

CABINET REPORT

BUSINESS MANAGEMENT AND MONITORING REPORT

January 2023

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

RECOMMENDATION

1. The Cabinet is RECOMMENDED to

- a) note the report and annexes.
- b) note the virements in Annex B-2b and approve the virements in Annex B-2a.
- c) Agree the use of £0.7m from the Transformation Reserve to support the review of the Health, Education and Social Care (HESC) structure and Adult Social Care Transformation.
- d) approve the write - off of seven unrecoverable social care debts with a combined total of £0.135m as set out in Annex B paragraph 117.

Executive Summary

2. The business management reports are part of a suite of performance, risk and budget documents which set out our ambitions, priorities, and financial performance. The [2022 – 2025 Strategic Plan](#) sets out the Council's ambitions for the next four years. It also shows our priority activities for the current financial year.
3. This report presents the January 2023 performance, risk, and finance position for the council.
4. Further information is provided in the following annexes to the report:

Annex A: Performance as at January 2023

Annex B: Finance as at January 2023

Annex C: Equality and Diversity Plan

Annex D: Climate Impact Plan

5. The performance section of this report concentrates on performance exceptions (measures reporting Red (off target), or Amber, (slightly off target, Amber for the last two consecutive months). The full performance report is included at Annex A.

Performance Overview

6. The Outcomes Framework for 2022/23 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the customer contact centre and measures included in the council's Financial Strategy. The outcomes framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.
7. As at the end of January 2023 the indicators were rated as follows:

Reporting Period	Green	Amber	Red	Monitoring only/Data Unavailable	Total
Monthly	22	10	11	9	52
Annual	1	1	0	0	2
Total	23	11	11	9	54

Table 1: Summary of January 2023 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin.

23 (43%) of the measures were reported as Green (meeting or exceeding target). 11 measures (20%) were rated as Amber (misses target by narrow margin), of which 11 have been Amber for 2+ months and 11 (20%) measures were rated Red (misses target by significant margin).

8. The number of **monthly** measures assessed as Red has decreased compared to the last report to Cabinet in January which set out that as at the end of November the 52 monthly indicators were rated as follows:

Monthly comparison	Green		Amber		Red		Monitoring Only/Data Unavailable		Total
April 2022	28	54%	8	15%	8	15%	8	15%	52
May 2022	27	52%	8	15%	10	19%	7	13%	52
June 2022	22	42%	13	25%	10	19%	7	13%	52
July 2022	23	44%	14	27%	8	15%	7	13%	52
August 2022	20	38%	11	21%	14	27%	7	13%	52
September 2022	23	44%	8	15%	14	27%	7	13%	52
October 2022	24	46%	8	15%	13	25%	7	13%	52
November 2022	21	40%	10	19%	14	27%	7	13%	52
December 2022	19	37%	12	23%	13	25%	8	15%	52
January 2023	22	42%	10	19%	11	21%	9	17%	52

Table 2: Comparison of monthly measures for FY22/23

9. As noted in the last report there are significant and persistent challenges around demand for children's social care and the availability of care placements and front-line social work staff. There has been an improvement in Measure OCC07.02 Early Help Assessments from Red to Amber. These challenges are reflected in the performance measures for Priority 7 where the majority are reported as Red exceptions and causing very significant financial pressure requiring on-going action and interventions.
10. Inflation and workforce shortages in the wider economy have also impacted on the financial position for the council during 2022/23. These are also contributing to the finance measures which remain assessed as Red.

Table 3: Red RAG Status Measures January 2023 Reporting Month

11. The following table lists the 11 measures reporting as Red at the end of January 2023.

Performance measures reporting Red for January 2023 (11 Measures)
OCC02.03: Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)
OCC07.03: Number of early help assessments completed by health visitors
OCC07.06: No of children we care for (excluding Unaccompanied Children)
OCC07.07: Number of child protection plans
OCC07.10: % of Education Health & Care Plans completed within 20 weeks
OCC11.01: Overall forecast revenue variance across the Council
OCC11.02: Achievement of planned savings
OCC11.03: General balances are forecast to remain at or above the risk assessed level
OCC11.05: Directorates deliver services and achieve planned performance within agreed budget
OCC11.06: Total outturn variation for the dedicated schools grant (DSG) funded services
OCC11.11: Debt requiring impairment - ASC contribution debtors

Full details can be found in Annex A.

