASH each week. The MASH is staffed to deal with 350 contacts. This is an urgent pressure on the MASH and remains a concern for teams further down the pathway and there is a significant risk that the number of assessments and children the subject of a child protection plan will increase
- The number of children we care for is above the target level. At present this is mainly 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.

- 57% of Education, Health & Care plans (EHCPs) issued during October were within the statutory 20 week guidelines. Over the previous 12 month period, 50% of EHCPs have been issued within 20 weeks. The most recent comparative data (2019 calendar year) showed that 50% of EHCPs issued by Oxfordshire were within 20 weeks, compared to 47% across the South East and 60% nationally.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Children are given a good start in life	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
Children are able to achieve their potential	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

- During October 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 and 44% of people aged 18-64 in the County who receive council funded social care in their own home have a direct payment compared with 40% nationally.
- During October the number of home care hours purchased per week was 24,153. There has been a 19% increase in the amount of home care hours purchased since April, which is helping to support more people to live at home.

Areas for improvement

The indicator "People needing short-term support can access an effective service" continues to be directly affected by COVID-19, which prevents it from being assessed. During October the number of hours of reablement delivered was 5316, the number of people receiving reablement was 1487 and the percentage of people who need no ongoing care after the end of reablement was 42%. Targets for these measures will be set during Quarter 3.

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
Care services support independent living	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

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	RAG	Change since last report
	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

- Improved bus services launched with County Council support in Banbury. Residents are set to benefit from work between Oxfordshire County Council and bus company Stagecoach to improve several routes in the town. As a result of the County Council's proactive approach to securing financial contributions for bus services from developers, several improvements to routes in Banbury started to take place from 12th October. These will secure enhanced services for the Hardwick Hill and Bretch Hill areas, together with the creation of new cross-town links, better access to employment areas and the retention of a service to the Banbury Gateway retail park.
- Delivery of 2020/21 planned programme for number of highway trees surveyed within the 4-year cycle is reporting at 98% for October. A 4-year inspection programme is in place and underway despite challenges with COVID-19. 98% of the planned annual programme for inspecting 84 parishes has been completed, meaning 82 parishes have been inspected as at end October. 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 November.

Areas for improvement

- The Number of businesses given support by Trading Standards interventions or fire risk inspection during October was 1,247 against a target 1,709. Performance has remained strong in quarter two for business interventions from the Trading Standards team: from the number of weighing and measuring equipment that has been tested and verified, along with the number of businesses that have been advised during the investigation of complaints. The team has undertaken a significant amount of work to advise businesses of the COVID-19 business closure requirements, during the first lockdown, the new requirements around the track and trace APP, 10pm closure time and any measures related to the three-tier alert system. Also, The fire protection team has started to return to auditing premises, this will be a slow and steady increase in work output as we have to ensure that the premises are COVID-19 secure as well as receiving all of the documentation to review prior to attending, in order to spend as little duration at the premises as possible.

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	Amber	No change
	27. Enhanced digital connectivity for residents & businesses	Green	No change

Managing risk

17. 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.
18. 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-commercial)	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	15 High Risk	↔	Risk reviewed

LR12	Property and assets (maintenance cost)	6 Low Risk	↔	Risk Reviewed
LR13	Health and safety	8 Medium Risk	↔	Risk Reviewed
LR14	Business continuity and recovery	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 vulnerable adults	10 Medium Risk	New	New risk
LR20	Demand management -Adults-	12 Medium Risk	New	New risk

19. The table above provides a summary of the Council’s leadership risks at 18th November 2020. 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.

20. During October all leadership risks have been reviewed thoroughly, and there has been no score changes. As part of the monthly review, a mature and sensible change has been implemented to the structure of LR1 Demand management and LR2 Safeguarding of vulnerable adults and children. Due to reflecting on the current situation the following risks have been created LR19 Safeguarding vulnerable adults (which will leave LR2 as Safeguarding vulnerable children) and LR20 Demand management – adults- (which will leave LR1 as Demand management -Children-).

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

Financial management

22. Summary of the Council’s financial position

23. 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. The Budget and Business Planning process for 2021/22 to 2025/26 is currently underway and 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.

24. In relation to 2020/21, based on expenditure to the end of October 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 -£0.5m. There is no movement in the forecast from the position reported last month.

