

CABINET REPORT - 21st September

BUSINESS MANAGEMENT AND MONITORING REPORT

July 2021

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

RECOMMENDATIONS

- a. To note July business management and monitoring report.
- b. To approve virements set out in Annex 2b which include transferring £1m from the Covid-19 reserve to fund relevant expenditure within the directorates as set out in Annex C paragraph 72
- c. To approve the revised Music Service fees and charges as set out in Annex C paragraph 85 and Annex C-5.

Executive Summary

1. This report sets out Oxfordshire County Council's (OCC's) progress towards Corporate Plan priorities for 2021/22 – July 2021. This Cabinet report will concentrate on the latest performance and risk position (July 21).

Introduction

2. 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.
3. 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.
4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in three annexes:
 - a. Annex A: Performance July 21
 - b. Annex B: Leadership Risk Register July 21
 - c. Annex C: Summary of Financial Position July 21
6. The continuing impact of the coronavirus (COVID-19) pandemic on the Council's performance can be seen in this report. The majority of officers continue to work from home, other than those whose work requires otherwise, in those cases the appropriate risk assessments are taken and government guidelines are followed. We are proud of the quick and efficient response delivered by our services to support our communities and the new regulations given during the pandemic.

Progress towards delivery of Oxfordshire County Council’s Corporate Plan

7. 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.
8. This year’s Outcomes Framework includes 6 outcomes, 26 Indicators (1 Annual, 3 Quarterly and 22 Monthly) and 98 measures (1 Annual, 12 Quarterly, 85 reported Monthly).
9. 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.
10. Each month we use snapshot tables to indicate the main areas of change since the previous report. The report therefore shows that at end of July 2021 the 22 monthly indicators were rated as follows:

RAG	July	July %	YTD	YTD %
Green	12	54%	13	59%
Amber	5	23%	4	18%
Red	5	23%	5	23%

Indicator “OCC19 Children are supported to attend school” is being monitored over the Autumn Term starting in September. At present this indicator is not recorded, but frequency and target will be confirmed in January 2022.

11. The information below provides a snapshot of progress towards Corporate Plan outcomes during July 2021 (latest data and Year to Date position), including some of our performance highlights. A full account of progress towards our Corporate Plan priorities is at Annex A

We listen to our diverse residents to ensure that we can continuously improve our services

Performance highlights

- The online training for FixMyStreet Super-User Volunteers continues to progress well with 5 in July. In addition, we have arranged a Teams demonstration for the FixMyStreet Super-User system in September for Cllr Bearder and other councillors. We are continually improving the content of the session with the aim to simplify the use of the system for the Super User’s.
- During July 6,542 contacts were recorded from all channels, of which, 4,498 contacts (88%) were resolved at first point of contact.
- 95.5% of agreed invoices were paid within 30 days. This Measure includes invoices processed via the social care management systems, as well as those paid via the self-service purchase order process. The social care invoices are processed by

OCC's Social Care Payments team and are then automatically passed to the corporate finance system (SAP) to make payment; these invoice account for 20-30% of invoices paid each month. Invoices paid via the self-service portal are performing slightly above target and the Social Care invoices slightly under. A business process review has been completed with the Social Care Payments team and changes to process are being planned to improve the timeliness of their processing to bring it up to target.

Areas for improvement

- The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end. £3.8m or 24% are rated amber and £0.2m or 1% are rated red. Directorates are working to ensure that these are achieved as planned and updates will be provided in future reports.

The below table illustrates the summary of performance for the indicators under the priority – **We listen to our diverse residents to ensure that we can continuously improve our services**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Our services improve	1. Improvement Following Audit or Inspection	Green	↔
	2. Listening to residents	Green	↔
We deliver value for money	3. The Council is financially resilient	Green	↔
	4. Effective financial management and governance	Amber	↓

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Performance highlights

- Residents can now rely on a more experienced and well-prepared fire service, thanks to the knowledge crews have gained while adapting to the challenges of the recent pandemic. That is the message from Oxfordshire County Council's Fire and Rescue Service, described in a new short film, designed to highlight recent collaborations with other emergency services and showcase new ways of working over the last year. The film is being used as part of the service's induction and training resources. It will also be shared on social media to thank residents and show the broad range of community safety initiatives offered by Oxfordshire's firefighters.
- During July 272 people were sign posted to health services via informal conversations in libraries. Output remains above target, as library business return to normal.

Areas for improvement

- In July 74.36% of emergency call attendance were made within 11 minutes and 87.82% were made in 14 minutes. Both short of the 80% and 95% targets respectively. The service continues to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places. The average response time for quarter 1 is 8 minutes 30 seconds.
- There were four fatalities on the roads in July: three were distracted car drivers and the other was a pedestrian struck by a car. The Road Safety Team have been active: promoting speed awareness at an event at the M40 J8a services and on the A40 around Burford where fire crews had erected 'Fatal 4' signage.

The below table illustrates the summary of performance for the indicators under the priority – **We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
People are helped to live safe and healthy lives	5. Numbers of people helped to live safe and healthy lives	Amber	↓
	6. Timeliness of emergency response	Red	↔

We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment

Performance highlights

- The council's climate action programme project is one of six finalists in the Leadership in Responding to the Climate Emergency category of the Municipal Journal (MJ) Awards 2021.
- A new telephone number (01223 849731) has been launched for Oxfordshire residents to call for urgent out of hours highways related issues. People can now report a highways matter to Oxfordshire County Council outside normal office hours – including evenings, weekends and bank holidays – if there are concerns about it causing an accident or damaging property. The call adviser will discuss the urgency of the issue and take appropriate action as required.
- Good weather, easing of COVID-19 restrictions and the start of the holiday activity programme, resulted in visitor numbers higher than predicted, at The Oxfordshire Museum, recording 24%. History Service visitor numbers were 20% lower than predicted, due to COVID-19, reflecting on the take-up of limited seating, but increased in seat availability and return of casual visitors. August should see a significant upturn.

- Young musicians in Oxfordshire have been given special permission to share a unique virtual performance of John Lennon’s famous 1970s song “Imagine” that they put together during lockdown. Oxfordshire County Council’s Music Service approached the ex-Beatle’s estate with the project and were thrilled to be given permission for their performance which will be shared on social media on July 3 and will be allowed to remain live until October 3. The video can be viewed here: <https://youtu.be/Yk51u-vmjr8>

Areas for improvement

- In July, a further 309 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 20,799. This means that 35% of the streetlights within the County are now fitted with efficient LED equipment.
- Most of the waste landfilled is bulky waste from the Household Waste Recycling Centres (HWRC) and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early last year. It then slowly recovered to 3.01% for last year. The forecast for this year remains uncertain until more data is available. While showing an increase from last year this is a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables.)

The below table illustrates the summary of performance for the indicators under the priority – **We provide services that enhance quality of life and we take action to reduce the impact of climate change & protect the local environment.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Our quality of life in Oxfordshire is enhanced	8. Condition of highways	Green	↔
	9. Participation in cultural services	Green	↔
Our local environment is protected, and climate change is tackled	10. Reduction in carbon equivalent emissions from OCC’s activities	Green	↔
	11. Reduced carbon impact of our transport network	Green	↔
	12. Air quality	Green	↔
	13. Household waste re-used, recycled or composted	Red	↔

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

Performance highlights

- Children Education and Families want to celebrate the educational results of the children we care for. The young people have worked hard and achieved some great results. A number received A* results and at least 6 have been accepted by universities, including Oxbridge entrants. Especially, at a time when learning was made difficult
- Despite the increase in contacts coming into the MASH, entrants to the social care system are not growing as the family solutions plus model starts to take hold. The teams have adult facing practitioners who are working with parents to help address their needs. This means that children can continue to be cared for in their own homes and that fewer need higher levels of social care intervention – such as a child protection plan
- Children across the county are invited to join the Wild World Heroes, Summer Reading Challenge 2021, at Oxfordshire libraries from Saturday 10 July. The competition held in partnership with charity the Reading Agency, encourages children to borrow and read any six library books over the summer. The Summer Reading Challenge is a great way for children to keep up their reading skills and confidence over the summer holidays and prevent the common holiday reading dip.
- Children and young people will benefit from an expansion of the holiday activities and food programme this summer, thanks to a £400,000 investment by Oxfordshire County Council. The money – made available to the council by the Department for Education – will fund wellbeing pursuits, life skills and health care initiatives for five- to 16-year-olds, such as swimming lessons, bike riding, dental care and hygiene.

Areas for improvement

- In the first 4 months of the year the number of contacts to the MASH has been 56% higher than pre Covid levels. This is being managed by the council funding of 7 additional staff from COVID-19 funds to help manage demand within the MASH. The additional number of MASH contacts does risk the additional demand moving throughout the system. The number of cared for children remains above target with delays in the court system meaning fewer children are leaving the care system. This increases the pressure on placements and means there are fewer placements for children entering the care system and moving within it. We would have expected 100 children to have left the cared for system in the last 4 months, but so far only 89 children have left. High caseloads mean workers have less time to work with individual families. The number of children we cared for remains above target. The number of children becoming cared for is increasing.

Increasing workload is also affecting recruitment and retention. This is exacerbated by a national shortage of qualified and experienced social workers in child in need/protection teams. Traditionally, Oxfordshire has had a good track record of recruiting and retaining social workers, but national and regional pressures are now beginning to impact, additional agency teams have been sourced for temporary periods in order to address bottlenecks of work.

- We are experience difficulties in securing placements for cared for children, again this is a national issue of placement sufficiency. The service is supporting a small

number of children in temporary arrangements whilst extensive national searches for placements are undertaken

- Timeliness of Education, Health and Care Plans is below target and has been falling since October last year. This is being driven by increased demand for Statutory Assessment. The impact of the increased demand is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services to meet this demand for statutory assessment.

The below table illustrates the summary of performance for the indicators under the priority - **We strive to give every child a good start in life and protect everyone from neglect.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
	15. We provide help early on so children are less likely to be in need	Red	↔
	16. Number of looked after children	Amber	↔
	17. Number of child protection plans	Green	↑
	18. Timeliness completing Education, Health & Care Plans	Red	↓
	19. Children are supported to attend school	N/A	N/A

Indicator "OCC19 Children are supported to attend school" is being monitored over the Autumn Term starting in September. At present this indicator is not recorded, but frequency and target will be confirmed in January 2022.

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

Performance highlights

- We are transforming the way we deliver adult social care through the Oxfordshire Way approach co-designed with our voluntary sector partners. Our vision is that 'we want the people of Oxfordshire to live well in their community, remaining fit and healthy for as long as possible' and we are working with partners in health, district councils, voluntary sector and care providers to deliver this vision.
- Within small localities we are working together with our partners as one team to deliver right support at the right time. We have also started a new conversation about prevention, looking across the partnership at opportunities to join our efforts for greater impact e.g. by mapping existing resources and making better use of research to demonstrate the impact of preventative working. This is already having a positive impact on people's lives as more people are being supported in the community and fewer people are waiting to be allocated a social worker.
- The new £5 million investment from Oxfordshire County Council will go to the Resonance Supported Homes Fund (RSHF), a social impact investment fund that helps to provide accommodation for vulnerable groups, such as those with learning

disabilities, on behalf of local authorities. Supported living accommodation enables people to live in their own homes, with care and support provided on site. The fund will help to provide up to an additional 25 support living accommodation units for adults in Oxfordshire with care and support needs.

Areas for improvement

- We are already planning for winter and ensuring that we can help patients return home from hospital as soon as possible. Our new Home First service was established in November 2020 in partnership with Oxfordshire Clinical Commissioning Group, Age UK, Oxford University and Oxford Health Foundation Trusts. It is an evidence-based approach to hospital discharges, that aims to achieve greater levels of independence for people in their own home following a period of being unwell. Age UK help people return home where they need vital practical help to return home, such as ensuring there is food in the home and they actively review the patient lists with the social workers and hospital colleagues. The Home Service has now helped over 2400 people.

The below table illustrates the summary of performance for the indicators under the priority - **We enable older and disabled people to live independently and care for those in greatest need**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Care services support independent living	20. Number of people with control over their care	Green	↔
	21. People needing social care are supported to stay in their own home	Green	↔

We support a thriving & inclusive local economy that recovers strongly from the COVID crisis

Performance highlights

- In July, twelve enhancements to rural bus services in Oxfordshire have been given funding to keep operating until April 2022. Oxfordshire County Council will use £275,000 of its existing Local Authority Bus Subsidy Grant (LABSG) from the government to provide short-term interim support to the services which would otherwise have faced withdrawal in August 2021. Three routes are being saved in full through the interim grant, with the other nine having specific routes, journeys or days of operation being supported.
- The Fire Protection team is continuing to complete the backlog of fire safety audits. The Trading Standards team is still doing a lot of work around business interventions. It is encouraging to see that the 'Buy with Confidence' approved trader scheme has increased its membership and the average overall user score for the various services sitting at 98.4%.
- 10% of the number of highway trees surveyed within 4-year cycle, was above 8% target during June. 61% of the planned annual programme for inspecting 72 parishes has been completed as at end July 2021.

Areas for improvement

- Participation in innovation funding bids or new projects in support of Living Oxfordshire achieved one new project against the target 2.5 projects per month. this month (HySPERT), which is the 8-month feasibility project funded by Innovate UK, in collaboration and led by ULEMCo Ltd. The specialist hydrogen commercial vehicle company, with Oxfordshire Fire & Rescue Service, Oxfordshire CC, develop a bespoke hydrogen fuel cell based zero- emission niche vehicle chassis platform. It will be adaptable for special purpose applications, like fire- pumping appliances and refuge trucks. The total funding for this project is £356k, with funding for OCC of £87k.

The below table illustrates the summary of performance for the indicators under the priority - **We support a thriving & inclusive local economy that recovers strongly from the COVID crisis.**

PERFORMANCE SUMMARY			
OUTCOMES	INDICATORS	July RAG	Direction of travel
Everyone has access to good homes and jobs	22. Infrastructure delivery supports growth	Amber	↓
	23. Number of new homes	Amber	↔
Businesses are able to grow and develop	24. Support for a strong local economy	Red	↓
People and communities Have excellent transport	25. Levels of disruption to journeys	Green	↔

Risk Management

- 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.
- The Council's Leadership Risk Register (see Annex B) forms the basis of our COVID-19 risk management approach.
- The 2021/22 Risk opportunities and management strategy has been reviewed and refreshed, reflecting on the risks associated with the corporate plan and priorities of the council. The scoring matrix has changed to a 5 x 5 matrix, further details included in Annex B.

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	01/09/2021 - Mitigating actions and comments updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	09/09/2021 – Potential impact and mitigating actions updated
LR3	High needs block funding	15 Medium Risk	↔	01/09/2021 - No changes
LR4	Safeguarding of vulnerable adults	10 Medium Risk	↔	03/08/2021 – No changes
LR5	Demand management - Adults	12 Medium Risk	↔	25/08/2021 - Risk manager and comments updated
LR6	Capital Infrastructure Programme Delivery	15 Medium Risk	↑	01/09/2021 – Residual score increased, mitigating actions and comments updated
LR7	Local resilience, community resilience, cohesion	8 Medium Risk	↔	17/08/2021- No changes
LR8	Management of partnerships (non-commercial)	6 Low Risk	↔	06/08/2021 - No changes.
LR9	Supply chain management	8 Medium Risk	↔	03/08/2021 - No changes.
LR10	Corporate governance	2 Low Risk	↔	17/08/2021 – No changes
LR11	Workforce management	9 Medium Risk	↔	18/08/2021 - Comments updated.
LR12	Organisational Change and Service Design	12 Medium Risk	↔	18/08/2021 - Comments updated.
LR13	Financial resilience	10 Medium Risk	↔	25/08/2021 – No changes
LR14	Health and Safety	8 Medium Risk	↔	17/08/2021 - Comments updated
LR15	Business Continuity and recovery plans	8 Medium Risk	↔	11/08/2021 – Comments updated
LR16	Cyber security	12 Medium Risk	↔	18/08/2021 - Comments updated.
LR17	ICT Infrastructure	8 Medium Risk	↔	18/08/2021 - No changes.
LR18	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	9 Low Risk	↔	04/08/2021 – Controls updated
LR20	Construction, Resources and Skills Shortages	16 High Risk	↔	26/08/2021 – No changes

15. The table above provides a summary of the Council’s leadership risks at 01st September 2021. Risks are assessed for both their likelihood (on a scale of 1-5) 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.
16. There was one score change on the Leadership Risk Register during July, “LR6 Capital Infrastructure Programme Delivery” has increased its residual score from 10 (Medium Risk) to 15 (Medium Risk). For further details please go to Annex B Leadership Risk Register July.