12. This table indicates the direction of travel of measures compared to December 2022.

Status changes – December 2022 to January 2023	
Red to Green	*OCC04.03: % of residents aged 65 plus receiving ASC who manage their care by using a direct payment
Amber to Green	**OCC02.02: No of active borrowers (library members who have borrowed at least on item a year) OCC04.08: No of visits to Live Well Oxfordshire OCC11.09: Invoice collection rate - Corporate Debtors
Red to Amber	No Change
Green to Amber	No Change
Amber to Red	No Change
Green to Red	No Change

Table 4: Changes across December 2022 to January 2023. *Measure OCC04.03 moved from Red to Green Status after tolerances were amended for January 2023. **Measure OCC02.02 moved from Amber to Green Status because of a change in targets between December and January reporting.

13. Since the last Cabinet report (November 2022), there has been an increase in Green measures and a decrease in the number of Red measures.

Reporting Month	Green	Amber	Red
November	20	11	14
December	19	12	13
January	23	11	11

Table 5: Comparison of monthly measures

14. Financial (year to date) tracking of RAG monthly measures (not including monitoring only):

Month	Green	Amber	Red	Total
April	22	6	6	34
May	29	7	10	46
June	40	20	13	73
July	23	14	8	45
August	20	11	14	45
September	48	12	17	77
October	24	8	13	45
November	20	11	14	45
December	41	15	16	72
January	23	11	11	45

Table 6: Year to date RAG monthly / annual measures. Note the total number of indicators fluctuates as some measures are quarterly, 6 monthly and annual.

This report contains the Quarter 3 position for the Equality and Diversity Action Plan and the Climate Action Plan.

Equality, Diversity and Inclusion Action Plan – Quarter Three

The Equality, Diversity and Inclusion Action Plan is included in full as Annex D. Table 7 illustrates the RAG breakdown for quarter 3. Since quarter 2, changes in status have occurred in three EDI measures. Two of these (EDI1.01 & EDI6.06) are improvements in status moving from Amber to Green and Red to Amber respectively. One measure (EDI2.01) performance has decreased since quarter 2, moving from Green to Amber. Overall, the RAG count has improved from quarter 2 to quarter 3.

Climate Action Plan – Quarter Three

The Climate Action Plan is included in full as Annex E. Table 7 shows the RAG breakdown. One Climate Action Programme measure has been removed. The measure 'CA1.3.04 Trial of IHAT technology for fire engines subject to business case' has been terminated in Q2 to consider other projects. The Fire & Rescue Service has finished the work on the IHAT project and there was no clear evidence beneath IHAT's technology that the technology would enable a reduction in the carbon footprint of vehicles (or any other benefits). Therefore, the project is not being pursued further. For this reason, the measure has also been removed from Annex E.

Plan	Green	Amber	Red	Total
Equality, Diversity & Inclusion	37	4	0	41
Climate Action Programme	8	4	0	12

Table 7: Equality, Diversity & Inclusion Action Plan and Climate Action Programme RAG scores for Quarter 3 FY 22/23.

Performance Exceptions

15. This section of the report details all measures reporting Red or Amber status (*consecutive for two months*) with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A. The exception report focusses on the 11 measures that have Red outcomes and of the 11 measures that have reported Amber, 10 have been rated Amber for two months consecutively and are included in this exception report.

16. **Priority OCC01: Put action to address the climate emergency at the heart of our activities**

This priority has three measures being reported in January 2023: one Amber and two Green.



Figure 1: Priority OCC01 Monthly performance for 2022/23 financial year

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

Table 8: Priority OCC01 Measure Exceptions - January 2023

OCC01.09: "The indicator is below target because recycling rates have plateaued for some time despite continued communication campaigns aimed at behavioural change and encouraging residents to use the exiting recycling collections better. However, Defra statistics for Waste Disposal Authorities for 2021/22 show Oxfordshire first for the percentage of waste reused, recycled, or composted with a recycling rate of 58.2%, compared to Devon in second place at 55.1%, and Surrey 3rd at 54.4%. The reduction in green waste over the summer remains a factor in the forecast end of year recycling rate, particularly as garden waste is a significant part of the waste recycled.

A step change is needed to meet Oxfordshire Joint Municipal Waste Management Strategy targets, which can only be made by the district councils and OCC acting together. Government waste policy changes are expected that could have a significant impact, but these have been repeatedly delayed by Defra. It is difficult to plan investment in changes without the certainty of what future requirements will be. This is a national issue affecting all local authorities.

However, in January Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. Defra is also engaging with the public sector and manufacturers on arrangements for Extended Producer Responsibility (EPR) for packaging. Defra announcements on the consistency of waste collections are still awaited."