Directorate	Latest Budget 2020/21	Forecast Outturn 2020/21	Forecast Outturn Variance October 2020	Forecast Outturn Variance 2020/21
	£m	£m	£m	%
Children's Services	132.0	132.0	0.0	0%
Adult Services	196.4	196.4	0.0	0%
Communities	87.2	87.1	-0.1	0%
Customers & Organisational Development	27.0	27.3	+0.3	1.1%
Commercial Development, Assets and Investments	32.2	30.9	-1.3	-4.0%
Total Directorate Position	474.8	473.7	-1.1	-0.2%
Corporate Measures	-493.1	-493.6	-0.5	-0.1%
COVID-19 – Budget for costs and income losses	18.3	18.3	0	0%
Overall Surplus/Deficit	0.0	-1.6	-1.6	

25. 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. As part of this report Cabinet is recommended to approve a further virement from the COVID-19 budget of £2.7m to the services for the period August to October 2020. Annex C-2b sets out the anticipated COVID-19 costs and income losses by Directorate for 2020/21 and the costs incurred to the end of October. 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. Furthermore, 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 will need to be taken into consideration as part of the Budget & Business Planning process for 2021/22. 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.

26. The first claim to the government's Income Guarantee Scheme for Sales, Fees and Charges was submitted on 30 September 2020 covering the period to 31 July 2020. This claim has been certified by Ministry of Housing, Communities and Local Government (MHCLG) and £1.4m will be paid at the end of November 2020. Income losses not covered by this scheme which are 5% of the total income budgets plus 25% of claimed losses, estimated to be £1.6m, will be funded by the COVID-19 Budget. Two further claims will be made during the remainder of the financial year and an update on the expected income from these claims will be included in future reports.

27. On 6 November 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. The payment has been made to the County Council and is to help put in place additional public health and outbreak response measures, working with the City and District Councils and other partners. The funding is for the period to the end of the financial year
28. The current forecast for general balances at 31 March 2021 is £30.3m, 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 £0.5m are returned to balances.
29. 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.
30. See Annex C for further details and commentary.

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ANNEX A – PERFORMANCE DASHBOARDS – October 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)	90%	100%	There were 10 main actions highlighted in the report by HM Inspector of Fire & Rescue (HMICFRS), of these the service has completed 5 and partially closed out one other. Assurance exercises are being carried out on 3 of the main actions completed. Reports are being completed for the 2 other actions to show how the service has met these improvements.
				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 84% 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%	25%	Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in September was 475. Of these: <ul style="list-style-type: none"> • 118 (25%) are now repaired. • 279 (59%) were closed without immediate action. Of this group: <ul style="list-style-type: none"> - 8% were the responsibility of other organisations - 43% did not meet our intervention criteria - 40% don't warrant immediate action but have been placed onto long term planning. (Dragon, Drainage, resurfacing programmes) - 8% were duplicates of other enquiries • 60 (13%) are still awaiting a decision from officers. • 18 (4%) are waiting for Skanska to repair This information is reported in arrears to enable inclusion of full month activity.
			↔	Increase the number of FixMyStreet Super-User Volunteers from among members of the public	+4 per month	0	Impacted by COVID-19. During October we have held off from training as we are at the final stages of development for the new volunteer FMS system. We are about ready to start putting together a training programme for the new system. We are aiming to firstly train the existing Super-Users remotely. We will then focus on the new volunteers (approximately 25), providing training through a mix of remote and site training subject to any COVID-19 restrictions. In the meantime, we will keep the existing SU's and those to be trained updated with changes.
				Increase the % of residents calling the Customer Services Centre who are satisfied with the overall service that they have received	>85%	96%	The Customers Service Centre undertakes a customer satisfaction survey one week every month. Latest satisfaction survey – October – 99 customers surveyed out of 2,988 which is 3%. 95.96% were happy with the service they received from Customer Services. 1% where Neutral. 2% was dissatisfied. 98.9% of customers where happy with the experience they received from individual officers.