Financial Management

Summary of the Council’s financial position

18. This report is the second financial monitoring information for the 2021/22 financial year and covers the period up to the end of July 2021. This report is on an exception basis, focusing on key risk, issues and areas of emerging pressures.
19. The table below sets out the forecast position for 2021/22. The forecast overspend of £0.4m reflects the ongoing impact of pressures and vacancies reported within the directorates at the end of the 2020/21 financial year. Further detail is set out in the directorate sections below. Where variations to the budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance	Variance
	£m	£m	£m	%
Children Services	139.6	140.3	0.7	0.5
Adult Services	198.5	198.5	0.0	0.0
Public Health	0.2	0.2	0.0	0.0
Environment & Place	61.0	62.1	1.1	1.8
Customers, Organisational Development & Resources	33.3	33.1	-0.2	-0.6
Commercial Development, Assets and Investments	50.3	49.1	-1.2	-2.4
Total Directorate Budgets	482.9	483.3	0.4	0.1
Corporate Measures	-482.9	-482.9	0.0	0.0
Total Forecast Position	0.0	0.4	0.4	0.1

20. General Balances at 31 March 2021 were £34.6m and are forecast to be £34.2m by 31 March 2022 and reflect to the current forecast directorate overspend of £0.4m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.
21. See Annex C for further details and commentary.

<p>CLAIRE TAYLOR Corporate Director for Customers, Organisational Development and Resources</p>	<p>LORNA BAXTER Director of Finance</p>
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We listen to our diverse residents to ensure that we can continuously improve our services and

Status of Indicators	31/07/2021
OCC01 Improvement Following Audit or Inspection: Status	★
OCC02 Listening to residents: Status	★
OCC03 The Council is financially resilient: Status	★
OCC04 Effective financial management and governance: Status	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC01.01 % actions dealt with on time after external inspection by Ofsted, CQC, HMICFRS	Rob MacDougall	CLlr N Fawcett	70%	70%	★	Of the 10 actions agreed, 7 have been completed, we expect to close 2 in Q3 and the last in Q4 2022	65%	65%	★
OCC02.01 Proportion of potholes reported on FixMyStreet that require OCC action	Bill Cotton	CLlr T Bearder	53%	50%	★	<p>This measure indicates how successful the FixMyStreet interface is at communicating to the public what we will and won't fix in line with our Highways Maintenance Policy.</p> <p>Total public enquiries recorded on FixMyStreet in relation to pothole and other carriageway issues in July was 820. 53% are made up of:</p> <ul style="list-style-type: none"> • 243 (30%) now repaired • 154 (18%) don't warrant immediate action but have been placed onto our longer-term planning programme (Dragon, Drainage, resurfacing programmes) • 39 (5%) waiting for Milestone to repair <p>The remaining 47% represents:</p> <ul style="list-style-type: none"> • 189 (23%) did not meet our intervention criteria • 144 (18%) are still awaiting a decision from officers • 32 (4%) were duplicates of other reports • 19 (2%) were the responsibility of other organisations <p>FixMyStreet systems have received several recent upgrades. This forms part of wider FMS / customer enquiry improvements. Service is also due to create a forum with other Councils using FixMyStreet to compare metrics and explore differences in approach.</p>	53%	50%	★
OCC02.02 Increase the number of FixMyStreet Super-user volunteers from among members of the public	Bill Cotton	CLlr T Bearder	5	4	★	The online training for FixMyStreet Super-User Volunteers continues to progress well with 5 in July. 2 of which were unable to attend last month's training. Bookings for August are currently at 3. In addition, we have arranged a Teams demonstration for the FMS SU system in September for CLlr Bearder and other councillors. We are continually improving the content of the session with the aim to simplify the use of the system for the SU's.	16	16	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC02.03 Increase resident satisfaction with service received via calling customer Service Centre	Mark Haynes	Cllr G Philips	48%	NA	-	As part of the new telephony platform, introduced on the 7th June to the Customer Service Centre, there is a new online customer satisfaction survey. As part of the implementation of the new platform, the CSC are currently designing and trialling the new customer satisfaction survey and will report against the indicator in Quarter 3 onwards	80%	NA	-
OCC02.04 Increase the % of callers whose enquiry is resolved at first point of contact	Mark Haynes	Cllr G Philips	88%	75%	★	6,542 contacts were recorded from all channels, of which, 4,498 contacts (88%) were resolved at first point of contact.	90%	75%	★
OCC02.05 Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	Mark Haynes	Cllr G Philips	6%	10%	★	During July, the Customer Service Centre received 12,606 inbound calls, with record up 19%, against June, with the abandonment rate increasing, slightly, to 6.13% from 6.03%. Registration services remain consistent with pre-pandemic levels. Contacts for Blue Badge and Concessionary Bus Passes has risen by 16.5% compared to June as lockdowns were further eased. Contacts for Highway Enquiries has risen, by 20.5% compared to June but are still down (compared to July 2020, by 13.7%), and calls to Adult Social Care increased, by 30% compared to June. (and compared to July 2020, they are down 18.5%). Calls to Children Social Care increased, by 19% in July, compared to June, however, compared to July 2020, they are up 1.5%	9%	10%	★
OCC02.07 Customer satisfaction with Registration Service	Mark Haynes	Cllr N Fawcett	90%	90%	★	Slightly lower percentage rate, this month, although still on target. Births have an 86% satisfaction rate, with Deaths at 90% and Ceremonies at 96%. A couple of negative comments, from clients having to wait too long for birth appointments; these have been reduced, due to the high number of Notice and Civil Partnership appointments, which the service is trying to accommodate and cope with a big surge in ceremony bookings. Some clients are not happy about having to wait longer for death certificates arriving in the post. Satisfaction, with ceremonies, continues to be high and a couple of comments are included below: - <ul style="list-style-type: none"> The staff were amazing. I can't sing their praises enough. Our ceremony was wonderful, in particular Sandra did a brilliant job and many of our guest's comment on how well she did. 	94%	90%	★
OCC03.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	0.1%	0.0%	★	The overall forecast financial position for 2021/22 is an overspend of £0.4m. As set out in Annex C this reflects an overspend in Environment & Place (£1.1m) and Children's Services (£0.7m) offset by underspends by Customers, Organisational Development and Resources (-£0.2m) and Commercial Development, Assets, and Investments (-£1.2m).	0.1%	0.0%	★

Annex A- Performance July

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC03.02 Achievement of planned savings	Lorna Baxter	Clr C Miller	75.31	95.00	▲	The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75.31% are expected to be delivered by year end. £4.0m or 24.69% are rated amber and red. Updates will be included in future reports.	75.31	95.00	▲
OCC03.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Clr C Miller	£34,200,0	£28,800,000	★	General Balances on 31 March 2021 were £34.6m and are forecast to be £34.2m by 31 March 2022 and reflect to the current forecast directorate overspend of £0.4m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.	£34,200,000	£28,800,000	★
OCC03.05 Net increase in in-house foster placements (excl kinship)	Kevin Gordon	Clr L Brighthouse	5.00	1.70	★	5 additional foster carers have been approved in July, so the net increase in the first 4 month is 6. This remains below the expected position for the year to date. It remains difficult to attract new carers despite a raft of advertising and media coverage and their remains a significant risk to the year-end forecast which is amber	1.50	1.70	▲
OCC04.01 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Clr C Miller	0.1%	1.0%	★	There is a forecast directorate overspend of £0.4m. This primarily relates to an overspend on Growth & Economy and Children's Social Care offset by underspends by Property, Investment and Facilities Management and Customer Services. The current position is subject to management action and are likely to change by the end of the year	0.1%	1.0%	★
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Clr C Miller	0.00%	0.00%	★	There is no variance for DSG funded services excluding the High Needs Block.	0.00%	0.00%	★
OCC04.03 Use of nonDSG revenue grant funding	Lorna Baxter	Clr C Miller	100.00%	95.00%	★	All non-DSG grants are expected to be spent during 2021/22.	100.00%	95.00%	★
OCC04.05 % of agreed invoices paid within 30 days	Lorna Baxter	Clr C Miller	95.50%	95.00%	★	This measure tracks invoices paid within 30 days of receipt and includes invoices processed via the social care finance systems, as well as those paid via the self-service purchase order process. The social care invoices are processed by OCC's Social Care Payments team and are then automatically passed to the corporate finance system (SAP) to make payment; these invoice account for 20-30% of invoices paid each month. Invoices paid via the self-service portal are performing slightly above target and the Social Care invoices slightly under. A business process review has been completed with the Social Care Payments team and changes to process are being planned to improve the timeliness of their processing to bring it up to target.	94.08%	95.00%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.06 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr C Miller	94.71%	95.00%	●	<p>This measure identifies the percentage of invoices that have been paid by the period 90-120 days; this is when all standard recovery effort should have been completed and the invoice should have been referred to the Corporate Senior Recovery officer if not paid.</p> <p>The collection rate remained consistent with last month, just below target at 94.7%. However, if we look at high value invoice collection rate performance is above target at 96.9%. Looking at the value of invoices collected the figure is 99.7%; of the £14.3m invoiced only £0.04m remains outstanding.</p> <p>Collection of high value invoices are prioritised to minimise potential losses for the council and reduce impact of the debtor impairment balance having to be topped up at year end</p>	94.16%	95.00%	●
OCC04.07 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£423,721	£300,000	★		£423,721	£300,000	★
OCC04.08 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£3,289,33	£2,700,000	▲	<p>The £2.5m target is a stretch target to be achieved by March 22. Analysis of previous years indicates bad debt levels tend to rise at the start of the financial year and will fall away in latter half of the year. At the end of the last financial year £0.13m was able to be withdrawn from the impairment balance.</p> <p>Debt requiring impairment (debt that has potential to be unrecoverable) increased this month to £3.3m, £0.6m above the current Adult contributions' impairment balance. The DRI is £0.4m more this period than at the same point in 20-21. As reported last month some of the difference is explained by the change between this and last financial year in charging arrangements for the Covid 19 Hospital Discharge scheme; discharges from hospital into new packages were funded 100% by Health until September 2020.</p> <p>Further analysis is ongoing to better understand where the additional debt is occurring. New procedures are being introduced in the next period which will reduce the number of care recipients who are charged a default full cost charge; this will reduce emerging debt later in the year. Default full cost financial assessments (FA) can lead to over inflation of income and debt, it is therefore important the process to apply a default FA is robust. The service is now monitoring this process.</p> <p>The Adults Income team continue to manage a backlog of case work linked to the Covid 19 pause (April – September 20-21). There are now five complex cases referred to legal services, with a value of £0.3m, these are in the process of being referred to outside counsel for opinion.</p> <p>Delays with state systems i.e., Court of Protection, Probate Office, house sales and HMCTS continue to impact.</p>	£3,289,339	£2,700,000	▲
OCC04.09 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	530,216,0	428,000,000	●	Balances are higher than forecast in the original budget due to extra grant receipts and higher than forecast capital balances	530,216,000	428,000,000	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.10 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.48%	0.58%	▲	The forecast interest rate receivable was partly based on the assumption that short term money market rates would be higher for the first 6 months of the year. The higher than forecast average cash balance also means that we are required to place funds with a larger number of counterparties, which has resulted in a lowering of the return. We are expecting the return to increase as new investment products are invested in during the year.	0.48%	0.58%	▲
OCC04.11 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★	External fund returns are forecast to be in line with budget.	3.75%	3.75%	★
OCC04.13 Invoice Collection Rate – ASC contribution debtors	Lorna Baxter	Cllr C Miller	89.36%	92.00%	●	The invoice collection rate remained consistent with last month, below the 92% target at 89.4%. As in quarter one there is a consistent reduction in invoices being paid by direct debit when compared to the same period last year. Further analysis is underway within the Social Care finance team to understand the reduction in collection rates and introduce strategies to increase uptake of direct debit. Payment by direct debit is a proven method of reducing the risk of delayed payments.	89.91%	92.00%	●

We tackle inequality, help people live safe & healthy lives & enable everyone to play an active part in their community

Status of Indicators	31/07/2021
OCC05 Number of people helped to live safe and healthy lives: Status	●
OCC06 Timeliness of emergency response: Status	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC05.01 Number of vulnerable children and adults helped to live more secure and independent lives	Rob MacDougall	Cllr N Fawcett	256	513	▲	We are dealing with a steady stream of requests for Safe and Well visits to residents and expect the numbers to increase now that pandemic restrictions have been lifted.	991	2,053	▲
OCC05.03 50% increase in all cycle journeys within Oxford for all purposes by 2031	Bill Cotton	Cllr P Sudbury	NA	NA	-	<p>Data collection and current travel patterns are still being worked through, as lockdown restrictions are being eased. Service team will be reviewing against the pre-2020 data. This is turn will help to validate Active Lives and Annual Travel Surveys for which we have historic figures and can project / report against. The 2021 figures are due to be released later in the year (timing tbc) which would give us a 2019/21 average, on which the 2021-22 target is based. The issue is likely to remain the reliability and volatility of data because of COVID, so much will depend on what the 2021 figure looks like in relation to the 2015/17 baseline and this years' target.</p> <p>2015/17 baseline for LCWIP: 306,000 trips 2031 LCWIP target: 460,000 trips 2021/22 target: 350,000</p> <p>Service team are continuing to work through the Oxford inner cordon data and investigating if it can be utilised as a way of monitoring the Oxford LCWIP target.</p> <p>Updates included in the service level dashboards and in the Unity system for Corporate Performance Team's reference.</p> <ul style="list-style-type: none"> • Updates to continue being excluded from the monthly corporate Business Management & Monitoring Report for CEDR and Cabinet at this stage. This is due to 2021 figures being released later in the year. 	NA	NA	-

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC05.04 % of people cycling for travel at least 3 times a week from Active Travel Survey	Bill Cotton	Cllr P Sudbury	NA	NA	-	<p>Similar to the commentary for above measure, service team have a 2015/17 baseline figure for Oxfordshire. Data collection and current travel patterns are still being worked through. The survey should be repeated this year, which would give us a new baseline figure. The main question is how ambitious we think our target should be.</p> <p>2015/17 Baseline: 510,000 trips 2031 target: based on doubling 1,020,000 Or 50% increase (765,000) 2021/22 target: 646,000 (doubling), 578,000 (50% increase)</p> <ul style="list-style-type: none"> Updates included in the service level dashboards and in the Unity system for Corporate Performance Team's reference. Updates to continue being excluded from the monthly corporate Business Management & Monitoring Report for CEDR and Cabinet at this stage. This is due to 2021 figures being released later in the year. 	NA	NA	-
OCC05.05 Number of people sign posted to health services via informal conversations in libraries	Ansaf Azhar	Cllr N Fawcett	272	200	★	Output remains above target, as library business returns to normal.	213	150	★
OCC06.04 More people alive due to 365 Alive prevention, protection and emergency response activity	Rob MacDougall	Cllr N Fawcett	64	88	▲	There four fatalities on the roads in July: three were distracted car drivers and the other was a pedestrian struck by a car. The Road Safety Team have been active: promoting speed awareness at an event at the M40 J8a services and on the A40 around Burford where fire crews had erected 'Fatal 4' signage.	279	356	★
OCC06.05 % of emergency call attendances made within 11 minutes	Rob MacDougall	Cllr N Fawcett	74.36%	80.00%	●	We continue to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places. Our average response time for Q1 is 8 minutes 30 seconds.	76.71%	80.00%	●
OCC06.03 % of emergency call attendances made within 14 minutes	Rob MacDougall	Cllr N Fawcett	87.82%	95.00%	●	We continue to work hard to maintain our response standards, we are seeing a change in our historical figures due to a change in the way we report on incident in and out of scope, this is highlighted within the data set in comparison to last year. Incident attendance times are challenged when identified as missing the target times - this is complimented by our Resource Management Team reviewing our appliance availability at key stations and areas on a daily basis to ensure we have the right resource in the right places. Our average response time for Q1 is 8 minutes 30 seconds.	88.69%	95.00%	●

We provide services that enhance quality of life and we take action to reduce the impact of the climate change & protect the local environment