17. Priority OCC02: Tackle inequalities in Oxfordshire

This priority has four measures being reported in January 2023: one Red and three Green.



Figure 2: Priority OCC02 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC02.03: Digital engagement with Heritage services (Museums Service and Oxfordshire History Centre)	Red	Red	Mark Haynes

Table 9: Priority OCC02 Measure Exceptions - January 2023

OCC02.03: "Total Heritage digital engagement 32% below target. Museum Service figure [15,666] below target mainly due to lack of any current promotional campaigns post-Christmas. History Service digital engagement [48,170] below target, impacted by continuing lower-level trend line following change to measurement of Heritage Search and Picture Oxon traffic; Heritage Search figure still higher than Dec 2022 which was boosted by quarterly addition of Discovery / Archives Hub traffic. Other History Service web and social media traffic remain stable compared with Dec 2022. Victoria County History digital engagement via British History Online 8% above the monthly target [12,960]; usage fluctuates over the year as a whole but now generally achieving pre-Covid levels."

18. Priority OCC04: Support carers and the social care system

This priority has eight measures being reported in January 2023: two Amber, three Green and three 'monitoring only'.



Figure 3: Priority OCC06 Monthly performance for 2022/23 financial year

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

Table 10: Priority OCC04 Measure Exceptions - January 2023

OCC04.04: “This measure is currently reported as Amber as performance has fallen in the year. However, performance remains in line with the national position. In terms of keeping performance at the right level the Adult Social Care forum will ask if a Direct Payment has been considered for each presentation to enable us to gather data around barriers and ensure that Direct Payments are promoted at every suitable opportunity.”

OCC04.05: No Commentary Included

19. Priority OCC07: Create opportunities for children and young people to reach their full potential

This priority has nine measures being reported in January 2023: four Red, one Amber and four 'monitoring only'.



Figure 4: Priority OCC07 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC07.02: Number of early help assessments	Red	Amber	Kevin Gordon
OCC07.03: Number of early help assessments completed by health visitors	Red	Red	Ansaf Azhar
OCC07.06: No of children we care for (excluding Unaccompanied Children)	Red	Red	Kevin Gordon
OCC07.07: Number of child protection plans	Red	Red	Kevin Gordon
OCC07.10: % of Education Health & Care Plans completed within 20 weeks	Red	Red	Kevin Gordon

Table 11: Priority OCC07 Measure Exceptions - January 2023

OCC07.02: “The number of Early Help Assessments in the first 10 months of the year is 27% higher than last year but remains below target to increase to 5000 in the year. This is a local

target not based on any national benchmarking.

Data from the Association of Directors of Children's Services (ADCS) Safeguarding survey shows Oxfordshire's rate of Early Help Assessments (EHA) is 17% lower than the national level (for 2021/22). We have across the children's trust set a target to increase to 10,000 EHAs by 2024/25. We want more children to receive an Early Help Assessment than a social care assessment.

Over 90% of EHAs are undertaken by schools or the council's Early help service and these two areas have driven the growth in numbers this year. Partner organisations are being asked to report on their performance via the Children's Trust and this will be reported upwards to the Health and Wellbeing Board. The lack of early help means children are unnecessarily being pulled into social care systems. For example, in line with our neglect strategy, less than 1 in 3 new statutory plans where the child had suffered neglect this year had evidenced an earlier early help assessment.

We are targeting individual agencies about their reported numbers of Early Help Assessments and the proportion of social care referrals that come from them that lead to no further actions."

OCC07.03: "This is a measure of Early Help Assessments completed by health which are shared with the council. Oxford health, who run the Health Visitor service, are running a pilot to identify how many single agency assessments they have completed. Between April to September, they completed 289. We are looking now at how these can be shared so if the child subsequently comes into social care, we know what has happened previously."

OCC07.06: "This target was set to reduce our numbers to statistical neighbours' average over the next two years.

The number of children we care for remains lower than the high point at the end of August. However, it remains above target and that of similar authorities. The figure was driven by an increase in children becoming looked after, with 109 non unaccompanied young people became looked after between April and June 2022, where we would expect 60-80. In response, the approval for children to be looked after was raised to Head of Service so that we could be assured we were doing all we can to keep children safely within their families. This increased check, challenge and support resulted in the number of children being cared for dropping in Q2 to 45 and 60 for Q3. This approach is now our practice approach. The 6 months July-December had less children becoming looked after than the first 3 months of the year."