			Increase the % of callers whose enquiry is resolved at the first point of contact	>75%	83%	7,921 contacts recorded from all channels. 6,551 contacts (83%) were resolved at first point of contact.	
			Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	<5%	11%	<p>During October, the Customer Services Centre received 14,565 inbound calls and made 7,714 outbound calls. The abandoned level improved from 15.3% to 10.9%.</p> <p>Overall demand to the CSC reduced in October and the inbound call volumes are on par with the same time last year (down 2.5%).</p> <p>However, there are some anomalies as demand for Registration remains consistent to previous months and is considerably higher than this time last year (Oct 20 – 1,692 / Oct 19 – 754).</p> <p>Increase in contacts regarding Household Waste Recycling Centres during October, has seen contacts double compared to October 2019.</p> <p>Demand for Adult Social Care reduced compared to September, however this is on par with October 2019. We are now seeing the impact of COVID-19 on our customers lives within the Social & Health Care team. Referrals (non inbound phone work usually) are now more complex as they include an increase in safeguarding concerns being identified, more mental health concerns being raised and an increase in a second person being identified as part of the referral. These are all increasing the activity / processing time in the service. A number of actions are in place to mitigate the demand.</p> <p>Children Social Care demand has remained consistent.</p> <p>Track and Trace programme which is joint with CDCs CSC began during October. Three OCC CSC staff have been allocated to this, with a further 2 agency workers recruited to start beginning of November.</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 £30.3m 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	3593	3936	We are still gradually increasing the number of physical visits for Safe and Well and have made significant progress to meet our expectations. We continue to ensure prioritisation for critical and high-risk households. Our annual electric blanket testing programme was delivered in a COVID-19 Secure way. We set up a home collection and delivery service and provide relevant information and literature to residents. The team tested 756 blankets (compared to 622 in 2019) and the average failure rate was 21%.
			Number of children better educated to live safer and healthier lives	8289	142	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. Fire Cadet meetings have continued to take place online, seeing an increase in attendance during October.
			% 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%	24%	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.
	6. Timeliness of emergency response	AMBER ↓	More people alive as a result of our "365 Alive" prevention, protection and emergency response activities	620	329	Despite the low number of Co-responding calls (we ceased responding to these in September 2017 in all but one of our fire stations) we are on track in all other areas of the measure overall as Co-responding is only one element of the overall measure.
			% of emergency call attendances made within 11 minutes	80%	79.96%	We are now including a wider range of our emergency calls within our responds standards to improve transparency to residents and make the performance measures easier to understand. We always send the nearest and fastest fire appliance to the incident and this has not changed. With the inclusion of a wider range of calls we are only 3% below our stretch target of attending 80% of incidents within
			% of emergency call attendances made within 14 minutes	95%	88.91%	

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%	99.2%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
				Defects creating potential risk of injury repaired within 28 calendar days	90%	98.8%	Cumulative rate and covers all defects April to September. (Data is reported one month in arrears.)
				Kilometres of highway resurfaced as % of total	3.07%	2.62%	The annual plan for 2020 total surfacing programme has been calculated as 3.07% of the network (excluding patching). The figures from April to October are cumulative, therefore as at 31st October 2.62% of the network has been resurfaced.
	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: Normal Face to face programmes were not delivered this month owing to COVID-19. The Oxfordshire Museum, with a 30% reduction in opening hours, welcomed 5,851 visitors to the site (October 2019 = 11,758) and 4 enquirers visited the Museums Resource Centre (October 2019 = 8). Swalcliffe Barn remains closed to the public. October 2019 = 42). In person schoolchildren 403 (October 2019 =500). Service not delivering 'activities' on site (October 2019 = 771) History Service: In-person engagement October 2020: 87 visitors (October 2019 = 382) 0 attendees at events (October 2019 = 126). 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 Overall online engagement (social media and website visits and emails) in October up 15% on same period last year, but social media interaction up by 116% on October 2019. History Service: Online/remote engagement October 2020 = 76,890 engagements representing a 27% decrease from October 2019. This includes answering 510 e-mail enquiries, an increase of 220% on October 2019. Library Services: Online engagement (social media and website visits) for October is 167,559 The figure for Quarter 2 (July/Aug/Sept) was 541,191
				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) -39% b) -50% c) -72.5%	A phased re-opening of the library network commenced in July 2020. As of 5 November, Libraries are closed again with the exception of Click & Collect and pre-booked access to public computers a) Active users Oct 2019= 81,368. Active users Sept 2020 = 50,037 – this is a reduction of 38.5%. This figure does not count

						customers who have borrowed eBooks or engaged with the digital offer (e.g. Ref online or social media output) b) New borrowers Oct 2019 = 2,516. New borrowers Oct 2020 = 1,262 c) Daily visits Oct 2019 = 208,594. Daily visits Oct 2020 = 57,825. 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. It should be noted that October visits were up from 47,274 in September as more libraries opened.	
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%	Rate not available	This is an annual measure. Draft reporting shows the Council are ahead of the 6% target. Final reporting will be available in November.
				% of streetlights fitted with LED lanterns by March 2021	40%	27.1%	As of 31st October, 16,158 LED lanterns have been converted from the 59,631 streetlights across the county over the past 6 years. This is 27.1% of the total streetlight assets. 377 were replaced during October. The capital programme (2,898 units) has now commenced with 1,500 of the assets projected to be upgraded by 31st December 2020. <ul style="list-style-type: none"> The LED replacement programme has been reprofiled to be carried out over a 5-year period and to be completed by Summer 2025. The 1st two years of the programme are focused on the units with the most significant consumption and potential to save energy.
				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	AMBER	↔	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