Status of Indicators	31/07/2021
OCC08 Condition of highways: Status	★
OCC09 Participation in cultural service: Status	★
OCC10 Reduction in carbon equivalent emissions from OCC's activities: Status	★
OCC11 Reduced carbon impact of our transport network: Status	★
OCC12 Air quality: Status	★
OCC13 Household waste re-used, recycled or composted: Status	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC08.01 Defects posing immediate risk of injury are repaired with 24 hours	Bill Cotton	Cllr T Bearder	99.8%	100.0%	●	Rate covers all defects April to June 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	98.9%	100.0%	●
OCC08.02 Defects creating potential risk of injury repaired within 28 calendar days	Bill Cotton	Cllr T Bearder	99.8%	90.0%	★	Rate covers all defects April to June 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99.7%	90.0%	★
OCC08.03 Kilometres of highway resurfaced	Bill Cotton	Cllr T Bearder	3.0	2.1	★	The annual plan target for 2021 total surfacing programme has been calculated as 3% of the network (excluding patching). As of 31st July, 2.25% of the network has been resurfaced (cumulative rate) and is on track against the target of 3%.	101.6	87.9	★
OCC09.01 Number of visits to Heritage services (Museum of Oxford), local History & VCH inc outreach	Mark Haynes	Cllr N Fawcett	7,523.00	6,100.00	★	Good weather, easing of COVID-19 restrictions and the start of the holiday activity programme, resulted in visitor numbers higher than predicted, at The Oxfordshire Museum, recording 24%. History Service visitor numbers were 20% lower than predicted, due to COVID-19, reflecting on the take-up of limited seating, but increased in seat availability and return of casual visitors. August, should see a significant upturn.	16,870.00	13,800.00	★
OCC09.02 Number of active borrower (users who have borrowed at least on item during year)	Mark Haynes	Cllr N Fawcett	40,374.00	40,000.00	★	Output continues to increase, but not as quickly as anticipated, presenting the risk of dropping below target next month.	143,335.00	135,000.0	★
OCC09.03 Digital engagement with Heritage Services - social media reach, website hits & e-mail	Mark Haynes	Cllr N Fawcett	109,647.00	95,500.00	★	The overall, above target, figure for the Museums Service, History Service and Victoria County History is due to the Museums Service level of activity being well in excess of forecast across all platforms. The History Service figure is 6% lower than predicted. The Victoria County History total is 3% lower than predicted and assumes a continuing fall-back from the very high lockdown user stats for British History Online.	418,390.00	381,500.0	★
OCC09.04 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	72,984.00	50,000.00	★	Visits to libraries continue to return to normal levels, and more quickly than forecasted. However, visits for July are still only around 31% of what we would expect in a normal July month (around 230k). Return to full pre-COVID opening hours, in September, should see a larger increase.	210,409.00	135,000.0	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC09.05 Number of library issues books, DVD, CD's, eBooks & audio	Mark Haynes	Cllr N Fawcett	228,101.00	100,000.00	★	Issues have returned to nearly pre-COVID levels much more quickly than forecasted. The figure, for July, is around 70% of what we would expect in a normal July month. Historically, July and August have been peak months, but issues due to customers reading on holidays, plus the impact of the Summer Reading Challenge, have impacted the records for this month.	783,321.00	250,000.0	★
OCC09.06 Digital engagement with library services (social media reach, website hit, library app)	Mark Haynes	Cllr N Fawcett	177,443.00	175,000.00	★	Figures for April-June have been revised, as data has been corrected. July figures include an estimate for Social Media (25K). Facebook has changed how it provides data and this will require a complete revision of how we report on this, to ensure consistency.	730,240.00	700,000.0	★
OCC09.07 Number of children & young people accessing the Music Service	Mark Haynes	Cllr N Fawcett	5,227.00	5,368.00	★	Currently, on school holidays, therefore, no activities running at present, as teachers are on leave. We expect to see last minute orders to come in, towards the end of August, from both, schools, and private tuition.	5,227.00	5,368.00	★
OCC10.01 Yearly reduction in carbon equivalent emissions from Council estates & activities	Bill Cotton	Cllr T Bearder	29%	6%	★	<p>This is an annual measure. Draft greenhouse gas emission reporting for 2020/21 is ready and it has been added in the forward plan to go to CEDR on 4th October and informal cabinet on 19th October 2021.</p> <p>In 2020/21, council's overall emissions were 16,149 tonnes CO2e. A total reduction of 3,015 tonnes CO2e i.e., 15.7% compared to 2019/20.</p> <p>Net Zero 2030 Target (Council estates and activities): Emissions within the scope of our carbon neutrality target, decreased by 2,605 tonnes CO2e (29%) to 10,442 tCO2e in 2020/21 from 13,047 tonnes in 2019/20. This was supported by:</p> <ul style="list-style-type: none"> • The Streetlighting LED conversion and • Electricity grid decarbonisation accounted for 608 tonnes CO2e (24.9%) of the corporate emissions reduction. • In addition, changed working patterns driven by covid have led to business mileage carbon dropping (68%) from 1,204 tonnes in 2019/20 to 386 tonnes in 201/21. Gas usage in buildings did not change and electricity usage dropped by around 16%. <p>Note: There is risk of bounce back in emissions in 2021/22, as a significant proportion of the emissions reduction in 2020/21 has been due to changes in working associated with the COVID lockdown.</p>	29%	6%	★
OCC10.02 No. of streetlights fitted with LED Lanterns by March 2022	Bill Cotton	Cllr T Bearder	309.00	350.00	●	<p>In July 2021 a further 309 LED lanterns were installed (as per the programme), raising the total number of assets now fitted with LED lanterns to 20,799. This means that 35% of the streetlights within the County are now fitted with efficient LED equipment.</p> <p>The target for the end of March 2022 is for 55% of the streetlights to have been converted. This means the number required to be converted for the year is 13,327. In-year progress of 1,329 lanterns installed leaves 11,998 still to be carried out to meet the annual target. The remaining 11,998 lanterns are programmed in for delivery before March 22 at which point the 55% target will have been met.</p> <p>The overall programme is amber due to a delay in the start to the programme, but the in-year element is on track.</p>	1,329.00	1,540.00	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC10.05 Total number of electric vehicle charging points by end of March 2022	Tim Spiers	Cllr P Sudbury	12	12	★	<p>Following the exit of electrical infrastructure partner, SSE Enterprise, from Park and Charge, project lead Zeta have now selected a preferred supplier to take over this work. This work is planned to be funded by:</p> <ul style="list-style-type: none"> An application for OZEV On-street Residential Chargepoint Scheme (ORCS) grant which will fund 75% of the costs. This application has been made by OCC for all the district council car parks and was submitted 23/7/21 Zeta will be issuing a bond in July/August to fund the remaining 25% - this is imminent <p>Timing for the remaining project is still to be confirmed as there are a number of ongoing discussions but the outline timing we are working to is:</p> <p>Outcome of ORCS application - mid-August Car park legal work complete - mid-September Car park installation work start - October 2021 Car Park installation work finish - end February 2022 Project completion - March 2022</p>	12	12	★
OCC10.06 % of Climate Action Programme priority actions rated as green	Bill Cotton	Cllr T Bearder	62.00%	100.00%	●	<p>Delivery of Public Sector Decarbonisation Scheme (PSDS) projects is proceeding at both OCC and CDC. Bids have been submitted for PSDS Skills Fund for costing of further estate retrofit work. Specialist post needed at OCC to develop investment pipeline.</p> <p>£3m bid submitted to sustainable warmth fund to support homes in fuel poverty.</p> <p>Banbury Local Cycling and Walking Infrastructure Plan draft completed; Community Cycling & Walking activation projects being delivered in Witney, Bicester and Oxford.</p> <p>'Climate Action at OCC' eLearning course now available to all staff. 'Carbon Literacy' 1-day peer - to- peer training course piloted with 9.3/10 evaluation.</p> <p>Green Homes Grant delivery delayed due to supply chain challenges and late issue of funding. BEIS considering deadline extension for all Local Authority Delivery schemes.</p> <p>Review of policy, governance process and capital uplift required for zero-carbon new builds, including schools, due end Q3.</p>	64.50%	100.00%	●
OCC11.01 % of highway maintenance construction, demolition & excavation waste diverted from landfill	Bill Cotton	Cllr T Bearder	99.6%	90.0%	★	Rate is the average for April to June 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	98.8%	90.0%	★
OCC12.01 Minimise the number of traffic routes diverted into Air Quality Management areas	Bill Cotton	Cllr P Sudbury	0	9	★	No diversions have been sign posted through Air Quality Management Areas.	0	9	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC12.02 % change of average Monthly traffic flows in or near AQMA's	Bill Cotton	Cllr P Sudbury	-9.00%	0.00%	★	Traffic flows remain significantly lower than normal due to the continued effects of increased working from home and reduced social activity even though legal restrictions have now ended.	-11.25%	0.00%	★
OCC13.01 Total % of household waste which is reused, recycled or composted	Bill Cotton	Cllr P Sudbury	59.06%	62.00%	▲	<p>Figures for June are the forecast end of year performance and is the combined effort of OCC and the City and District Councils. Forecasts continue to be variable until more data becomes available. Achieving the overall recycling target for this year will be challenging and will require coordinated working by all partners across the Oxfordshire Resources and Waste Partnership.</p> <p>Waste tonnages across the board remain above pre-Covid levels continuing from last year's exceptional high volume during the Covid pandemic.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables.)</p>	58.72%	62.00%	▲
OCC13.02 % of household waste recycled	Bill Cotton	Cllr P Sudbury	29.6%	31.0%	●	As per above commentary for measure reference OCC13.01.	30.3%	31.0%	●
OCC13.03 % of household waste composted	Bill Cotton	Cllr P Sudbury	29.20%	30.50%	●	As per above commentary for measure reference OCC13.01.	28.04%	30.50%	▲
OCC13.04 % of household waste re-used	Bill Cotton	Cllr P Sudbury	0.22%	0.50%	▲	As per above commentary for measure reference OCC13.01.	0.33%	0.50%	●
OCC13.05 % of Household waste sent to landfill (forecasted end of year position)	Bill Cotton	Cllr P Sudbury	4.05%	3.00%	▲	<p>Most of the waste landfilled is bulky waste from the HWRCs and collected from residents by the district councils. Due to the closure of the HWRCs and suspension of district council bulky collections for a period at the start of the pandemic landfill dropped to a very low figure early last year. It then slowly recovered to 3.01% for last year.</p> <p>The forecast for this year remains uncertain until more data is available. While showing an increase from last year this is a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables.)</p>	4.54%	2.75%	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC13.06 % of Household waste recycled, composted, re-used at Household Waste Recycling Centres	Bill Cotton	Cllr P Sudbury	63.97%	62.00%	★	<p>The figure for June is the forecast end of year performance. Forecasts continue to be variable until more data becomes available.</p> <p>All HWRCs returned to operating at full capacity when Covid restrictions eased. Signs remain in place requesting customers to maintain social distancing.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources and ensuring accuracy in the forecasting system that has a high number of variables.)</p>	62.84%	62.00%	★
OCC13.07 Average weight of waste produced per household in Oxfordshire	Bill Cotton	Cllr P Sudbury	1,056.00	980.00	●	<p>The figure for June is the forecast end of year performance as actual weight fluctuates on a monthly / seasonal basis. Last year the average weight of waste produced per household increased for the first time since 2016/17 due to Covid restrictions and more people working at home during the pandemic.</p> <p>It is expected that households will continue to produce more waste this year than pre-Covid but quantities could reduce as restrictions ease. This is difficult to predict, and the forecast is currently highly uncertain.</p> <p>(Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)</p>	1,079.00	980.00	●

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

Status of Indicators	31/07/2021
OCC15 We provide help early on so children are less likely to be in need: Status	▲
OCC16 The number of children looked after: Status	●
OCC17 Number of child protection plans: Status	★
OCC18 Timeliness of completing education, health, and care plans: Status	▲
OCC19 Children are supported to attend school: Status	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC15.01 Number of contacts into the MASH	Kevin Gordon	Cllr L Brighthouse	2,523.00	1,516.00	▲	In the first four months of the year the number of concerns to the MASH has been 56% higher than pre Covid levels. This is being managed by the council funding of 7 additional staff to help manage demand within the MASH, but does risk the additional demand moving throughout the system	2,365.25	1,516.00	▲
OCC15.02 Number of early help assessments	Kevin Gordon	Cllr L Brighthouse	295.00	167.00	★	Performance is above target (677 assessments so far this year; compared with a target of 500 for this point in the year). However, you are still more likely to be the subject of a social care assessment than an early help assessment. Going forward we are looking to support a step change in the number of early help assessments to help support people without the need for social care intervention	1,096.00	668.00	★
OCC15.03 Number of early help assessments completed by health visitors	Ansaf Azhar	Cllr L Brighthouse	6.00	17.00	▲	So far this year just 37 early help assessments have been completed by health visitors. This is 3.4% of all early help assessments	9.25	17.00	▲
OCC15.04 Number of social care assessments	Kevin Gordon	Cllr L Brighthouse	567.00	605.00	●	Significant work has been undertaken to test thresholds for social care assessments and ensure that we only assess children where appropriate. Although the number of incoming assessments for June fell, we remain concerned about the overall increase in demand which could still lead to an increase in assessments across the year, and the slowdown of children leaving the statutory social care system which is increasing caseloads.	536.50	605.00	★
OCC16.01 Number of children we care for	Kevin Gordon	Cllr L Brighthouse	789.00	766.00	▲	The number of children we cared for remains above target. The number of children becoming cared for is increasing and delays in the court system mean fewer children are leaving the care system. We would have expected 100 children to have left the cared for system in the last 3 months, but only 89 have.	787.50	769.00	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC17.01 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	496.00	500.00	★	The number of children the subject of a child protection remains around 500. Fewer children are being becoming the subject of child protection plans, but also fewer children are being stepped down from child protection plans, to child in need or early help plans. High caseloads mean workers have less time to work with individual families; in some areas of the service caseloads are 40% higher than target levels	490.25	500.00	★
OCC18.01 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	52.00%	59.00%	▲	Performance is below target and has been falling since October last year. This is being driven by increased demand for Statutory Assessment; teams are staffed to deal with an average of 10 requests a week, but so far this year there have been an average of 30 per week. The impact of the increased demand is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services to meet this demand for statutory assessment.	55.75%	59.00%	●
OCC19.01 Number of electively home educated children	Kevin Gordon	Cllr L Brighouse	846.00	NA	-	Measure is to be monitored only. Though some people proactively choose to educate their children there can be occasions when home education reflects people's view on services or where it can mean vulnerable children are not seen by professional staff. 7 of the children are known to social care and 47 have an education, health and care plan the council's education service which needs to monitor children who are electively home educated.	921.00	NA	-
OCC19.05 Mainstream Total No. entitled students conveyed by contracted transport services per month	Bill Cotton	Cllr T Bearder	6,600.00	NA	-	Numbers typically start to reduce at this time of the year. However, it's perhaps not as marked as previous years because of the different assessment system currently used due to Covid.	6,675.00	NA	-
OCC19.06 Special Education Needs entitled students conveyed by contracted transport services	Bill Cotton	Cllr T Bearder	1,139	NA	-	Demand has remained relatively constant. Service is planning for the new intake in September 2021.	1,119	NA	-
OCC19.07 Continuing Education (FE Colleges) entitled students conveyed by contracted transp. serv	Bill Cotton	Cllr T Bearder	20	NA	-	Most colleges finished early July 2021. Those that remain are attending non-college establishments.	158	NA	-

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC19.08 Travel model shift (Bus Passes, Direct Travel, Independent Travel Training)	Bill Cotton	Cllr T Bearder	199	200	●	<p>The new uptake of Direct Travel Payments continues to remain low for these months, but new applications are still being accepted and will be reported at the start of September 2021.</p> <p>The Independent Travel Training programme has now delivered a further 3 students who can now travel independently with another being trained. The result of all of this activity will be reported in September 2021 when the students recommence education.</p>	782	800	★

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

Status of Indicators	31/07/2021
OCC20 Number of people with control over their care: Status	★
OCC21 People needing social care are supported to stay in their own homes: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC20.01 % of people with safeguarding concerns who define the outcomes they want	Stephen Chandler	Cllr J Hannaby	94.3%	90.0%	★	Performance remains better than target and has improved in each of the last 2 months	93.1%	90.0%	★
OCC20.02 % of people receiving adult social care with a personal budget	Stephen Chandler	Cllr J Hannaby	91.00%	92.00%	●	Performance has improved since the start of the year. It remains 1% point below the target which should be hit by year end.	90.50%	92.00%	●
OCC20.03 % of people 65 plus using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	22.00%	17.00%	★	Performance remains above target and higher than the national average	22.50%	17.00%	★
OCC20.04 % of people under 65 using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	41.00%	39.00%	★	Performance remains above the target and the national average	41.75%	39.00%	★
OCC20.05 Reduce number of older people needing placement in a care home to > than 14 per week	Stephen Chandler	Cllr J Hannaby	28.00	61.00	★	Performance continues better than target as we are purchasing more home care and allowing people to stay in their own home for longer	33.50	61.00	★
OCC21.01 Increase the number of home care hours purchased per week to 25,300 hours by March 2022	Stephen Chandler	Cllr J Hannaby	26,012.00	24,997.00	★	Performance remains above target. We are purchasing more home care allowing more people to stay in their own home for longer and reducing the need for inappropriate care home admissions.	25,987.25	24,935.50	★
OCC21.02 Reduce by 10% the number of people aged 18-64 entering permanent residential care	Stephen Chandler	Cllr J Hannaby	1.00%	3.25%	★	Performance remains better than target. Increased home care hours are allowing more people to stay at home	1.25%	3.25%	★
OCC21.03 % 18-64 age service users with LD support, living on own or with family	Stephen Chandler	Cllr J Hannaby	87.30%	76.00%	★	Oxfordshire has a high use of direct payments and high numbers of people in supported living which means fewer people need residential care.	88.43%	76.00%	★
OCC21.04 % of older people in long term care supported to live in own home	Stephen Chandler	Cllr J Hannaby	59.00%	57.00%	★	Increase in home care and reducing care home admissions means more of the people we support are supported at home	59.43%	57.00%	★