OCC07.07: "This target was set to keep us at the level of statistical neighbours.

612 children were the subject of a child protection plan at the end of January – a decrease of 36 from last month. This is above the target (550) but remains over 150 less than the highpoint of June 2019 (769).

OCC07.10: "Continued high numbers of requests for Education Health Care Needs Assessments across the year and staffing pressures in the SEND Casework team, Educational Psychology Team, Social Care and Health means that there are delays in each service area for completing reports that are required for the process. Agency staff have been recruited to support the high levels of workloads and the SEND Casework Teams workload has been reprioritised."

20. Priority OCC09: Work with local businesses and partners for environmental, economic, and social benefit

This priority has two measures being reported in January 2023: one Amber and one Green.



Figure 5: Priority OCC09 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC09.05: No of Community Micro Enterprises supporting people in the community	Amber	Amber	Karen Fuller

Table 12: Priority OCC09 Measure Exceptions - January 2023

OCC09.05: “One new community micro-enterprise completed the Doing It Right Standards in the month, however, thirteen more are working through the standards. Enquiries about the programme also increased in January.”

21. Priority OCC10: Running the business - Customer Contact

This priority has six measures being reported in January 2023: one Amber, three Green and two ‘monitoring only’.



Figure 6: Priority OCC10 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
OCC10.05: No of telephone calls to CSC abandoned	Amber	Amber	Mark Haynes

Table 13: Priority OCC10 Measure Exceptions - January 2023

OCC10.05: “Calls during January increased by 54.5% compared to December 2022 which is not unexpected due to seasonal demand, however there was an 8.3% increase in contact when compared to the same period from January 2022. With a slightly higher than average absence level, the abandonment rate increased by 4.3%, to 18.3% compared to December and remains Amber. We also dealt with 4,762 outbound calls, 237 webchats across seven service areas of our website and dealt with 22 social media contacts from the official OCC Twitter & Facebook pages. We have been experimenting with Power Automate to count the number of emails received into our shared mailboxes within the CSC. As a result, a total of 12,626 emails were received during January, which is an 82.2% increase from December. We are continuing to enhance this pilot. A total of 30,869 contacts was received during January. Whilst there are a few outstanding vacant posts for which we are actively finalising recruitment, the emphasis has now shifted to ensuring our recent new colleagues receive a dedicated induction and learning period. This take time and the teams are balancing that objective with the ongoing customer demand and striving to provide a qualitative customer experience.”

22. Priority OCC11: Running the business - Finance

This priority has 14 measures being reported in January 2023: six Red, four Amber and four Green. Annex B provides further explanation of the finance measures in the following table.



Figure 7: Priority OCC11 Monthly performance for 2022/23 financial year

Measure:	December Status:	January Status:	Director:
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OCC11.01: Overall forecast revenue variance across the Council	Red	Red	Lorna Baxter
OCC11.02: Achievement of planned savings	Red	Red	Lorna Baxter
OCC11.03: General balances are forecast to remain at or above the risk assessed level	Red	Red	Lorna Baxter
OCC11.05: Directorates deliver services and achieve planned performance within agreed budget	Red	Red	Lorna Baxter
OCC11.06: Total outturn variation for the dedicated schools grant (DSG) funded services	Red	Red	Lorna Baxter
OCC11.08: % of agreed invoices paid within 30 days	Amber	Amber	Lorna Baxter
OCC11.10: Debt requiring impairment - Corporate Debtors	Amber	Amber	Lorna Baxter
OCC11.11: Debt requiring impairment - ASC contribution debtors	Red	Red	Lorna Baxter
OCC11.12: Average cash balance compared to forecast average cash balance	Amber	Amber	Lorna Baxter
OCC11.15: Invoice Collection Rate - ASC contribution debtors	Amber	Amber	Lorna Baxter

Table 14: Priority OCC11 Measure Exceptions - January 2023

Performance Highlights

23. This section of the report concentrates on a number of highlights achieved this period in delivering our strategic priorities.

Put action to address the climate emergency at the heart of our work

Deal signed to bring 159 electric buses to Oxfordshire - The first vehicles in a fleet of 159 new battery electric buses are set to arrive in Oxfordshire in September, after an £82.5 million deal was sealed. Following the signing of contracts between the bus companies and the manufacturers, and the council's approval of [trial traffic filters](#) in Oxford to help reduce bus journey times by at least 10 per cent in the city, confirmation of Oxfordshire's ZEBRA scheme has now been finalised. The arrival of the 159 electric buses is expected to support a further drop in Nitrogen Oxide (NOx) levels that will help clean up Oxford and Oxfordshire's air pollution, reduce noise pollution and help make Oxfordshire a net zero carbon county well before 2050. Oxfordshire was one of only 12 local authorities to successfully apply for ZEBRA funding and is one of the biggest schemes in the country.