			% of highway maintenance construction, demolition and excavation waste diverted from landfill	90%	99.1%	Rate is the average for April to September (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 from November. 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 will also soon be 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) 29.1% b) 30.11% c) 0.21% Total 59.42%	Figures are the forecast end of year performance, which is the combined effort of OCC, City and District Councils. The forecasts are subject to a high degree of uncertainty; please note we use forecasts as the performance measures are based on tonnage and we do not yet know this for the whole year and won't until May 2021 when tonnage data for March 2021 has been verified. We produce the forecasts based on actual data for the previous months, i.e. for September reporting actual data for April - July 2020. Waste tonnages currently continue to be influenced by the COVID-19 restrictions and remain higher than last year. Other influences that could have an impact during the year include economic uncertainty / possible downturn and the rate of housebuilding. Waste tonnes for August seem to show movement towards expected levels.
			% of household waste sent to landfill (forecasted end of year position)	< 3%	2.6%	This end of year forecast is highly uncertain as insufficient data is currently available for accurate forecasting, and the percentage of waste landfilled is expected to increase.
			% of household waste recycled, composted and re-used at our Household Waste Recycling Centres (HWRCs).	> 59%	67.93%	HWRCs 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. The increase from August is mainly due to wood being sent to a different processor with a higher recycling rate that is yet to be validated.

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	783	The number of children we care for was 783 at the end of October compared to 826 12 months ago. The figure has started to rise as fewer people are leaving the cared for system in part due to backlogs in family courts.

	16. Number of children's social care assessments	GREEN	↔	Level of social care assessments to not exceed the 2019-20 level.	< 7,250	5953	The service is staff for 140 assessments per week. Referrals (and hence assessments) fell during lock down and the subsequent school holidays. The last 4 weeks has seen an increase with an average of 157 assessments each week.
	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	520	Although the trajectory is positive there is a risk that the number of children the subject of a plan may increase as return to school and police incidents are beginning to trigger child protection investigations and notably an increase in the number of children presenting with very serious harm.
Children are able to reach their potential	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%	57% of Education, Health & Care plans (EHCPs) issued during October were within the statutory 20 week guidelines. Over the previous 12 month period, 50% of EHCPs have been issued within 20 weeks. The most recent comparative data (2019 calendar year) showed that 50% of EHCPs issued by Oxfordshire were within 20 weeks, compared to 47% across the South East and 60% nationally.

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	5316	Figures are affected by COVID-19.
				Number of people receiving reablement		1487	
				% of people who need no ongoing care after the end of reablement		42%	
	20. Number of people with control over their care	GREEN	↔	% of people with safeguarding concerns who define the outcomes they want	> 90%	96.1%	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 40% nationally.
	21. Number of people delayed leaving hospital	GREEN	↔	Reduce the number of people delayed in hospital awaiting health care	22	18	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 social care	6	1	
				Reduce the number of people delayed in hospital awaiting both health and social care	26	12	
	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	24,153	There has been a 19% 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	12	12 people so far in the year therefore pro rata 21 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%	91.1%	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%	60%	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	11	11 nominations in the year to date, though admissions are higher (at over 50)

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)	63% (position as at 31 st Oct)	This measures the capital infrastructure major programme and means 63% 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 and a full review of the pipeline of work is ongoing currently to re-baseline the programme.
	24. Number of new homes	AMBER	↔	We support the delivery of new affordable housing starts by March 2021 [the target is being reviewed for confirmation in Summer 2020]	1,322 homes to March 2021	Rate not available	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 extension, on a scheme by scheme basis to ensure delivery. MHCLG have received and approved a revised [programme that will deliver the Deal commitments for affordable housing. MHCLG have also agreed a revised timeline for the project that will extend it to a fourth year, with a possibility of further extension into a fifth year, to be agreed with Homes England on a scheme by scheme basis together with a revised grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process.
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	1,709	1,247	Performance has remained very strong in quarter two for business interventions from the Trading Standards team: from the number of weighing and measuring equipment that has been tested and verified, along with the number of businesses that have been advised during the investigation of complaints. The team has undertaken a significant amount of work to advise businesses of the COVID-19 business closure requirements, during lockdown and now the new requirements around the track and trace APP, 10 pm closure time etc. The fire protection team has started to return to auditing premises, this will be a slow and steady increase in work output as we have to ensure that the premises are COVID-19 secure as well as receiving all of the documentation to review prior to attending, in order to spend as little duration at the premises as possible.
				Rate of participation in innovation funding bids or new projects in support of the Smart Oxford programme	20	23	Rate is April to end of October. 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 first successfully secured funding this month is in partnership with Oxbotica and Oxfordshire. A Connected Autonomous vehicle project to scale up CAV vehicles and connected infrastructure on the network. The second new project for September is an exciting first of a kind pilot to trial the use of drones between care homes and pharmacy. Both new funds are from Innovate UK pots.