We support a thriving & inclusive local economy that recovers strongly from the covid crisis

Status of Indicators	31/07/2021
OCC22 Infrastructure delivery supports growth: Status	●
OCC23 Number of new homes: Status	●
OCC24 Support for a strong local economy: Status	▲
OCC25 Levels of disruption to journeys: Status	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC22.01 Percentage of the Capital Programme delivered in line with budget	Bill Cotton	Cllr D Enright	-3.00%	7.90%	●	<p>This measures the capital infrastructure major programme. 36% of the agreed programme for 21/22 has been spent or committed as at end of July 2021.</p> <p>This has reduced from previous month's revised rate (39%) due to a re-baselining of some projects and the anticipated construction phases slipping into subsequent Financial Years.</p> <p>A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year.</p> <p>The expected year end outturn position is 87% of the budget against a target of 95%.</p>	36.00%	31.60%	★
OCC23.01 We support the delivery of new affordable housing starts by March 2022	Bill Cotton	Cllr D Enright	694.00	1,322.00	●	<p>The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also delayed approx. 600 units programmed for year three. The programme has been extended to March 2022. The extended programme for the fourth year provides the capacity to deliver the agreed target and utilise the allocated budget from Ministry for Housing, Communities and Local Government (MHCLG).</p> <p>Discussions with (MHCLG) have led to a principled agreement that the programme will be extended to a fourth year with the possibility of further 5th year extension, on a scheme-by-scheme basis to ensure delivery of COVID delayed homes. In addition, MHCLG have agreed a revised competitive grant regime that will see Oxfordshire agreeing grant rates with Homes England via a joint assessment process. This will be a national exemplar. MHCLG have received and approved a revised programme that will deliver the Deal commitments for affordable housing.</p> <p>Please note the target of 1,322 new affordable housing starts is by end of March 2022. The status of the overall programme remains amber and early Year 4 delivery aligns with expected position. Latest figures will be confirmed in next month's report following end of quarter reporting to Homes England.</p>	694.00	1,322.00	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC24.01 No of businesses given support by trading standards intervention or via risks inspection	Rob MacDougall	Cllr N Fawcett	242	294	★	The Fire Protection team is continuing to complete the backlog of fire safety audits. The Trading Standards team is still doing a lot of work around business interventions. It is encouraging to see that the 'Buy with Confidence' approved trader scheme has increased its membership and the average overall user score for the various services sitting at 98.4%.	1,011	1,124	★
OCC24.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Tim Spiers	Cllr D Enright	1.00	2.50	▲	We have one new project, this month (HySPERT), which is the 8-month feasibility project funded by Innovate UK, in collaboration and led by ULEMCo Ltd. The specialist hydrogen commercial vehicle company, with Oxfordshire Fire & Rescue Service, Oxfordshire CC, develop a bespoke hydrogen-fuel cell based zero-emission niche vehicle chassis platform. It will be adaptable for special purpose applications, like fire-pumping appliances and refuge trucks. The total funding for this project is £356k, with funding for OCC of £87k.	8.00	10.00	▲
OCC25.01 Percentage of utility works that have passed inspections	Bill Cotton	Cllr N Fawcett	74.22%	90.00%	▲	From 1,055 sample A/B/C inspections conducted in July (including all follow up inspections) 783 passed. This equates to 74.2% pass rate. This is below the target of 90%, due to our increasing vigilance with the quality and timing of works on the network. Increasing numbers of inspections are taking place with more defects being identified with the quality of the live works and the reinstatements. Failures are attributed to all the utility companies (at varying numbers) and these are being pursued with the Works Promoters to drive improvements. This is being pursued through escalation with the companies concerned and issuing of fixed penalty notices.	79.31%	90.00%	●
OCC25.02 Number of overrun days on carriageway work phases identified & action taken	Bill Cotton	Cllr T Bearder	11.00	15.00	●	Overrunning works are being identified and charged in accordance with the Oxfordshire Permit Scheme and income expectation.	21.50	15.00	★
OCC25.03 Reduce the number of return repairs to the Council's own works	Steve Jorden	Cllr T Bearder	1.40%	5.00%	★	The reported rate is for July. 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. During July there were 38 return repairs/visits to own works (NCDs). Total potholes fixed were 2,705.	0.58%	5.00%	★
OCC25.04 Delivery of the 2021-22 Programme - number of highway trees surveyed within 4-year cycle	Bill Cotton	Cllr P Sudbury	10.00%	8.00%	★	4-year inspection programme is in place. 61% of the planned annual programme for inspecting 72 parishes has been completed as at end July 2021.	61.00%	32.00%	★
OCC25.05 % of frequent bus services departing within scheduled intervals	Bill Cotton	Cllr T Bearder	97.80	90.00	★	Performance in July is on track against target, and the reported rate is in accordance with the PIP (Punctuality Improvement Partnership) agreement.	97.80	90.00	★

Annex B – Leadership Risk Register as at 09/09/2021

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

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Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic		LR4- LR13	LR2- LR3 - LR6	LR1	
	4 - Major		LR7- LR9 - LR14 - LR15 - LR17	LR5- LR12 - LR16	LR20	
	3 - Moderate		LR8-LR18	LR11-		
	2 - Minor	LR10-				
	1 - Insignificant					

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR1	Demand management - Children- : managing the impact of increased demand on council services	<p>Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet.</p> <p>Potential for statutory requirements not being met.</p> <p>Poor timeliness and prioritisation of services leading to poor engagement from partners and the community.</p> <p>Reduced confidence in the Council's ability to deliver services</p> <p>Financial – significant overspend in annual budgets</p>	4	5	20	<p>Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services.</p> <p>Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH.</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 including additional Covid funding for agency staff.</p>	<p>Partial</p> <p>Fully</p> <p>Partial</p> <p>Partial</p>	Cllr L. Brighthouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	<p>Continue to provide area early help networks and LCSS support to universal professionals to ensure good access to early help for families</p> <p>1. Continued funding of additional workers 2. Continued working with partners to reduce unnecessary demand</p> <p>Continue with monthly Child Protection panels to scrutinise and accelerate progress to good outcomes</p> <p>All budgets are monitored monthly, but additional demand driven by covid means some budgets are insufficient. Negotiation with CEDR on use of additional Covid funding to cover these budgets</p> <p>Work with resourcing arm of HR to recruit and retain qualified social workers and agency workers. Review of MOC in the SE Region is in progress.</p> <p>Procurement of additional teams for frontline social care agreed and in progress</p>	<p>The service has been adversely affected by Covid. Forecasting future demand is unpredictable. A medium term assessment of demand will be undertaken as part of budget and business planning over the year.</p> <p>Key demand measures such as caseloads and activity into the MASH and FS+ are reviewed at DLT monthly and reported through to CEDR by the Business Monitoring report. The market for permanent and agency social workers is insufficient to meet demand across the region. This is driving higher agency rates, undermining the SE memorandum of cooperation, and failing to secure sufficient staff in Oxfordshire. Caseloads are high as a consequence.</p>	01/09/2021 - Mitigating actions and comments updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	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.	4	5	20	<p>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.</p> <p>Monitored weekly through CEF Performance Dashboard and Performance Management Framework.</p> <p>Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments.</p> <p>Efficient assessment of need and risk by having strong children's 'front door' arrangements in place, including effective MASH.</p> <p>Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.</p> <p>Quality assurance framework in children's social care -for reach, effectiveness and impact.</p> <p>Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted.</p> <p>School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools.</p> <p>Numbers of electively home educated children are monitored.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Clr L. Brighouse	Kevin Gordon	Lara Patel & Hayley Good	3	5	15	↔	<p>No further actions required</p> <p>No further actions</p> <p>Excess demand still seen in the MASH which is mitigated by additional workers as agreed by CEDR</p> <p>Review of capacity to meet QA and continuous improvement requirements underway</p> <p>No further actions</p>	<p>As above demand in the service is high due to Covid and children have been safeguarded due to the additional investment in front line staff</p> <p>Demand at the front door can be unpredictable and we need to be able to be flexible to respond.</p>	09/08/2021 - Potential impact and mitigating actions updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR3	High needs block funding: Deficit in national funding and increasing local demand	The national High Needs Dedicated Schools Block funding allocation for Oxfordshire is some £11million less than the cost of provision locally, reflecting both the increase in demand identified in the specialist placement risk, but also a shortfall in the government's grant.	4	5	20	SEND assurance board meets fortnightly to provide oversight at strategic level	Fully	Cllr L. Brighthouse	Kevin Gordon	Hayley Good & Sarah Fogden	3	5	15	↔	The assurance board is meeting fortnightly and any key updates on actions will be reported here.	As above demand in the service is high due to Covid and children have been safeguarded due to the additional investment in front line staff	01/09/2021 - No changes
The national SEND review is expected, data not yet known, and is expected to include references to how mainstream schools should meet the needs of SEND pupils. Aligned with this the local SEND transformation programme has a project to manage demand	Partial	Demand at the front door can be unpredictable and we need to be able to be flexible to respond.															
A paper is being drafted to cabinet to identify the level of additional top up funding required. Paper to include potential 'sunset clause' with schools based on support level of children with special needs	Partial	Cabinet paper on pressures currently being drafted															

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR4	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"> Vulnerable people not protected from abuse or neglect. Serious injury or death of a vulnerable adult Significant reputational damage for the council 	3	5	15	<p>Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire</p> <p>The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.</p> <p>Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.</p> <p>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>Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.</p> <p>Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission.</p> <p>Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.</p> <p>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>Cross partnership training plan in place.</p>	Fully effective Partially effective Not effective	Cllr J. Hannaby	Stephen Chandler	Melanie Pearce	2	5	10	↔	<p>The number of concerns reported to the council is increasing the methodology and approach through the consultation service is struggling to meet demand. The services is realigning resources to ensure adequate priority is possible. The timings of responding to and dealing with concerns and enquiries are monitored daily and reported via Operational Services management team.</p> <p>The quality of providers in Oxfordshire remains higher than elsewhere as evidence by the CQC ratings though clearly due to lock down there has been a reduction in the number of on site inspections carried out nationally by CQC, the resumption of inspections has started and we will review accordingly. Multi agency meetings have continued to take place to ensure appropriate sharing of information and other intelligence; regular audits of case work in place and a prioritised programme of quality visits has commenced.</p> <p>No additional actions are felt to be required but we will respond to any issues raised in the on-going monitoring. The current state of overall safeguarding activities and quality monitoring is reviewed monthly by the Directorate Management Team (DLT).</p>	06/08/2021 - No changes	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR5	Demand management -Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	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.	4	4	16	a. The service has an agreed model for predicting demographic pressure and this is funded by the Council, a robust system is in place to monitor demand, the councils response to demand and any ongoing pressures. b. Investment in services to reduce demand (e.g. reablement) and to support emerging models of support (Community Led). c. A pooled budget arrangement is in place with health which allows whole system investment and prioritisation. d. Referrals into the service via First point of contact and then onwards into locality teams continues to show and increase compared to the same time last year. The increase in referrals have been managed effectively and have ensured more people are supported outside of long term care. e. Medium and long term impact from Covid is still not fully known though we are starting to see increased activity in all our key areas (Hospital activity, Community activity and Safeguarding activity).	Fully effective Partially effective Not effective	Clr J. Hannaby	Stephen Chandler	Pippa Corner	3	4	12	↔	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire and responding to demand is a core thread of the Adults transformation programme. Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A retender of the reablement support provider was completed during August 21 with new service commencing in October 21. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector and is progressing in line with plans, impacts are as expected.		25/08/2021 - Risk manager and comments updated
LR6	Capital Infrastructure Programme Delivery	HIF1 potentially could cost OCC £6m per month after the end date of Nov '24. HIF2 could cost OCC £2m per month after Feb '25. 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 sever 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 .	3	5	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.	Fully effective Partially effective Not effective	Clr D. Enright	Bill Cotton	Owen Jenkins	3	5	15	↑	A Service Improvement Plan has been enacted that links to the Communities directorate redesign and will ensure the long term resources and skills are put in place and all processes are modernised and to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed.	Mitigating Action that were put in place have taken effect and significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving, hence the risk reduced across the majority of schemes. However emerging cost pressures and programme pressures as a result of further scheme development have increased the risk of delivery on some key schemes. These are currently being assessed and an action plan being developed to mitigate	01/09/2021 - Risk reviewed, residual score increased, mitigating actions and comments updated.

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR7	Local and community resilience : ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff. Potential reduction in public trust if the council is not seen to be acting appropriately.	3	4	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.	Fully effective Partially effective Not effective								Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, implementation of restrictions and Oxfordshire System communications. Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum. Government Road Map to Recovery being reviewed by all relevant groups.	Covid remains the main factor envisaged to cause community tension although there is no significant intelligence being raised to this effect and rising cases are being managed by surge testing	17/08/2021 - No changes
LR8	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	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) 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).	2	4	8	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 structures in place to deliver on-going response to CV-19 and plan for recovery. Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning.								Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals. 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. Support Democratic Services with new Member induction packs and support new Portfolio Holder through advising and briefing of relevant relationships to establish as priority.		06/08/2021 - No changes	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR9	Supply chain management: ensuring effective delivery through the supply chain	Delays to meeting service requirements or service provision.	2	4	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.	Fully effective Partially effective Not effective	Cllr C. Miller	Steve Jordan	Melissa Sage	2	4	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.	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	03/08/2021 - No changes
LR10	Corporate governance: creating and embedding an effective and robust management and governance system that provides accountability and transparency.	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.	2	2	4	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 - co-ordinated 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. Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes	Fully effective Partially effective Not effective	Cllr G. Phillips	Anita Bradley	Glenn Watson	1	2	2	↔	Continue to undertake control measures throughout 2021-22 and respond to specific matters as they arise. Annual Governance Statement process for reflecting back on the year 2020/21 is now completed, with approval from the Audit & Governance Committee. Process now begun for embedding Local Code of Corporate Governance and Annual Governance Statement process (for 2021/22 year) with ELT and CEDR. CEDR approved plan and first meeting held with ELT. ELT members being approached outside the meeting with detailed follow up. Corporate Governance Assurance Group leading a project to review/align governance processes between Cherwell DC and Oxon CC. CEDR has agreed a quarterly reporting process for CEDR/ELT and Corp Gov Assurance Group Proposals for a Constitution Review for Oxon CC agreed by Audit & Governance Committee and Full Council in March agreeing a fuller review to be owned by the new incoming Council after the May 2021 elections. Cross party working group to be proposed to Audit & Governance Committee in September with timeline for the review. Elections successfully delivered and Induction Programme has completed its first phase. Consultation with the administration, CEDR and potential councillor working group to develop future stages. Sessions delivered to councillors on the constitution, finance, code of conduct, equalities and service overviews. Meetings have returned successfully to physical form (Annual Council), in compliance with COVID safe rules	Induction rolled out; decision making meetings continue to be held in physical form, with access rights in person and virtually for the public and other participants, and doing so in line with changing public health situation (e.g. relocation of meetings outside of Oxford City). The new administration formed.	17/08/2021 - No changes

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR11	Workforce management: long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	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 	4	3	12	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 .	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Karen Edwards	3	3	9	↔	Development and adoption of sector relevant workforce plans . Development of new People and Organisational Development strategy. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships. Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence.	As the response to Covid evolves and we move towards a new 'norm' such as greater agile working, both workforce and management development will require a re-focus to enable this transition for the long term.This risk remains stable. Absence as a result of Covid has fallen out of the top 5 reasons for sickness absence in Q1. Self - isolation rules change on 16 August 2021 which should see a significant reduction in staff having to self-isolate if they are double vaccinated although there are some exceptions for staff working with specific client groups. The situation continues to be monitored. Turnover (planned and unplanned) is significantly below the national level.	18/08/21 - Comments updated
LR12	Organisational Change and Service Design: ensuring there are effective plans and governance in place to deliver required organisational change.	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.	4	4	16	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 is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. 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.	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Tim Spiers	3	4	12	↔	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. The IT Services are being closely joined which will support alignment	Initial consultation work on IT reorganisation complete, key posts now filled with staff supporting both CDC and OCC giving more alignment. Gartner have been engaged to undertake PMO maturity baseline and to identify areas for further improvement. The IT, Digital and Programme Board membership has been reviewed and refreshed to ensure all service areas are represented.	18/08/2021 - Comments updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR13	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	Significant overspend at year end leading to: <ul style="list-style-type: none"> extensive use of general balances, taking them below their risk assessed level extensive use of earmarked reserves resulting in no funding available for earmarked purpose further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	3	5	15	Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Service & Resource Planning process Additional costs, loss of income and non- achievement of savings are being tracked and inform data returns to Savings under the banner of Organisational Change and Service Design being monitored on a project/activity level with detailed planning, milestones & reporting. Regular meetings between Directors and s151 Officer to discuss significant financial issues and risks.	Fully Fully Fully Fully	Cllr C. Miller	Lorna Baxter	Ian Dyson	2	5	10	↔	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. The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer- term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain.	25/08/2021 - No changes	

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct'n of travel	Mitigating actions (to address control issues)	Comments	Last updated+A1:R2
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR14	Health and safety: ensuring effective arrangements are in place to meet our duties	<p>Unsafe services leading to injury or loss.</p> <p>Breach of legislation and potential for enforcement action.</p> <p>Financial impact (compensation or improvement actions)</p>	3	4	12	<p>H&S policies and procedures have been reviewed and adopted.</p> <p>Risk Assessments completed including COVID-19.</p> <p>Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19.</p> <p>Information and training programmes in place for staff and volunteers.</p> <p>Communications channels in place including COVID-19 focussed H&S information.</p> <p>H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure.</p> <p>Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance.</p> <p>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.</p> <p>H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19;</p> <p>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.</p> <p>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.</p>	<p>Fully effective</p> <p>Partially effective</p> <p>Not effective</p>	Clr N. Fawcett	Steven Jordan	Paul Lundy	2	4	8	↔	<p>COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook with reducing cases controls are expected to remain in place for longer term e.g. IPC procedures including PPE.</p> <p>Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include:</p> <ul style="list-style-type: none"> - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. - As part of delivering the future and agile working a review is underway to ensure the health and safety is adequality considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health. <p>Policies and procedures are regularly reviewed to ensure safe operating framework.</p>	<p>Risk score remains amber to reflect increasing COVID cases nationally and in Oxfordshire. H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. To achieve 'Green' RAG rating a downward trend and low case numbers needed to reduce likelihood of exposure.</p> <p>Currently at Stage 4 of Roadmap. Important to note legal duties under H&S legislation still apply including red to assess risks to our staff and customers and take appropriate mitigations in line with the current gov working safely guidance: Frontline services e.g. social care continuing to apply IPC protocols incl. PPE etc. H&S/FM developing proposals for return to offices with focus on improving ventilation, regular cleaning and encouraging hand hygiene and wearing of face coverings.</p> <p>Lone worker mobile app project on track and onboarding of services in progress.</p> <p>Field Monitoring by H&S Team has restarted - Libraries and CSS Centres during Q2.</p> <p>Corporate H&S for OCC/CDC now aligned in terms of management support and where possible aligned governance processes.</p>	17/08/2021 - Comments updated.

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR15	Business continuity and recovery plans: Resilience to a additional significant disruption during the Covid-19 Response	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	3	4	12	Business continuity plans remain under review to reflect the on-going COVID situation .The business continuity improvement programme has led to significant and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	Fully effective Partially effective Not effective	Cllr N. Fawcett	Steve Jorden	Rob MacDougall	2	4	8	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance, lifting of restrictions and Oxfordshire System communications Agile working guidance continues to be developed across services Business Continuity Plans have been reviewed and business impact assessments are being completed for 21/22.	Rising Covid cases in Oxfordshire have started to see a slight increase in staff absences. To date these are manageable levels and short term. The change in isolation regulations for vaccinated staff from 16th August should ease departmental pressures arising from short term staff shortages. Staff absence and impact on services continues to be closely monitored.	11/08/2021 - Comments updated
LR16	Cyber security: assurance that effective controls are in place to prevent security issues.	A serious and widespread attack (like Wannacry in Health or Ransomware attacks in Hackney and Recur) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked. There may be less serious lower level theft of data or a publicity type attack.	4	4	16	A robust plan is in place and under continuous improvement. OCC and CDC are 'Cyber Security Essentials Plus' accredited. OCC are currently undertaking 'Cyber Essentials Plus' accreditation. OCC and CDC are PSN accredited. OCC and CDC are also working with other local government organisations to ensure a co-ordinated 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.	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Alastair Read	3	4	12	↔	The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards. As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed, to undertake: •Responsibility for managing security threats and prevention methods •Working with Information Management to ensure implications of GDPR on data security are understood and built in •Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats •Documenting processes and policy to define roles, responsibilities and procedures •Maximising tech to reduce cyber risks •Ensuring all new and existing suppliers meet cyber security requirements Launched a 'Cyber Security Awareness' project to evaluate and improve Cyber awareness across the Council, including new eLearning material and security exercises. Implemented 'Microsoft Cloud App Security' which protects our use of cloud services, providing advanced threat detection against ransomware, inside threats and data leaks. Trialling an email banner to highlight external emails – providing protection against phishing attacks, spoofed emails and scams.	IT and Cyber Security Officer has been appointed to cover both OCC and CDC. The IT Service continues to work with colleagues and partners to manage the cyber security threat. IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations. Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat. Work is being planned to increase awareness. We are now engaging our annual PSN review. With the changes we have put in place this process has become easier to execute with less requirement on people resources. Our ongoing patching and asset management has helped the process. There is more work to be done but we have made great steps forward. NCSC have advised that all County Councils have an offline backup solution to fully mitigate against Ransomware. To add this to out infrastructure the cost would be in the region of £250k that has not been budgeted for. IT are now running an awareness programme.	18/08/2021 - Comments updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR17	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	3	4	12	<p>All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational.</p> <p>The new backup service is operational. The cloud Disaster Recovery solution is configured and running.</p> <p>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.</p> <p>IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.</p> <p>IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit.</p>	Fully effective Partially effective Not effective	Cllr G. Phillips	Claire Taylor	Alastair Read	2	4	8	↔	<p>Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19</p> <p>Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness</p> <p>Replacement datacentre, disaster recovery and backup solution are fully operational.</p> <p>Datacentre network equipment has been updated and the amount of core space used rationalised.</p> <p>Measures remain in place together with the resilience testing to maintain core IT services.</p> <p>Staff resources are assigned to the most in demand IT requirements.</p> <p>An expanded duty team will support delivery of critical services out of hours</p> <p>New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.</p> <p>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.</p> <p>All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.</p> <p>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.</p> <p>Installation of more cost effective DR is underway. Completion by Feb 2021.</p> <p>Due to COVID work this has been delayed. We also fixed some networking issues that had caused outages over the last 3 Sundays, making the infrastructure even more resilient.</p>	We now have a migrated datacentre, the DR solution is in place and less complex than previous. We have tested all parts of the solution. We now have to run a full DR test to confirm our testing.	18/08/2021 - Risk reviewed, no changes

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2021/22																	
LR18	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus pandemic as required by local circumstances and national requirements alongside maintaining BAU provision	<ul style="list-style-type: none"> Possible reductions in frontline service delivery, events, meetings and customer contact. - Increased level of service demand due to the effects of the pandemic 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. 	3	5	20	<p>System-wide pandemic governance is in place.</p> <p>The Council has prepared, revised and is delivering a Local Outbreak Management Plan to minimise the spread and impact of COVID-19</p> <p>Under 'System Gold' arrangements, we work with partners across the system to address the immediate concerns of the pandemic (eg to deliver contain plans, vaccinations and communications of key messages) as well as to plan to the recovery from wider pandemic impact in system-wide recovery planning Business Continuity Plans have been reviewed, tested and are maintained and updated</p> <p>Remote working is in place alongside new capacity for remote and 'hybrid' public meetings with initial return to some face to face meetings and review of customer facing functions following Step 4 of the national roadmap.</p> <p>Staff communications stepped up, to support remote working, reinforce national guidelines and set out the current organisational response.</p> <p>Regular updates from Director of Public Health, shared internally and externally.</p> <p>Within the organisations, weekly sickness monitoring in place</p> <p>Agile working guidance for the post-Roadmap period has been issued</p> <p>A RAG rating reporting system is in place to provide updates at directorate/service level on a fortnightly basis for areas forecasting significant staff and service pressures due to COVID-19 impact. This data is monitored at OCC/CDC Silver and escalated to CEDR (Gold) as required).</p>	Fully effective Partially effective Not effective	Clr G. Phillips	Claire Taylor	Robin Rogers	3	3	9	↔	The Council's Recovery Strategy (Re-start, Re-Cover and Re-New) has been revisited and a report was submitted to Cabinet in June 2021 to reassess recovery planning alongside the controls and capacity that need to remain in place through the transitional horizon.	04/08/2021 - Controls updated	
LR20	Construction Resources and Skills shortages - Availability of construction materials and skills could lead to high inflation for construction projects and a potential lack of appropriate skills and resources to complete programmes on time/budget.	<p>Impact on Property, Major Infrastructure and Maintenance programmes.</p> <p>Projects get stalled.</p> <p>Increased costs mean fewer projects can be completed within funding envelopes.</p> <p>Skills shortages lead to increased costs.</p> <p>Skills shortages lead to projects slowing down or being undeliverable.</p> <p>Contractors unable to commit to quoted prices due to market conditions.</p>	4	4	16	<p>Grow your own – bringing in more junior staff and training them up.</p> <p>Utilisation of contracted and temporary staff where necessary.</p> <p>Increased supply chain base to increase the chances of success.</p> <p>Closer working with supply chain partners to influence an Oxfordshire first strategy.</p> <p>Communicating longer term programmes to gain market confidence.</p>	Partial	Clr T. Bearder	Bill Cotton	Owen Jenkins	4	4	16	↔	<p>Further work with supply chains to secure resources for Oxfordshire.</p> <p>Communication with government departments to increase flexibility and funding.</p>	There maybe a need to rebalance programmes if risk is realised, and prioritise those projects that give the best outcomes, delaying or halting those that are less favourable.	26/08/2021 - No changes

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Summary of Financial Position at July 2021

Introduction

1. This annex sets out the latest financial monitoring information for the 2021/22 financial year and is based on information to the end of July 2021. This report focuses on key issues, risks and areas of emerging pressure.

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

Annex:

Annex C – 1 (a) to (f)	Detailed directorate positions
Annex C – 2a	Virement Summary
Annex C – 2b	COVID-19 forecast and virement request
Annex C – 2c	Virements to Note
Annex C – 3	Government Grants Summary
Annex C – 4	Earmarked Reserves
Annex C – 5	Revised Music Service Fees & Charges

Overall Financial Position

2. The table below sets out the forecast position for 2021/22. The forecast overspend of £0.4m reflects the ongoing impact of pressures and vacancies reported within the directorates at the end of the 2020/21 financial year. Further detail is set out in the directorate sections below. Where variations to the budget are reported, management action is being taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget £m	Forecast Spend £m	Variance £m	Variance %
Children Services	139.6	140.3	0.7	0.5
Adult Services	198.5	198.5	0.0	0.0
Public Health	0.2	0.2	0.0	0.0
Environment & Place	61.0	62.1	1.1	1.8
Customers, Organisational Development & Resources	33.3	33.1	-0.2	-0.6
Commercial Development, Assets and Investments	50.3	49.1	-1.2	-2.4
Total Directorate Budgets	482.9	483.3	0.4	0.1
Corporate Measures	-482.9	-482.9	0.0	0.0
Total Forecast Position	0.0	0.4	0.4	0.1

Directorate Financial Positions

Children's Services

3. As at the end of July 2021 there is a £0.7m forecast variance to the £139.6m budget for Children's Services. This is currently all within Children's Social Care, but there are a number of risks which need to be monitored during the year.

Service Area	2021/22 Latest Budget	Forecast Year End Variation
	£m	£m
Education & Learning	32.8	0.0
Children's Social Care	35.9	0.7
Children's Social Care Countywide	65.8	0.0
Schools*	0.2	0.0
Children's Services Central Costs	4.9	0.0
Total Children's Services	139.6	0.0

*Maintained Schools are funded by Dedicated Schools Grant

Education & Learning

4. Within Education & Learning the biggest risks relate to Home to School Transport and the Special Educational Needs service.
5. There was a significant underspend in Home to School Transport in 2020/21. This is unlikely to be repeated this year as it was in part linked to home learning for many children for part of the year due to COVID-19. . . However, the benefits realised through alternative or more efficient transport solutions should materialise and result in ongoing cost reductions. This will be offset by demographic growth, which won't be clear until the autumn term when school places are taken up and routes finalised.
6. Within the Special Education Needs service there are considerable pressures on the SEN casework team and the Educational Psychologists due to the continued high number of education, health and care plan (EHCP) requests. This additional workload is likely to result in a budget pressure if additional staff are required to manage the demand. Further work has identified that the level of demand for assessment and additional SEN support is higher than anticipated. This is likely to be an affect of the COVID-19 pandemic and further work is underway to identify options for managing this demand.

COVID-19 Impact

7. Committed and agreed spend on COVID-19 to date is forecast to be £0.8m. There are a number of emerging pressures which may increase this forecast over the coming months and it may be necessary to keep resources in place for longer than currently planned. £0.4m of the agreed spend relates to an ongoing commitment to support early years sufficiency by supporting providers at risk of closure. £0.2m

relates to meeting pressures within pediatric therapy services where waiting lists have increased as a result of COVID-19. The balance relates to attendance, elective home education, SEN casework and admissions pressures.

Social Care

8. Within Children's Social Care the two key risks at present are in relation to spend on agency social workers where it is anticipated there will be a £0.7m overspend and placements for children we care for.
9. Recruitment and retention of front line children's social workers is an issue in the majority of local authorities and represents an increasing challenge in Oxfordshire. Based on the current use of agency social workers it is anticipated that there will be an overspend within the front line social care teams of £0.7m this year. Work is ongoing to address the vacancies, which may reduce the pressure over the remainder of the year if successful, but there remains a risk this pressure could increase further. Additional work is under way to look at solutions over the longer-term, but it is currently anticipated that a pressure will continue in to 2022/23.
10. Consideration is also being given to the impact COVID-19 has had on this area of spend and the forecast will be updated in future reports. The main effects due to COVID-19 relate to an increase in the hourly rate and an increase in use of agency social workers. The regional Memorandum of Cooperation which aims to control the cost of agency staff has been unable to continue to operate due to service demand regionally creating increased competition for available experienced social workers, which in turn, has led to increased hourly rates across the region. In addition, it appears to have had an impact on the ability of Oxfordshire to recruit and retain experienced social workers, although recruitment of newly qualified social workers remains stable. It is challenging to identify the exact impact of COVID-19 on these costs, but further work is being completed to provide further detail and an update will be provided in the next report.
11. Placement spend for children we care for is strongly linked to demand and complexity of need and will therefore be driven by the number and needs of children we care for across the year. Residential home placements regularly cost in excess of £0.2m per annum and therefore a small change in demand can have a significant effect on the budget. At present based on current placements and assumed demand in year there is no variance to report, however there are significant uncertainties about how the demand seen in other parts of the service will affect the number of children we care for over the medium-term.

COVID-19 Impact

12. The effect of COVID-19 on spend within Children's Social Care will continue to be monitored. There is likely to be a longer-term impact on children and families due to the social and economic impacts of the pandemic. This is seen both in terms of increased demand and one-off costs, and also complexity of cases that front-line teams are experiencing. This is reflected in authorities across the country.
13. The most significant increase in demand to date has been seen within social care contacts which have been much higher over the last 12 months and are expected to continue during much of this financial year. There is also significant pressure

within Family Solutions Plus teams due to an increase in assessments, delays in court timescales, and increased complexity. At this stage there is no certainty on how long or how significant this increased demand will be, but it may also lead to an increase in children we care for over the medium term, which would affect the forecast for placement spend.

14. At present the forecast spend on COVID-19 for Children's Social Care is £1.5m, however there are a number of emerging pressures and it may be necessary to retain additional resources and spend for a longer period than currently forecast. Significant pressures include £0.3m for additional resources in the MASH and £0.8m for additional resources in Family Solutions Plus teams to increase capacity.

Dedicated Schools Grant (DSG)

High Needs DSG

15. As part of the budget agreed in February 2021 it was forecast that the High Needs DSG which funds education for children and young people with Special Education Needs and Disabilities (SEND) would be in deficit by £11.7m in 2021/22. At present the forecast remains in line with the budget agreed in February. As reported within the Education section of this report demand for SEN support is higher than had been anticipated, which is creating a pressure within services funded by High Needs DSG. This is likely to be affected by the COVID-19 pandemic and further work is being completed to identify the extent of this pressure.

Contain Outbreak Management Fund (COMF)

16. In 2020/21 Children's Services was allocated £1.0m of COMF funding, with £0.4m spent by the end of the financial year, leaving a balance of £0.6m, which is forecast to be spent during 2021/22. Significant programmes include £0.3m to provide additional support to young people in supported accommodation and £0.2m to support children at risk of exploitation to access education.

Adult Services

17. The service is currently forecasting a breakeven position against a budget of £198.5m. The directorate forecast outturn includes £0.5m of costs relating to COVID-19.