				Proportion of live iHub (OCC's Innovation Hub) projects progressing on schedule and on budget	>75%	82%	Rate is for October. 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. The Oxfordshire Mobility Model (a cloud-hosted model for simulation of transport demand) may be delayed because of data availability and delays with getting this due to COVID-19. The VPACH project that had been suspended has restarted with IUK approval we have one other, the V2Go project that is now expected to end early however, this is being programmed in from an OCC perspective. Some adult and social care projects have had to be put on hold over COVID-19 and restrictions in visiting care homes.
People and communities have excellent transport and broadband connections	26. Level of disruption to journeys	AMBER	↔	Reduce the number of failed utility works inspected	<15%	10.8%	From 1,275 sample A/B/C inspections conducted in October (including all follow up inspections) 138 failed. This equates to 10.8% 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.
				Reduce the number of "return repairs" to the Council's own works (i.e. revisiting to correct Non-Compliant Defects)	<5%	0.33%	The reported rate is for October. 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 October by Highway Officers, and data confirms there were 0.33% Non-Compliant Defects. October rate calculated as total number of return repairs/visits to own works (NCDs) 9 divided by Total potholes fixed 2,735 = 0.33%
				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	98%	4-year inspection programme is in place and underway despite challenges with COVID-19. 98% of the planned annual programme for inspecting 84 parishes has been completed, meaning 82 parishes have been inspected as at end October. 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 November.
				Average excess waiting time for buses on frequent services (minutes)	5 mins	1.1 mins	Service frequencies have been restored to pre COVID-19 levels as of 30th August. From September onwards increased levels of congestion may lead to lower levels of performance. 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	79,258	Rate is to end of September. Connections across Oxfordshire picked up markedly over the Summer with over 1,000 premises being connected. This quarter saw the closure of the Better Broadband for Oxfordshire Programme (BBfO) programme. This programme had an original target of 64,500 premises to be connected which now stands at over 79,000 achieved. Targeted percentage superfast coverage was 90%, now standing at 97.9%. Targeted take-up of services was 20% and is currently above 74%. All achieved whilst accruing an underspend of c £3m.

					Openreach delivered their first structures this quarter under the DEfRA funded Businesses in Rural Oxfordshire (BiRO) programme. This measure is reported quarterly, with next update due end of December.	
			The % of premises in Oxfordshire with access (via either our contract or commercial providers) to superfast/ultrafast/full fibre broadband	99%	97.9%	Rate is to end of September. 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. This measure is reported quarterly, with next update due end of December.
			The % of premises in Oxfordshire without access to: <ul style="list-style-type: none"> • At least Basic Broadband (at least 2Mb/s) • OFCOM 'acceptable' broadband (10Mb/s) 	<=0.1% <=0.5%	0.26% 0.83%	Rates are to end of September. 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. This measure is reported quarterly, with next update due end of December. <ul style="list-style-type: none"> • 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.

ANNEX B – Leadership Risk Register – October 2020

Risk Assessment Guidance

Level of Risk	How the Risk Should Be Managed
High Risk (15 - 20)	Requires active management - to manage down and maintain exposure at an acceptable level. Escalate upwards
Medium Risk (12 - 8)	Contingency plans- a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile
Low Risk (1 - 6)	Good Housekeeping - 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.

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

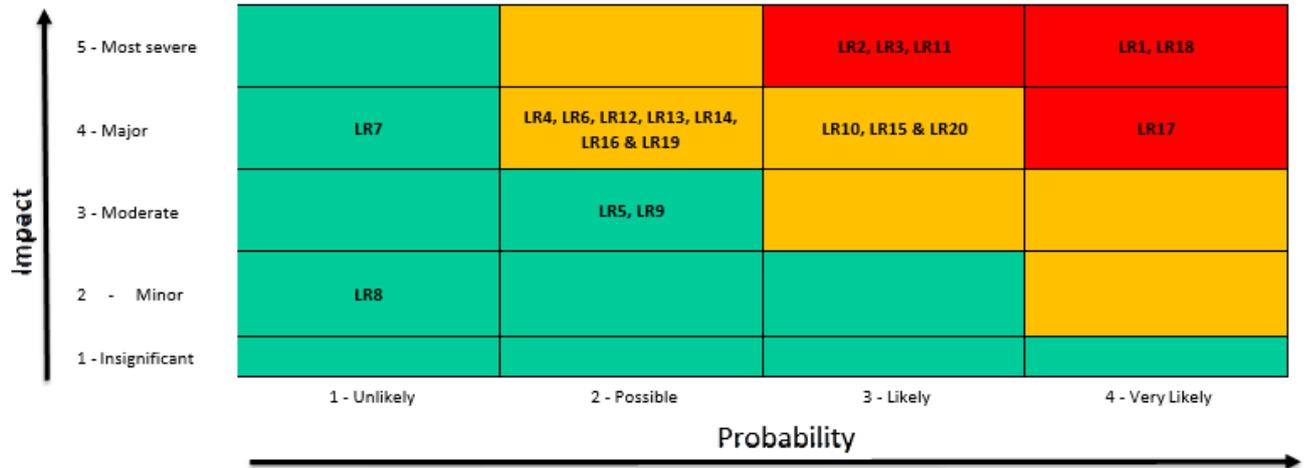
Risk Probability Key				
Score	1	2	3	4
Level	Unlikely	Possible	Likely	Very Likely
Probability	<10%	10 - 40%	41 - 75%	>75%
Timescale	It is unlikely to occur.	Possible in the next 3 or more years.	Likely to occur in the next 1 - 2 years.	Occurred in the last year/very likely to occur in the next year.