Service Area	2021/22 Latest Budget	Forecast Year End Variation
	£m	£m
Better Care Fund Pooled Budget	81.9	0.0
Adults with Care and Supporting Needs Pooled Budget	97.2	0.0
Non- Pool Services	14.1	0.0
Commissioning	5.3	0.0
Total Adult Services	198.5	0.0

18. Reflecting the position at the end of 2020/21, £10.7m is held in the council's reserves. £7.9m of this will be used to meet future cost pressures within Adult Social Care, including £2.2m for anticipated pressures relating to mental health needs.

19. The amount transferred to reserves also includes an additional £2.5m that was released from the Council's contribution to the Better Care Fund Pool as a result of an additional contribution from the Oxfordshire Clinical Commissioning Group (OCCG) over the last two financial years. The expectation is that £1.5m of this will be used to support financial pressures in the Better Care Fund pool in 2021/22.

Better Care Fund Pooled Budget

20. At this early stage in the year a break-even position is reported for the council elements of the pool but there are on-going risks and uncertainties around activity levels and the on-going impact of the Hospital Discharge Scheme and COVID-19 pandemic.

21. To date there are no costs arising as a result of COVID-19 that require additional funding in 2021/22. The longer run impact of COVID-19 on the level of need in the local population remains unclear.

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

23. The initial budget contributions to the pooled budget in 2021/22 need to be agreed by the Joint Commissioning Executive (JCE) in September 2021. Because of the on-going impacts of COVID-19, OCCG are continuing to work under a temporary financial regime. Savings flowing from changes to funding nationally, are likely to impact on the health contribution to the pool in the second half of the year but confirmation of the arrangements is awaited. The continued expectation is that each partner will manage their own variations against the agreed contributions for at least the first half of the year.

24. Subject to agreement by the JCE (but assumed within the agreed budget) the council's share of the Better Care Fund held within the pool is £26.337m. This has increased by 5.3% (£1.3m) in 2021/22. An update on the agreed use of the

additional funding supporting Adult Social Care services will be provided in future reports but it is anticipated that some of this funding will be used to support the cost of joint teams supporting hospital discharges.

25. The new Live Well at Home contracts for the provision of home care and reablement, are scheduled to commence on 1 October 2021. A dedicated mobilisation team will support the smooth transition into these new contracts. This will require up to £0.3m of extra funding to backfill posts and cover other associated costs; the expectation is that this will be met by the funding in the Adult Social Care reserve.
26. The Hospital Discharge Scheme continued to provide funding for up to 6 weeks for anyone who needs to be assessed on discharge from hospital or to avoid admission to hospital up until 30 June 2021. From 1 July the scheme will fund up to four weeks of care for people discharged from hospital. This will continue until 30 September 2021. Information on whether the scheme will continue in the second half of the year is yet to be confirmed. As at 31 July 2021 £0.3m of social care costs had been charged against the scheme in 2021/22.
27. The total number of care home placements is currently 8% lower than in February 2020, however activity is beginning to increase, and the forecast assumes the level of activity will continue to rise during the year. This will continue to be monitored and reported on in subsequent months to assess the on-going impact of COVID-19 on levels of need. The average cost of a care home placement is currently £848 per week; if 20 new placements over and above the forecast level were made at the beginning of August 2021 those would cost an estimated £0.5m for the remainder of the year.

Adults with Care and Support Needs Pooled Budget

28. A breakeven position is currently being reported. There are currently no costs arising as a result of COVID-19 in 2021/22 that require additional funding.
29. The pool supports a mix of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs
30. The budget contributions to the pooled budget in 2021/22 will be agreed by the JCE in September 2021. The OCCG contribution to the pool is now proposed to be £18.3m a 3.9% increase on last year. The arrangements to manage variations to the pool need to be agreed by the JCE but the expectation is that for the first half of the year the arrangements for 2020/21 will continue with the council managing the majority of any variation.
31. There is a £0.4m forecast underspend for Learning Disabilities, this will continue to be monitored throughout the year.
32. An overspend of £0.6m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust is included within the forecast, with the council responsible for £0.4m of the pressure under the current risk share arrangements.

Non-Pool Services

33. A breakeven position is being reported for all non-pool services. Included in the forecast is £0.5m of expenditure relating to costs arising from the COVID-19 pandemic. This relates to additional staffing costs to support review activity.

Commissioning

34. A breakeven position is being reported.
35. The new Health, Education & Social Care team has now been live since February 2021. The recruitment process for a number of posts is on-going so agency staff are providing interim cover to allow service delivery to be maintained. It is still anticipated that the additional cost of these agency staff will be offset by staff vacancies currently existing within the structure. An update on the latest position will be provided on a monthly basis

COVID-19 Ringfenced Grants

36. A fourth tranche of Infection Prevention and Control (£1.8m) and Rapid Testing grant funding (£1.3m) to support adult social care providers with infection control and costs associated with rapid testing needs to be used to support eligible spend from 1 July 2021 to 30 September 2021. £3.1m funding was received by the council in July 2021; 70% of the Infection Prevention & Control element must be passed to care homes and domiciliary care providers by mid - August in line with the grant conditions. The remaining 30% is available to be used to support infection control costs on a discretionary basis and will be passed to providers on a similar basis to the third tranche.
37. £4.1m received through the third tranche of Infection Prevention and Control and Rapid Testing grant has been used to support eligible spend from 1st April 2021 to 30th June 2021. As at 30 June 2021, £1.7m of the mandatory element of the Infection Prevention and Control grant had been passed on to providers, £1.2m to care homes and £0.5m to domiciliary care providers. The £0.7m discretionary element has been used to provide additional funding for domiciliary care and external daytime support providers, as well as people using direct payments and residential providers on the Oxfordshire homelessness pathway. £0.1m of this grant was not utilised by the providers and needs to be repaid to the DHSC as stated in the guidance. £1.0m of the mandatory element of the Rapid Test grant funding was passed to care homes. The £0.7m discretionary element was distributed to care homes and domiciliary care providers in accordance with the guidance. £0.1m of this allocation was unspent by the providers at the end of the grant period and will be repaid to the DHSC.

Other Government Grants

38. The council will receive funding from DHSC to facilitate timely discharges into the community to reduce the number of people with learning disabilities who are inpatients, which was used to help fund housing modification within the service – the level of funding for 2021/22 is awaited.

Public Health

39. A breakeven position is reported. Any unspent Public Health Grant will be carried

forward through the Public Health reserves and used to fund eligible spend in future years.

Service Area	2021/22 Latest Budget	Forecast Year End Variation
	£m	£m
Public Health Functions	31.2	-0.4
Public Health Recharges	0.6	0.0
Grant Income	-31.6	0.0
Transfer to Public Health Reserve		0.4
Total Public Health	0.2	0.0

40. There are no anticipated increases in costs or loss of income arising from the COVID-19 pandemic for this financial year but there is a possibility of a continuation of one-off savings due to reductions in service provision in line with national directives. Team members will be called upon for expert advice & Information, but costs of backfill will be covered from the Test and Trace Service Support Grant.
41. There is a £0.2m underspend relating to staff vacancies. The sexual health service is reporting a £0.1m underspend. There is also a £0.1m underspend being reported within substance misuse.
42. Following a change in the responsibility for all council funded Domestic Violence budgets, a further £0.5m will be reported as part of Public Health in future reports rather than within Adult Social Care.

Government Grants

43. The Public Health grant is £31.7m, this includes £0.2m awarded to Oxfordshire to support us to deliver routine commissioning in relation to pre-exposure prophylaxis (PrEP) for HIV.
44. The council will receive a £1.1m ringfenced grant to help fund the provision of support within safe accommodation for victims of domestic abuse in 2021/22 in accordance with the new Domestic Abuse Act. To meet the requirements of the Act, a needs assessment is being undertaken, which will lead to a review of the Domestic Abuse strategy and will direct how the funds are spent.
45. The Community Testing Programme grant (CTP) aims to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council has worked in collaboration with the district councils and testing in Oxfordshire began in early February 2021. The four Community Testing Sites closed at the end of June 2021 and a final grant claim for those arrangements was submitted to the Department of Health & Social Care (DHSC) in July 2021. The total cost of the four sites from April to June 2021 was £0.645m. The council has received grant totaling £0.535m for April & May with the June 2021 claim outstanding.

46. From August 2021, home test kits will be available for collection from 38 libraries in Oxfordshire. In addition, there is an ongoing expression of interest process to identify community-based projects who can assist in handing out home test kits to disproportionately affected and underrepresented Groups. Grant funding is now capped based on the number of sites and hours of operation and additional costs incurred over and above existing budgeted activity need to be claimed from DHSC monthly. The submitted plan includes costs totaling £0.094m until the end of September 2021. Based on expected activity the anticipated costs are within the maximum capped grant funding for each month. A claim for £0.048m for costs associated with developing the new arrangements in July 2021 has been submitted to DHSC.
47. The council has been awarded £0.2m from Public Health England in relation to Adult Weight Management to be spent in 2021/22. This will be used to support additional weight management programmes addressing dietary intake, physical activity, and behaviour change for adults who are overweight or living with obesity.
48. The Drug Treatment, Crime and Harm Reduction Grant (£0.4m) will be used to enhance support for criminal justice clients including additional harm reduction interventions such as needle exchange and Naloxone, additional residential treatment capacity, dedicated workers for the Criminal Justice pathway, and a further community based “Refresh Café” recovery project.
49. In 2020/21 the council received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19, including the four key pillars of:
- Surveillance of data and intelligence to monitor COVID-19 activity
 - Communication to support the minimisation of COVID-19 outbreaks
 - Rapid testing in Oxfordshire
 - Measures to interrupt further transmission
50. £1.6m is available to support eligible spend in 2021/22. As at the end of July 2021 £1.5m had either been spent or is committed to meeting on-going costs of support the four pillars, leaving £0.1m of the grant uncommitted. Final audit sign off is required by 30 June 2022.

Environment & Place

51. The latest budget for Environment & Place is £61.0m.
52. This Directorate is made up of four individual service areas: Planning & Place, Community Operations and Growth & Economy and a directorate management area, which includes the redesign budget saving. Each area is responsible for a specific function to ensure an effective delivery of Council's corporate objectives through an effective and efficient use of council's resources.
53. An overspend position of £1.1m (1.8%) has been forecast compared to a budget of £61.1m. There are number of changes in the Environment and Place directorate in July 2021 monitoring and the overspend has decreased by £0.1m. This primarily

relates to the additional income secured within Planning & Place, though due to the volatile nature of this income stream, this may change.

Service Area	2021/22 Latest Budget	Forecast Year End Variation
	£m	£m
Planning & Place	3.4	-0.2
Community Operations	58.7	0.3
Communities Management	-1.2	0.0
Growth & Economy	0.1	1.0
Total Environment & Place	61.0	1.1

54. There are a number of issues that have been arising throughout the year and reported previously in in the Growth & Economy service with an overspend of £1.0m now reported. This pressure is primarily due to funding sources to support this new team not being realised and the reliance on agency staff, in some cases, to bring in skills that are currently not available within our current positions but critical for the delivery of the programme.
55. There is a growing pressure in Communities Management due to service redesign savings of £1.5m not being met in full. The service is currently working on the redesign of the directorate and due to the part-year nature of its implementation and potential one-off costs, plus the actions underway to find further savings to partially mitigate against this pressure, it will be prudent to quantify the financial impact in future reports. In addition, Parking Services is still reporting a risk in delivering a breakeven position due to reduction in parking income, although the income levels are slowly recovering to pre pandemic levels. This should have no in-year impact on the revenue account, though it could impact on the longer-term viability of the Parking Account. Again, this will be reported in future reports.
56. The directorate is proposing a £0.3m COVID-19 budget virement to support increased COVID-19 expenditure. The virement is made up of £0.2m attributable to expenditure in the waste services due to increased tonnages and for additional costs in communities management associated with Protective Equipment and additional transport required as a result of the pandemic.

Customers, Organisational Development & Resources

57. The latest budget for Customers, Organisational Development and Resources is £33.3m.
58. The directorate is made up of six individual key service areas: Corporate Services, Human Resources & Organisational development, Communications Strategy & Insight, ICT & Digital, Culture & Customer Experience and Finance. The focus of the Directorate is working with members to set the direction of the Council and support the organisation through a period of significant change.

Service Area	2021/22 Latest Budget	Forecast Year End Variation
	£m	£m
Corporate Services	2.4	0.0
Human Resources & Organisational Development	3.2	0.0
Communications, Strategy & Insight	2.8	-0.2
ICT & Digital	10.3	0.0
Culture & Customer Experience	8.6	-0.3
Finance	6.0	0.3
Total Customers, Organisational Development & Resources	33.3	-0.2

59. Customers & Organisational development is forecasting an underspend of £0.2m (0.6%) compared to the budget of £33.2m. There is an overall change in underspend of £0.2m to the previous report within the directorate. The underspend primarily relates to various underspends in Culture and Customer Experience services. However, the service anticipates that most of the underspend will likely be offset through recruitment within the registration services.

60. The Finance service reported an estimated £0.3m overspend based on the position in July, this is primarily attributable to increased demand on the service resulting in an increase of resource within the function. Due to the immediate requirement to meet the existing demand there is a reliance on more expensive temporary staff to deliver the work required.

61. The directorate is proposing a £0.1m COVID-19 budget virement to support the increased COVID-19 expenditure. The cost is mostly due to additional expenditure on staff across various services in the Directorate as a result of additional demand during the pandemic.

Commercial Development, Assets & Investment

62. This directorate is made up of three main service areas, Legal Services (including Procurement), Property Investment & Facilities Management and Fire & Rescue.

63. For 2021/22 the Commercial Development, Assets & Investments budget is £50.3m.

64. As set out in the table on the next page the directorate is forecasting an underspend of £1.2m (2.4%) as set out in the table on the next page.

Service Area	2021/22 Latest Budget	Forecast Year End Variation
	£m	£m
Property & Facilities Management	18.4	-1.3
Law & Governance	7.0	0.1
Fire & Rescue and Community Safety	24.8	0.0
CDAI Management Costs	0.1	0.0
Total Commercial Development, Assets & Investments	50.3	-1.2

65. The overall underspend position within the directorate is primarily due to the ongoing restructure in Property, Investment & Facilities Management services. It is anticipated that the restructure will be finalised by the end of the financial year. With restructure completed the directorate will focus on delivering a balanced budget by reviewing existing pressures and savings within the services.

66. Legal services are currently forecasting a small overspend, although there has been no change in previously reported position, there is an underlying budget pressure due to increases in Counsel (Barrister) spend relating to Childcare cases and the increased reliance upon locum provision due to recruiting difficulties.

67. Legal services are currently working to recruit to outstanding posts and reviewing childcare spend on counsel to assess how these pressures can be mitigated throughout the year.

68. Community Safety are working to a breakeven budget position with no significant areas of concern.

69. The Directorate is proposing a £0.2m COVID-19 budget virement to support the increased COVID-19 expenditure. The costs are primarily attributable to increased expenditure on cleaning staff, materials and security requirement in the Property, Investment & Facilities Management service.

Corporate Measures

General Balances

70. General Balances at 31 March 2021 were £34.6m and are forecast to be £34.2m by 31 March 2022, due to the current forecast directorate overspend of £0.4m. This is £5.4m higher than the risk assessed level of £28.8m.

Reserves

71. As set out in Annex C-3 Earmarked Reserves are forecast to be £170.9m on 31 March 2022 an in-year increase of £12.2m. The change mainly relates to the transfer of the Covid-19 LA Support Grant (£11.9m) and the Local Council Tax Support Grant (£4.9m) less the £2.4m transferred to the directorates to fund Covid-19 costs for April-June 2021 as set out in the paragraph below.

Use of Covid-19 Reserve

72. To date, £1.4m has been transferred to Children's Services for the pressures in Education and Children's Social Care. As set out in Annex C-2b a further drawdown of £1.0m is requested to cover COVID-19 expenditure incurred by directorates between April and June 2021.

73. The table below sets out the forecast covid spend for 2021/22 of £18.4m of which £9.6m will be funded by specific grants. The remaining £8.9m will be funded from the COVID-19 reserve. This will leave a balance of £23.4m which will be used to fund any additional commitments in 2021/22 and expected additional costs in 2022/23 and 2023/24. At this early point in the year, it is difficult to predict what further resources will be needed during the autumn/winter and the forecast will be updated in future reports.

	Additional Expenditure	Income Losses	Total	Specific Grant Funding	Balance to fund from Covid-19 Reserve
	£m	£m	£m	£m	£m
Children's Services	5.8	0.0	5.8	-	5.8
Adult Services	8.0	-	8.0	7.5	0.5
Public Health	1.8	-	1.8	1.8	-
Environment and Place	0.8	0.1	0.9	0.0	0.9
Customers Organisational Development and Resources	0.1	0.8	0.8	0.3	0.5
Commercial Development, Assets and Investment	0.2	0.9	1.2	-	1.2
	16.6	1.8	18.4	9.6	8.9

Grants

74. As set out in Annex C-3 government grants totaling £415.1m will be received by the Council during 2021/22 this is an increase of £6.3m since the last report. Changes this month include Infection Control Grant (Trance 4) (£3.1m); School related COVID-19 grants which total £2.9m; Holiday Activities and Food Programme (£0.6m); and a reduction in the Community Testing Grant (-£0.3m) due to the final costs being less than expected.