Risk Impact Key				
Score	Level	Financial *	Performance / Service Delivery	Reputation
1	Insignificant	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	Minor	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	Moderate	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	Major	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	Most Severe	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.

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 21/10/2020

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 tension.	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 transparency.	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.	15	↔
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 an 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	NEW
LR20	Demand management - Adults.	12	NEW

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LR1	Demand management - Children-: 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	<p>Demand management in children's shows success in early help assessments ahead of target.</p> <p>Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>All services are tasked with managing activities within allocated budgets</p> <p>Council transformation - moves to reconfigure services to be more preventative in their approach, drive out failure demand, an involve partners and the Voluntary and Community Sector. iMPower in October 2019 identified OCC as 5th most productive council for older people</p> <p>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.</p> <p>Children's Social care anticipate surge in referral to early help and children's social services when schools fully reopen in September.</p>	5	4	20	<p>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.</p> <p>Temp additional social workers have been retained and increased to manage the surge in demand as year groups have returned to school.</p> <p>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.</p> <p>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.</p> <p>Our new Family Safeguarding model will reduce the numbers of looked after children in particular. This went live on 02/11/20.</p> <p>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.</p>	↔	<p>Early Help networks offering 'pre-front door' swift access to family support have been trialed. 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.</p> <p>Risk reviewed - Risk title, cause, risk effect, risk owner, existing controls and comments updated.</p>	06/11/2020

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LR2	Safeguarding of vulnerable children: 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. 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. 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	↔	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 all children are being seen via face-to-face visits to family homes, schools and placements. This is being monitored weekly and any late recording of statutory visits are addressed directly by team managers with individual workers. Risk reviewed - risk title, risk cause, risk owner, existing controls, mitigating actions and comments updated.	06/11/2020

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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		↔	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- Mitigating actions updated	09/11/2020
LR4	Local and community resilience 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		↔	Risk Causes, Existing Controls and Mitigating actions adjusted.	12/11/2020

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LR5	Management of partnerships (non-commercial) 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 priorities the outbreak over 'business as usual' relationships.	Deterioration of key relationships could reduce the Council's ability to: <ul style="list-style-type: none"> 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) <p>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)</p>	Claire Taylor	Robin Rogers	4	2	8	<ul style="list-style-type: none"> Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges. Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts Formal/informal meetings with main bodies and sector representatives Participation and engagement in local partnerships, forums and project / policy development work. 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. Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements. Growth Board retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes. Systems recovery structures in place to deliver Recovery strategy and on-going response to CV-19. New liaison arrangements in-place with VCS for Covid-19response to cover community response, VCS resilience and recovery planning. 	3	2	6	↔	<ul style="list-style-type: none"> Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bilaterals. New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022. Community development strategy and approach to be produced and implemented jointly with VCS and partners. Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk. 	Risk reviewed - Existing controls and mitigating actions updated.	13/11/2020
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.	Lorna Baxter	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 is now providing ELT members and identified Contract Mangers a quarterly report of all suppliers with spend above £25k c/w a credit risk rating score to enable contract managers to manage any identified risks, with support from the Procurement Team. This quarterly report is complemented with a monthly report which sets out any changes to supplier risk scores. Furthermore, as a result of Covid-19 the likelihood of this risk is deemed to have increased and thus the procurement and finance team now hold a weekly joint meeting to consider funding solutions to support At Risk Suppliers in accordance with the national guidance note PPN04/20.	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. Risk Reviewed - No changes	10/11/2020
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.	<ul style="list-style-type: none"> Litigation/judicial review Financial penalties - Local Government. Ombudsman/Regulators/Central Government. Damages liability to residents and commercial counterparties. Central Government intention. 	Sukdave Ghuman	Glenn Watson	4	3	12	<ul style="list-style-type: none"> 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	↔	<p>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.</p> <p>Mapping FOI, Subject Access Requests and Complaints onto potential GOSS system for corporate recording and tracking</p> <p>Complaints Service – reviewing structure and resourcing to ensure remains sustainable. Risk reviewed - Comments updated.</p>		12/11/2020

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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"> Council governance framework is regularly reviewed and updated by senior managers and members. Constitution - updated and annually reviewed by Monitoring Officer and Full Council - Amendments made to the Constitution to facilitate virtual/remote public meetings. System of internal control - coordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement. 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 & Governance Committee. Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response. Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee. 	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.</p> <p>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 and Cherwell DC.</p>	Risk reviewed - Mitigating actions updated.	12/1/2020
LR9	Workforce management 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"> Recruitment and retention issues. Increased costs of agency staff Increased costs in training and development. Underperformance or lack of delivery. 	Claire Taylor	Karen Edwards	3	4	12	<ul style="list-style-type: none"> On-going monitoring of issues and HR data Key staff in post to address risks (e.g. strategic HR business partners, reward manager) Ongoing service redesign will set out long term service requirements. Temporary dedicated resourcing support. 	3	3	9	↔	<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.</p> <p>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 and Cherwell DC.</p>	Risk reviewed - Mitigating actions updated.	12/1/2020

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LR10	Organisational Change and Service Design ensuring there are effective plans and governance in place to deliver required organisational change.	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"> All projects identify benefits to be delivered and long-term financial implications (upfront costs and savings), supported by project plans. Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process. Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services. All project resourcing considered monthly; roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity. 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 & 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. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise are 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. 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. 	4	3	12	↔	<ul style="list-style-type: none"> 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. Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects. Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium-Term Financial Planning process. 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. Align work with CDC programmes wherever possible to achieve increased benefits. 	<p>There will be delays to planned work. However, 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. Further impact of second wave to be established.</p> <p>Risk reviewed - Comments updated</p>	2/1/2020
LR11	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium-term financial strategy	MFTP 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 (MFTP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MFTP. 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 MFTP.	Lorna Baxter	Ian Dyson	5	3	15	<p>Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet.</p> <p>Progress against future year's savings is also tracked monthly, and if necessary, addressed as part of the Service & Resource Planning process.</p> <p>Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG</p> <p>Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting.</p> <p>Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks</p> <p>Service & Resource Planning process including reports to Cabinet and Performance Scrutiny Committee and ultimately Council in February 2020.</p> <p>s25 report of Chief Finance Officer</p>	5	3	15	↔	<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.</p> <p>The Government has provided funding but not sufficient to meet expected costs and reduced income for the year. As a result, a Revised Budget was approved by Council in September which identified £15m of in-year savings to meet the expected shortfall between government funding and the expected costs and reduced income.</p> <p>The first claim relating to lost income on Sales, Fees and Charges related to COVID was submitted at the end of September and was in line with expectations and forecasts.</p> <p>The longer-term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain. The Budget and Business Planning process has commenced and the first report to Cabinet in October for 2021/22 set out a scenario plan of savings linked to the economic impact of Covid in terms of the impact of both business rates and council tax.</p>	<p>The impact of Covid19 has changed the financial outlook for the Council, although there are too many variables to fully determine both the medium and long term impacts beyond the current year; however, the financial pressures in year are clearer, and for 21/22.</p> <p>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.</p> <p>Risk reviewed - No changes</p>	2/1/2020

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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 Jordan	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	↔	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 - mitigating actions updated.	11/1/2020	
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.	Unsafe services leading to injury or loss. Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	Steve Jordan	Paul Lundy	4	3	12	H&S policies and procedures have been reviewed and adopted Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID 19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID- 19 focused H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance We have established a H&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 H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; 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. 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.	4	2	8	↔	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. Implement the actions of the recent H&S Audit (April 2020) to further improve systems and controls - Ongoing 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 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&S updates and guidance published on intranet and maintained by H&S Team. Arrangements for supply and distribution of PPE is well established - no reported pressures.	As of 5 Nov, under new national restrictions. All staff deemed CEV are only working from home. Some service areas closed, or services restricted in line with government guidance to help reduce the spread. Risk Assessments reviewed in light of guidance changes and safe systems of work appear effective. There has been 0 RIDDOR cases of COVID due to occupational exposure. Further work is underway to improve support for people working from home as part of Agile strategy. Review of H&S governance, resources and structures commenced to meet future organisational needs and objectives.	18/10/2020

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LR14	Business continuity and recovery plans Resilience to an 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.	↔	There are concerns that increasing staff absence due to Covid and Self-isolation will increase the likelihood of the risk being realised and this will be monitored over the coming weeks 'Risk reviewed - updates to Existing Controls and Mitigating Actions.	12/11/2020
LR15	Cyber security assurance that effective controls are in place to prevent security issues.	Levels of threat mean that it is possible our defenses 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) could mean we cannot function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	Claire Taylor	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. 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's 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 is 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. Briefing paper produced for CEDR on latest status and next steps to ensure priority is maintained in this critical area. Risk reviewed - Comments updated	12/11/2020

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LR16	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose.	The server infrastructure, backup and disaster recovery hardware are 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 homeworking 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.	4	2	8	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacenter, disaster recovery and backup solution are fully operational. Datacenter 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. 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.	↔	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. Risk reviewed - Mitigating actions updates.	09/11/2020		