75. The School Improvement and Brokerage Grant has been ringfenced from 1 July 2021 having been previously treated as an un-ringfenced grant. The expenditure budget relating to this grant will continue to be shown in Children's Services, and the income budget will now also show in Children's Services.

Medium Term Financial Strategy Savings

76. The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end. £3.8m or 24% are rated amber and £0.2m or 1% are rated red. Updates will be included in future reports.

Strategic Measures

77. The budgeted interest receivable for in-house Treasury Management during is £1.9m, based on an average interest rate of 0.58%. Whilst interest rates remain very low it is unlikely that the rate will be achieved, however as cash balances are higher than originally expected, the forecast outturn remains in line with budget.
78. Externally managed funds are forecast to return £3.8m, in line with budget. Financial markets are expected to remain volatile in the near future, and there remains a risk that there could be fluctuations to the capital value of the funds, however the statutory override for movement in value of such funds mean that any fluctuations will be reversed out of the general fund.
79. The corporate contingency budget for 2021/22 is £5.6m. The government had announced a national pay freeze as part of the Spending Review in the Autumn 2020 pending negotiations with the individual pay awarding bodies. On 14 May 2021 an offer of 1.5% for the Green Book pay award was made by the National Employer's for Local Government. This offer has been rejected by the Unions. The National Employer's have increased this offer to 1.75% which the unions are considering. A 1.75% increase would be a call of £2.8m on the contingency budget. A similar offer has been made in respect of Firefighters which has been accepted by the unions and will be paid to staff in September 2021 at a cost of £0.3m. There has also been an increase in the inflation rates compared to expectations when the budget was set in February 2021. This has led to the cost of contract inflation increasing by £0.3m above budget. The total estimated calls on the corporate contingency budget are approximately £3.4m, which is within the budget available.

Debt

Corporate Debtors

80. The collection rate remained consistent with last month, just below the 95% target at 94.7%. However, the high value invoice collection rate and value of invoices collected are both above target at 96.9% and 99.7% respectively.
81. Debt requiring impairment (DRI) increased this month from £0.25m to £0.42m and is now £0.13m above target. The increase this period is due to two new debt cases reaching 120 days old. The relation to the first case, the invoices are disputed, and the service is in consultation with the company with an aim to resolve during August. In relation to the second case, there is a dispute to the calculation methodology. The unpaid invoices relate to charges due back to April 2020; consequently, a pressure of £0.12m has been recorded in the service's budget due to the increase of non-payment. The service is reviewing the contract and has engaged Legal Services.

Adult Social Care Debtors

82. The invoice collection rate remained consistent with last month, below the 92% target at 89.4%. As in quarter one there is a consistent reduction in invoices being paid by direct debit when compared to the same period last year. Further analysis is underway within the Social Care finance team to understand the reduction in collection rates and introduce strategies to increase uptake of direct debit. Payment by direct debit is a proven method of reducing the risk of delayed

payments.

83. Debt requiring impairment increased this month to £3.3m, £0.6m above the current Adult contributions' impairment balance. The DRI is £0.4m more this period than at the same point in 2020/21. As reported last month some of the difference is explained by the change between this and last financial year in charging arrangements for the COVID-19 Hospital Discharge scheme. Further analysis is ongoing to better understand where the additional debt is occurring and introduce mitigations.
84. There are now five complex cases with a value of £0.3m referred to legal services, these cases are in the process of being referred to outside counsel for opinion. It is likely these will take the full year to resolve.

Revised Music Service Fees and Charges

85. Cabinet is recommended to approve the Music Service charges as set out in Annex C – 5 following an agreed initial review to commence the promotion of driving up the number of customers using the service. This review has identified that a number of charges are above the local market rate and have been reduced accordingly. Some as you will see, have also been increased. The net impact on the forecast income for the service is minimal, though any deficit will be funded through its reserve, and further work will be undertaken by the new Head of Service, in conjunction with Finance, to develop a strategy and plan to achieving longer-term financial sustainability. The fees will be applied from 1st September 2021.

Business Management & Monitoring Report
Position to the end of July 2021
Budget Monitoring

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Projected Year End Traffic Light
Directorate	£000	£000	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Children's Services	139,558	140,258	700	0.50%	G
Adults Services	198,542	198,542	0	0.00%	G
Public Health	231	231	0	0.00%	G
Environment and Place	61,051	62,151	1,100	1.80%	R
Customers, Organisational Development and Resources	33,260	33,068	-192	-0.58%	G
Commerical Development, Assets and Investments	50,288	49,091	-1,197	-2.38%	G
Directorate Total Net	482,930	483,341	411	0.09%	G

Business Management & Monitoring Report
Position to the end of July 2021
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Projected Year End Traffic Light
	£000	£000	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Contributions to (+)/from (-)reserves	30,052	30,052	0		
Contribution to (+)/from(-) balances	0	-411	-411		
Public Health Saving Recharge	-425	-425	0		
Contingency	5,605	5,605	0		
COVID-19 Budget	0	0	0		
Insurance	1,280	1,280	0		
Capital Financing	23,705	23,705	0		
Interest on Balances	-10,845	-10,845	0		
Strategic Measures Budget	49,372	48,961	-411		
Unringfenced Government Grants	-38,532	-38,532	0		
Council Tax Surpluses	-6,273	-6,273	0		
Business Rates Top-Up	-62,454	-62,454	0		
Business Rates From District Councils	-17,089	-17,089	0		
Council Tax Requirement	407,954	407,954	0		

Business Management & Monitoring Report: Children's Services
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend-overspend+	%
		£000	£000	£000	%
CEF1	<u>Education & Learning</u>				
CEF1-1	Management & Central Costs	1,321	1,321	0	0.0%
CEF1-2	SEND	4,313	4,313	0	0.0%
CEF1-3	Learning & School Improvement	1,174	1,174	0	0.0%
CEF1-4	Access to Learning	25,611	25,611	0	0.0%
CEF1-5	Learner Engagement Service	370	370	0	0.0%
	Total Education & Learning	32,789	32,789	0	0.0%
CEF2	<u>Children's Social Care</u>				
CEF2-1	Management & Central Costs	5,948	5,948	0	0.0%
CEF2-2	Social Care	29,994	30,694	700	2.3%
	Total Children's Social Care	35,942	36,642	700	1.9%

Business Management & Monitoring Report: Children's Services
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend-overspend+	%
		£000	£000	£000	%
CEF3	<u>Children's Social Care Countywide Services</u>				
CEF3-1	Corporate Parenting	52,565	52,565	0	0.0%
CEF3-2	Safeguarding	3,404	3,404	0	0.0%
CEF3-3	Services for Disabled Children	8,974	8,974	0	0.0%
CEF3-4	Youth Offending Service	804	804	0	0.0%
	Total Children's Social Care Countywide Services	65,747	65,747	0	0.0%
CEF4	<u>Schools</u>				
CEF4-1	Delegated Budgets	0	0	0	
CEF4-2	Nursery Education Funding (EY)	0	0	0	
CEF4-3	Non-Delegated School Costs	216	216	0	0.0%
CEF4-4	School Support Non-Negotiable Recharges	0	0	0	
CEF4-5	Capitalised Repairs & Maintenance	0	0	0	
	Total Schools	216	216	0	0.0%

Business Management & Monitoring Report: Children's Services
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend-overspend+	%
		£000	£000	£000	%
CEF5	<u>Children's Services Central Costs</u>				
CEF5-1	Management & Administration	1,021	1,021	0	0.0%
CEF5-2	Premature Retirement Compensation	3,243	3,243	0	0.0%
CEF5-3	Commissioning Recharge	600	600	0	0.0%
	Total Children's Services Central Costs	4,864	4,864	0	0.0%
	Total Children's Services	139,558	140,258	700	0.5%
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)					
	Schools DSG	123,115	123,115	0	0.0%
	High Needs DSG	65,530	77,230	11,700	17.9%
	Early Years DSG	39,277	39,277	0	0.0%
	Central DSG	4,616	4,616	0	0.0%
	Total DSG Funded Expenditure	232,538	244,238	11,700	5.0%

Business Management and Monitoring Report: Adult Services
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend- overspend+	%
		£000	£000	£000	%
SCS1	<u>Adult Social Care</u>				
SCS1-1A	Better Care Fund Pool Contribution	81,933	81,933	0	0.0%
SCS1-1B	Adults with Care and Support Needs Pool Contribution	97,228	97,228	0	0.0%
SCS1-2 to 9	Other Adult Social Care Services				
SCS1-2	Adult Protection & Mental Capacity	3,666	3,666	0	0.0%
SCS1-3	Provider & Support Services	3,432	3,432	0	0.0%
SCS1-4	Domestic Violence & Abuse Support Service	379	379	0	0.0%
SCS1-5	Housing Related Support	1,133	1,133	0	0.0%
SCS1-6	Other Funding	-8,232	-8,232	0	0.0%
SCS1-8	Adult Social Care Recharges	4	4	0	0.0%
SCS1-9	Adult Social Care Staffing & Infrastructure	13,651	13,651	0	0.0%
	Total Other ASC Services	14,033	14,033	0	0.0%
	Total Adult Social Care	193,194	193,194	0	0.0%
SCS2	Commissioning	5,348	5,348	0	0.0%
	Total Adult Services	198,542	198,542	0	0.0%

Business Management & Monitoring Report : Public Health
Position to the end of July 2021
Revenue Budget Monitoring

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
	£000	£000	underspend- overspend+ £000	%
PH 1 & 2 Public Health Functions				
PH1-1 Sexual Health	6,440	6,340	-100	-1.6%
PH1-2 NHS Health Check Programme	645	645	0	0.0%
PH1-3 Health Protection	8	8	0	0.0%
PH1-4 National Child Measurement Programme	154	154	0	0.0%
PH1-5 Public Health Advice	150	150	0	0.0%
PH1-6 0 - 5 year olds	8,848	8,848	0	0.0%
PH2-1 Obesity	802	802	0	0.0%
PH2-2 Physical Activity	90	90	0	0.0%
PH2-3 Public Health General	2,161	1,961	-200	-9.3%
PH2-4 Smoking and Tobacco Control	615	615	0	0.0%
PH2-5 Children's 5-19 Public Health Programmes	2,302	2,302	0	0.0%
PH2-6 Other Public Health Services	1,249	1,249	0	0.0%
PH2-7 Drugs and Alcohol	7,733	7,633	-100	-1.3%
Total Public Health Functions	31,197	30,797	-400	-1.3%
PH3 Public Health Recharges	633	633	0	0.0%
PH4 Grant Income	-31,599	-31,599	0	0.0%
Transfer to Public Health Reserve	0	400	400	0.0%
Total Public Health	231	231	0	0.0%

Business Management & Monitoring Report: Environment and Place
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend- overspend+	%
				£000	
PG2	Planning & Place	3,412	3,212	-200	-5.9%
PG3	Growth & Economy	93	1,093	1,000	1075.3%
COM1	Communities Management	-1,162	-1,162	0	0.0%
COM2	Community Operations	58,708	59,008	300	0.5%
	TOTAL ENVIRONMENT AND PLACE	61,051	62,151	1,100	1.8%

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend- overspend+	%
COD1	Corporate Services	2,360	2,360	0	0.0%
COD2	Human Resources & Organisational Development	3,223	3,223	0	0.0%
COD3	Communications, Strategy & Insight	2,780	2,568	-212	-7.6%
COD4	ICT & Digital	10,393	10,393	0	0.0%
COD5	Culture & Customer Experience	8,611	8,381	-230	-2.7%
COD6	Finance	5,893	6,143	250	4.2%
	Total Customers, Organisational Development & Resources	33,260	33,068	-192	-0.6%

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of July 2021
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance
		£000	£000	underspend- overspend+	%
CDAI1	Property & Community Facilities Management	18,420	17,125	-1,295	-7.0%
CDAI2	Law & Governance	6,993	7,091	98	1.4%
EE4	Fire & Rescue and Community Safety	24,745	24,745	0	0.0%
CDAI4	CDAI Management Costs	130	130	0	0.0%
	Total Commercial Development, Assets & Investment	50,288	49,091	-1,197	-2.4%

Business Management & Monitoring Report: Children's Services
Position to the end of July 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	100,922	216	101,138
	Gross Income	-68,284	-65	-68,349
		32,638	151	32,789
CEF2	Children's Social Care			
	Gross Expenditure	36,146	2,929	39,075
	Gross Income	-2,257	-876	-3,133
		33,889	2,053	35,942
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	72,287	-1,171	71,116
	Gross Income	-5,505	136	-5,369
		66,782	-1,035	65,747
CEF4	Schools			
	Gross Expenditure	194,016	3,049	197,065
	Gross Income	-193,800	-3,049	-196,849
		216	0	216
CEF5	Children's Services Central Costs			
	Gross Expenditure	5,953	-703	5,250
	Gross Income	-519	133	-386
		5,434	-570	4,864
	Expenditure Total	409,324	4,320	413,644
	Income Total	-270,365	-3,721	-274,086
	Total Children's Services Net Budget	138,959	599	139,558

MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)

	Schools DSG	123,115	0	123,115
	High Needs DSG	65,530	0	65,530
	Early Years DSG	39,277	0	39,277
	Central DSG	4,616	0	4,616
	Total Gross	232,538	0	232,538

Business Management & Monitoring Report: Adult Services
Position to the end of July 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	81,493	440	81,933
	Gross Income.	0	0	0
		81,493	440	81,933
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	97,694	-466	97,228
	Gross Income.	0	0	0
		97,694	-466	97,228
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	34,152	4,374	38,526
	Gross Income	-19,928	-4,565	-24,493
		14,224	-191	14,033
	Total Adult Social Care	193,411	-217	193,194
SCS2	Commissioning			
	Gross Expenditure	5,888	224	6,112
	Gross Income	-1,540	776	-764
	Total Commissioning	4,348	1,000	5,348
	Expenditure Total	219,227	4,572	223,799
	Income Total	-21,468	-3,789	-25,257
	Total Adult Services Net Budget	197,759	783	198,542

Business Management & Monitoring Report: Public Health
Position to the end of July 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	30,921	1,100	32,021
	Gross Income	-228	-596	-824
		30,693	504	31,197
PH3	Public Health Recharges			
	Gross Expenditure	633	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	144	1,077	1,221
	Gross Income	-31,240	-1,580	-32,820
		-31,096	-503	-31,599
	Expenditure Total	31,698	2,177	33,875
	Income Total	-31,468	-2,176	-33,644
	Total Public Health Net Budget	230	1	231

Business Management & Monitoring Report: Environment and Place
Position to the end of July 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget £000	Movement to Date £000	Latest Estimate £000
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	10,098	-166	9,932
	Gross Income	-6,686	166	-6,520
		3,412	0	3,412
PG3	Growth & Economy			
	Gross Expenditure	630	0	630
	Gross Income	-537	0	-537
		93	0	93
COM1	Communities Management			
	Gross Expenditure	-1,162	0	-1,162
	Gross Income	0	0	0
		-1,162	0	-1,162
COM2	Community Operations			
	Gross Expenditure	102,980	-501	102,479
	Gross Income	-44,282	511	-43,771
		58,698	10	58,708
	Expenditure Total	112,546	-667	111,879
	Income Total	-51,505	677	-50,828
	Total Environment and Place Net Budget	61,041	10	61,051

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of July 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	2,953	-1	2,952
	Gross Income	-593	1	-592
		2,360	0	2,360
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	4,395	0	4,395
	Gross Income	-1,172	0	-1,172
		3,223	0	3,223
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	3,859	12	3,871
	Gross Income	-1,090	-1	-1,091
		2,769	11	2,780
CODR4	ICT & Digital			
	Gross Expenditure	13,851	60	13,911
	Gross Income	-3,517	-1	-3,518
		10,334	59	10,393
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,496	5	16,501
	Gross Income	-7,885	-5	-7,890
		8,611	0	8,611
CODR6	Finance			
	Gross Expenditure	8,449	-400	8,049
	Gross Income	-2,491	335	-2,156
		5,958	-65	5,893
	Expenditure Total	50,003	-324	49,679
	Income Total	-16,748	329	-16,419
	Total Customers & Organisational Development and Resources Net Budget	33,255	5	33,260

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of July 2021
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & Facilities Management			
	Gross Expenditure	26,556	-231	26,325
	Gross Income	-8,137	232	-7,905
	Total Property, Investment & Facilities Management	18,419	1	18,420
CDAI2	Law & Governance			
	Gross Expenditure	8,511	1	8,512
	Gross Income	-1,518	-1	-1,519
	Total Law & Governance	6,993	0	6,993
CDAI3	Community Safety			
	Gross Expenditure	27,598	345	27,943
	Gross Income	-2,852	-346	-3,198
	Total Community Safety	24,746	-1	24,745
CDAI4	Management Costs			
	Gross Expenditure	130	0	130
	Gross Income	0	0	0
	Total Management Costs	130	0	130
	Expenditure Total	62,795	115	62,910
	Income Total	-12,507	-115	-12,622
	Total Commercial Development, Assets & Investment Net Budget	50,288	0	50,288