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LR17	Covid-19. Community and Customers providing service and support to those impacted by the coronavirus pandemic.	Significant spread of the Covid-19 virus customer and communities. Including community resilience, LR17 service and support ability to access services, consequences of those impacted by prolonged social distancing or isolation, economic impacts to business, including but not limited to the visitor economy. •Increased demand on both frontline and enabling Review of current BCP's underway. Including community resilience, ability to access services, consequences of prolonged social distancing or isolation.	•Possible reductions in frontline service delivery, Significant spread of the Covid-19 virus results events, meetings and customer contact. •Economic hardship impacting local business and potentially the local workforce. •Impact on vulnerable residents who may find it harder to access services. •Increased demand on both frontline and enabling services. •Prolonged risk of social isolation and the mental and physical consequence thereof.	Claire Taylor	Mark Haynes	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed and tested to ensure the ongoing delivery of priority services. •Remote (home based) working in place, to facilitate self-isolation and limit impact on service delivery. •Communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. •Regular updates from Director of Public Health, shared internally and externally. Partnership communications enhanced and regular conversations convened. •Regular teleconference with local councils and emergency services discussing updates, concerns and best practice (in-line with usual business continuity and emergency planning protocols). •Mutual aid with regional Thames Valley partners enables a tactical response to community resilience. •Engagement with suppliers to manage impacts across the supply chain. •Creation of a dedicated telephony helpline to support the most clinically extremely vulnerable (shielded) residents in the county and operating extended hours each day. •Provision of additional body storage as temporary place of rest to support the current mortuary provision. •Face to face customer events e.g. wedding ceremony, library provision ceased in line with government guidance. <p>Nov 2020 - Now in national restrictions and service provision is varied from BAU to reduced service offer to closure of customer facing activities and sites. Focus is still working with Districts / City and volunteers to provide assistance to those that need it.</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>Progression on the reopening of cultural services sites on a phased approach.</p> <p>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.</p> <p>Given the increase in cases of covid19 within the country, it is essential that the impact on customers is carefully monitored.</p> <p>An Oxfordshire Local Contact Tracing Service has been introduced to contact cases of COVID-19 that NHS Test and Trace are unable to reach. These cases would then be advised to isolate and asked about details of their close contacts which would then be fed back into NHS Test and Trace for follow up.</p> <p>National restrictions commenced 5th November</p> <p>Support to the new CEV residents commenced with county wide response.</p>	Risk reviewed - Mitigating actions updated.	13/11/2020

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LR18	Covid-19. Business Continuity: managing the ongoing impact of the pandemic on council operations.	Significant staff absence due to the Covid-19 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"> •Possible reductions in frontline service delivery, events, meetings and customer contact. •Potential confusion amongst staff with regards to how plan and respond to reduced service availability, professional support and maintain business as usual. •Requirement to reprioritise service delivery •Assess critical services and consider alternative methods of delivery. •Requirement to offer mutual aid to partner organisations. •Potential impact in the medium to long term resilience of staff may result in wider wellbeing issues. 	Claire Taylor	Karen Edwards	5	4	20	<ul style="list-style-type: none"> •Business Continuity Plans have been reviewed, tested and are maintained and updated •Remote working in place • Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response. •Regular updates from Director of Public Health, shared internally and externally. •Regular teleconference with local councils and emergency services discussing updates, concerns and best practice. (in-line with usual business continuity and emergency •Regular communication messages following Public Health advice y planning protocols). •Sanitisers in washrooms/corporate buildings •Weekly sickness monitoring implemented •Agile working being tested further across services, ensuring equipment and access is in place. •Posters around the offices encouraging regular hand washing. Hand sanitisers available in washrooms and shared spaces. •Stocks of laptops being maintained / weekly managers bulletin with guidance and support offered / arrangements in place for duty, on call and reassignment where necessary Improved understanding of the risk factors across the workforce identified through COVID-19 data. •Weekly reports on all sickness absences, COVID-19 related and others, are being produced by Directorate. 	5	4	20	↔	Risk reviewed - Mitigating actions updated	09/1/2020

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LR19	Safeguarding of vulnerable adults: 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"> Insufficient quality controls for care providers. Increased numbers of safeguarding alerts without sufficient resource to manage them in a timely and appropriate Safeguarding concerns not being reported Failure to act when concerns are expressed about an individual being subject to abuse or neglect Poor / inappropriate information sharing amongst partners. 	<ul style="list-style-type: none"> Vulnerable people not protected from abuse or neglect. Serious injury or death of a vulnerable adult Significant reputational damage for the council 	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>c. 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 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 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 remain stable after many years of continuous growth.</p> <p>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>	New risk	18/11/2020

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LR20	Demand management - Adults- 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 sa 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. ASC transformation and Making it Happen approach have begun.	New risk	18/11/2020	