**Business Management Report
Position to the end of July 2021**

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Sep	Jul	Financial Transparency Grant 2021/22	CEF1-3	Learning & School Improvement	T	9	0
				VSMGMT	Strategic Measures	T	0	-9
			COVID Pressures Agreed as at end of June 2021	CEF1-2	SEND Service	T	63	0
				CEF1-4	Access to Learning	T	15	0
				CEF1-5	Learner Engagement	T	38	0
				CEF2-2	Social Care	T	63	0
				SCS2	Commissioning	T	240	0
				SCC1-3	Provider & Support Services	T	0	18
				COM2-2	Community Operations	T	269	0
				COD5	Culture & Customer Experience	T	3	0
				COD1	Corporate Services	T	53	0
				CDAI4	CDAI Management Costs	T	203	0
	VSMGMT	Strategic Measures	T	-965	0			
Grand Total							-10	10

**Business Management Report
Position to the end of July 2021**

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Sep	Jun	Allocation of funding for training	CEF5-1	Management & Admin	T	-11	0
				COD3	Communications, Strategy & Insight	T	11	0
			Remove CEF non-grant recharges.	CEF3-1	Corporate Parenting	P	-420	0
				CEF4-4	Schools Support Service Recharges	P	133	-133
				CEF5-3	Joint Commissioning Recharge	P	-488	133
				SCS2	Commissioning	P	0	775
CS	Sep	Jun	Transfer to fund Licences	CEF2-1	Management & Central Costs	P	12	0
				CEF5-1	Management & Admin	P	-12	0
			Realign school grants cost centres	CEF4-1	Delegated Budgets	P	3,770	-3,770
			Transfer of Budget to align with spend.	CEF2-1	Management & Central Costs	P	-4	0
				CEF2-2	Social Care	P	195	0
		CEF5-2		Premature Retirement Compensation	P	-191	0	
		Resource Bases Recoupment: Adjust for expected recoupment in 2021-22	CEF1-2	SEND Service	P	93	-93	
		Jul	Transfer budget from YPSA - Young Persons supported Accommodation re 2 x FTE EET workers to the service delivering the work to match spend.	CEF1-3	Learning & School Improvement	T	-10	0
						P	10	0
				CEF2-2	Social Care	T	-10	0
						P	10	0
			CEF3-1	Corporate Parenting	T	19	0	
					P	-19	0	
			Ringfenced School Improvement Grant - July to August 2021	CEF1-3	Learning & School Improvement	T	90	-90
			Reducing Parental Conflict Development Grant	CEF2-1	Management & Central Costs	T	28	-28
Holiday Activities and Food Grant	CEF2-2	Social Care	T	774	-774			
ATV Adopt Thames Valley budget tidy up	CEFATV	Adoption Thames Valley	P	3	-3			
EP	Sep	Jun	Comet & BSOG Budget tidy	COM2-2	Community Operations	P	-436	436
AS	Sep	Jun	Payment & System Team moved to different cost centre & Income Cost Centre tidy up	SCS1-3	Provider & Support Services	P	-352	283
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	69	0
PH	Sep	Jun	PH Budgets 21-22	PH1 & 2	Public Health Functions	P	504	0
				PH4	Grant Income	P	-64	-440
		Jul	additional funding for drug treatment, crime and harm reduction activity and dom abuse	PH1 & 2	Public Health Functions	T	416	-416
				PH4	Grant Income	T	1,141	-1,141
Adult weight management grant	PH1 & 2	Public Health Functions	T	180	-180			

**Business Management Report
Position to the end of July 2021**

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CODR	Sep	Jul	Capita contract costs	COD4	ICT & Digital	P	60	0
				COD6	Finance	P	-60	0
Grand Total							5,441	-5,441

Business Management & Monitoring Report - July 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22			Commentary
	Balance at 1 April 2021	Movement	Balance at 31 March 2022	
	£m	£m	£m	
Schools' Reserves	17.3	0.0	17.3	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities, primarily relating
Vehicle and Equipment Reserve	2.1	-0.9	1.2	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	22.9	-2.3	20.6	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Dedicated Schools Grant and Public Health Grant
Government Initiatives	2.1	-0.3	1.8	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.

Business Management & Monitoring Report - July 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22			Commentary
	Balance at 1 April 2021	Movement	Balance at 31 March 2022	
	£m	£m	£m	
Trading Accounts	0.5	-0.3	0.2	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	0.8	0.2	1.0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.
Partnership Reserves	3.0	0.0	3.0	This relates to Growth Deal funding.
On Street Car Parking	3.1	0.0	3.1	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Transformation Reserve	1.1	3.0	4.1	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Demographic Risk Reserve	6.0	3.0	9.0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.

Business Management & Monitoring Report - July 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22			Commentary
	Balance at 1 April 2021	Movement	Balance at 31 March 2022	
	£m	£m	£m	
Youth Provision Reserve	0.7	-0.7	0.0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Budget Prioritisation Reserve	14.5	-2.3	12.2	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Plan.
Insurance Reserve	12.5		12.5	This reserve covers the County Council for insurance claims that, based on the previous experience of the County Council, are likely to be received, as well as a number of insurance related issues.
Business Rates Reserve	1.0	1.5	2.5	This reserve is to smooth the volatility of Business Rates income.
Capital Reserves	47.1	1.1	48.2	This reserve has been established for the purpose of financing capital expenditure in future years.
Investment Pump Priming Reserve	2.0		2.0	
Council Tax Collection Fund Reserve	6.0		6.0	
Redundancy Reserve	1.8	1.0	2.8	

Business Management & Monitoring Report - July 2021
Cabinet - September 2021
Earmarked Reserves

	2021/22		
	Balance at 1 April 2021	Movement	Balance at 31 March 2022
	£m	£m	£m
Covid-19 Reserve	14.2	9.2	23.4
Total Reserves	158.7	12.2	170.9

Commentary

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Children's Services					
	Dedicated School Grants					
R	Dedicated Schools Grant (DSG) - Schools Block	DfE	123,115	0	0	123,115
R	Dedicated Schools Grant (DSG) - Central Block	DfE	4,616	0	0	4,616
R	Dedicated Schools Grant (DSG) - Early Years Block	DfE	39,277	0	0	39,277
R	Dedicated Schools Grant (DSG) - High Needs Block	DfE	65,530	0	0	65,530
	Subtotal DSG Grants		232,538	0	0	232,538
	School Grants					
R	Pupil Premium	DfE	6,871	0	0	6,871
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	0	0	224
R	PE and Sport Grant	DfE	2,265	0	0	2,265
R	Universal Infant Free School Meals	DfE	3,973	0	0	3,973
R	Teacher's Pay Grant	DfE	0	0	98	98
R	Teacher's Pension Grant	DfE	0	0	278	278
R	Coronavirus (COVID-19) Workforce Fund	DfE	0	0	3	3
R	Coronavirus (COVID-19) Catch Up Premium	DfE	0	0	2,329	2,329
R	Coronavirus (COVID-19) National Testing Programme	DfE	0	0	142	142
R	Coronavirus (COVID-19) Free School Meals Additional Costs	DfE	0	0	66	66
	Subtotal School Grants		13,333	0	2,916	16,249

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Other Children's Services Grants					
R	School Improvement Monitoring & Brokering Grant	DfE		0	90	90
R	Youth Justice Board	YJB	548	0	0	548
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Role of the Virtual School Head	DfE	0	0	0	0
R	Extended Personal Adviser Duty Grant	DfE	103	0	0	103
R	Staying Put Implementation Grant	DfE	271	0	0	271
R	Remand Framework	YJB	77	0	0	77
R	Reducing Parental Conflict Workforce Development Grant	DWP		0	28	28
R	Holiday Activities and Food Programme	DfE	0	0	636	636
	Subtotal Other Children's Services Grants		2,843	0	754	3,597
	TOTAL CHILDREN'S SERVICES		248,714	0	3,670	252,384
	Adult Services					
R	Improved Better Care Fund	DHSC	10,391	0	0	10,391
R	Infection Control Grant 3	DHSC		4,123	0	4,123
R	Infection Control Grant 4	DHSC			3,081	3,081
R	Community Discharge Fund	DHSC	0			0
	TOTAL ADULT SERVICES		10,391	4,123	3,081	17,595

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Esimate	In year	In year	Latest
			2021/22	Adjustments /	Adjustments/ New	Allocation
			£000	£000	£000	£000
	Public Health					
R	Public Health Grant	DHSC	31,240	429	0	31,669
R	Adult Weight Management	DHSC		180	0	180
R	Drug Treatment, Crime and Harm Reduction Grant	DHSC		400	16	416
R	Domestic Abuse	MHCLG		1,141	0	1,141
R	Community Testing	DHSC		1,045	-352	693
	TOTAL PUBLIC HEALTH		31,240	3,195	-336	34,099
	Environment & Place					
R	Bus Service Operators Grant	DfT	795	0	0	795
R	Natural England	DEFRA	227	0	0	227
	TOTAL ENVIRONMENT & PLACE		1,022	0	0	1,022
	Customers, Organisational Development & Resources					
R	Music Service	AC	837	0	0	837
R	MaaS:CAV	Innovate UK	313	0	0	313
R	OmniCAV	Innovate UK	1	0	0	1
R	Park & Charge	Innovate UK	206	0	0	206
R	Virgin Park & Charge	Innovate UK	7	0	0	7
R	Data Driven Safety Tool	Innovate UK	91	0	0	91
R	Quantum Gravimeter	Innovate UK	69	0	0	69
R	Resilient CAV	Innovate UK	25	0	0	25
R	Heart Park Project	DFT	90	0	0	90

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Estimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	GTC DfT Congestion Tool	DFT	59	0	0	59
R	CAVL4R	DFT	11	0	0	11
	TOTAL CUSTOMERS, ORGANISATIONAL DEVELOPMENT& RESOURCES		1,709	0	0	1,709
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Service Covid-19 Contingency Grant	MHCLG		47	0	47
R	Fire Fighter's New Dimensons Grant	MHCLG	40	0	0	40
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		1,401	47	0	1,448
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45	-45		0
U	Extended Rights to Free Travel	DfE	278			278
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	685			685
U	Troubled Families Attachment Fees - Phase 2	MHCLG	0			0
U	Troubled Families Payment by Result	MHCLG	0			0
U	New Homes Bonus	MHCLG	3,589			3,589
U	Local Reform & Community Voices Grant	DfE	515			515

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Estimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	548		-90	458
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG	11,896			11,896
U	New Social Care Grant	MHCLG	572			572
U	Local Council Tax Support Grant	MHCLG	4,925			4,925
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE				0
U	Wellbeing for Education Return Grant	DfE				0
R	Contain Outbreak Management Fund	DHSC		3,070		3,070
R	Support for Clinically Extremely Vulnerable	DHSC				0
R	Sales, Fees and Charges Compensation	MCLG				0
R	Practical Support for those Self-Isolating	DHSC		124		124
R	Covid Local Support Scheme (formerly Winter Support Grant)	MHCLG		1,608		1,608
U	Support for Care Leavers at Risk of Rough Sleeping Grant	DfE		95		95
U	Financial Transparency Grant	DfE			9	9
U	Section 31 Grant for Business Rate Compensation	MHCLG	21,908			21,908
U	Business Rates Top-Up	MHCLG	40,546			40,546
	Subtotal Strategic Measures		101,205	4,852	-81	105,976

**Business Management Report
Government Grants 2021/22**

Ringfenced	Directorate	Issued by	Estimate 2021/22 £000	In year Adjustments / New Allocations reported previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R R R	Grants held on behalf of Local Enterprise Partnership					
	Oxford Innovation Business Support		205			205
	European Regional Development Fund		900			900
	DCLG (Local Enterprise Partnership Funding)		500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	0	0	1,605
	TOTAL STRATEGIC MEASURES		102,810	4,852	-81	107,581
	Total All Grants		397,287	12,217	6,334	415,838

Revised Charges 2021/22

Customers, Organisational Development & Resources - Music Service

Service Area	Charge	Unit	Current Charge £	Proposed Charge £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class	Notes ref changes	
Music Service	Charges to Schools	Curriculum (per hour)	65.00	65.00	0%	01/09/2021	Discretionary	EX		
		First Access (60 or 45 minutes)	1,550.00	1,470.00	-5%	01/09/2021	Discretionary	EX	Pro-rata	
		Play On (1 hour or 45 min)	1,850.00	1,680.00	-9%	01/09/2021	Discretionary	EX	Pro-rata	
		Play On (30 minutes)	930.00			01/09/2021	Discretionary	EX	Options now not available - 60 mins/45 min above only	
		Play On (40 minutes)	1,230.00			01/09/2021	Discretionary	EX	Options now not available - 60 mins/45 min above only	
		Summer fun	118.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	
		Transport Zone 1	100.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	
		Transport Zone 2	85.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	
		Transport Zone 3	70.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	
		Transport Zone 4	45.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	
		workshops	13.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	
		Ensembles	Choir Primary	45.00			01/09/2021	Discretionary	EX	No longer offered
			CMS Pass	159.00			01/09/2021	Discretionary	EX	No longer offered
			County Level Ensemble 1 hrs groups of 10 (individual price £4.80)	50.00	48.00	-4%	01/09/2021	Discretionary	EX	
	County Level Ensemble 1.5 hrs groups of 10 (individual price £7.20)		60.00	72.00	20%	01/09/2021	Discretionary	EX		
	County Level Ensemble 2 hrs Groups of 10 (individual price £9.60)		87.00	96.00	10%	01/09/2021	Discretionary	EX		
	Full Membership / 2.5hr ensemble Group of 10 (individual price £12)		105.00	120.00	14%	01/09/2021	Discretionary	Ex		
		OCMS Full Membership / 3.5hr ensemble group 15 (Individual price £11)	76.00	165.00	117%	01/09/2021	Discretionary	Ex	Total price now based on 15 per group, individual price increase 18%	
		Secondary Choir Activity	55.00			01/09/2021	Discretionary	EX	No longer offered	
		Single ensemble - OCMS lessons	55.00			01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.	

Revised Charges 2021/22

Customers, Organisational Development & Resources - Music Service

Service Area	Charge	Unit	Current Charge £	Proposed Charge £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class	Notes ref changes
	Group Tuition	Group of 2 (20 minutes)	10.20	10.20	0%	01/09/2021	Discretionary	EX	Pro-rata in multiples of 20 minutes only
		Group of 2 (30 minutes)	15.00			01/09/2021	Discretionary	EX	Consumed above
		Group of 3 or more (variables of 20 minutes)	7.20	6.20	-14%	01/09/2021	Discretionary	EX	
		Adult Group of 10 (Individual price £11.80)	118.00	118.00	0%	01/09/2021			
	Hire	Hire of Instruments (All other instruments on offer)	48.00	50.00	4%	01/09/2021	Discretionary	EX	
		Hire of Instruments (Violin, Viola and Guitars only)	27.00	30.00	11%	01/09/2021	Discretionary	EX	
		Instrument Purchase Charge	75.00	75.00	0%	01/09/2021	Discretionary	SR	
		Oxfordshire County Youth orchestra	799.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
		Oxfordshire schools orchestra	575.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
		Oxfordshire Schools Symphony Orchestra	875.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
		Oxfordshire Youth Music Theatre	500.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
	Individual Tuition	Individual 40 minutes	39.00	36.40	-7%	01/09/2021	Discretionary	EX	
		Individual 20 minutes - Multiples of 20 minutes only	19.20	18.20	-5%	01/09/2021	Discretionary	EX	Pro-rata in multiples of 20 minutes only - see 40/60 mins price
		Individual 30 Minutes	29.00			01/09/2021	Discretionary	EX	Only providing multiples of 20 minutes
		Individual 45 minutes	44.00			01/09/2021	Discretionary	EX	Only providing multiples of 20 minutes
		Individual 60 minutes	59.00	54.60	-7%	01/09/2021	Discretionary	EX	
	Late cancellation Charge	Late Cancellation fee	45.00	-	-100%	01/09/2021	Discretionary	EX	Removal of late cancellation penalty as not cost effective to administer
	Extra late cancellation Charge	Very late cancellation fee	55.00	-	-100%	01/09/2021	Discretionary	EX	Removal of late cancellation penalty as not cost effective to administer
	Other Charges	Key stage 1 festival	4.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
		launchpad band	13.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
		Primary Pop	4.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
		spotlight talent	4.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
	Own teacher accompanist	Accompanist own teacher	30.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.
	Not own teacher accompanist	Accompanist Oxfordshire County Music Service teacher	45.00	Various		01/09/2021	Discretionary	EX	No longer Fixed price event - now costed on a case by case basis recovering full service cost.