Tackle inequalities in Oxfordshire

Hundreds of laptops gifted to help vulnerable people get online - Oxfordshire County Council has given the computers to Getting Oxfordshire Online, an initiative that recycles older technology to be given to charitable organisations in the county. The donation represents a commitment to the council's digital inclusion strategy, helping to tackle inequalities in the county. The computers were provided by the county council's IT, Innovation and Digital Service, who ensured they were securely wiped before arranging the handover to Aspire Oxfordshire, a charity which empowers people facing homelessness, poverty, and disadvantage to find employment and housing.

Number of active borrowers (library members who have borrowed at least one item a year). Since libraries reopened in April 2021 (after Lockdown 3), the number of active borrowers has increased for 22 consecutive months (April 2021 - January 2023)

Prioritise the health and wellbeing of residents

NHS health checks in Oxfordshire now available in more locations - It is easier than ever for people aged 40 to 74 to get a free NHS health check, with the service now available in even more locations. Health Checks Oxfordshire are now providing free NHS health checks on behalf of Oxfordshire County Council at convenient community-based locations across the county, including libraries. This is in support of existing GP practice provision, making it easier than ever to get one.

Award-winning active travel study published

An award-winning active travel study carried out by the University of Bristol and Oxfordshire County Council has now been published. The qualitative study was carried out between May and October 2022 to learn more about active travel priorities – travel that involves some physical activity – and what might help people adopt more active habits. The study focused on cycling and walking for commuters and older people aged 65 to 75 living independently in Bicester and Witney. The study received the “outstanding contribution to public health or social care research” award from the National Institute for Health and Care Research (NIHCR) at the 2022 Thames Valley Health Research Awards last year.

Support carers and the social care system

Cutting edge technology helping older people leave hospital on time - Older patients in Oxfordshire are being supported to leave hospital and recover at home by using cutting edge technology and specialist wraparound support, empowering them to confidently take their medicines independently. Oxfordshire County Council's dedicated Innovation Hub (iHUB) is working with the council's adult social care team, as well as NHS partners, to develop the healthy ageing initiative. Using technology created by digital medicines experts CONNECT Care, the project is designed to improve health outcomes for patients while easing hospital discharge rates and reducing re-admissions.

Invest in an inclusive, integrated, and sustainable transport network

Plans for new active travel funding announced by Oxfordshire County Council - Oxfordshire County Council has secured £0.520m from the government's Active Travel Capability Fund to invest in improving access to active travel options across the county.

This investment will be used to deliver projects that enable more people to walk, wheel or cycle as a first choice for local transport. It will also be used to enhance high streets and improve access to work and education. The funding will enable the council to deliver more of its wider active travel strategy across South and Vale, Cherwell, and West Oxfordshire districts.

Eight Oxfordshire providers join £2 bus fare cap scheme. Most residents will be able to travel more cheaply by bus for three months at the start of 2023, thanks to a new government scheme. As part of the wider 'Help for Households' initiative, [the bus fare cap](#) will limit the price passengers will pay for an adult single fare to £2 on most routes operated by participating bus firms.

Continued city bus services secured by council investment - Residents in two areas of Oxford will have continued access to bus services in the new year following action and investment by Oxfordshire County Council. The council launched a tender process for new bus services following Oxford Bus Company's announcement of its withdrawal of routes 9 to Risinghurst and 13 to Northway from 8 January 2023.

Create opportunities for children and young people to reach their full potential

Updated 2023/24 budget plans agreed in February 2023 reflect new pressures and include extra money for children and families - Oxfordshire's children and young people have been particularly affected by the COVID pandemic and, as the country emerges from it, higher numbers are requiring the support of care services and from special educational needs and disabilities (SEND) teams to fulfil their potential in education.

As part of the 2023/24 budget £0.5m has been agreed to be invested in additional staffing to improve capacity for SEND educational and health care plan (EHP) reviews and assessments. A further £0.5m has been agreed to accelerate the development of community hubs that will support children and families in accessing support services locally.

Work with local businesses and partners for environmental, economic, and social benefit

Man found guilty of money laundering following Oxford roofing scam - A self-employed scaffolder has been found guilty of three money laundering offences at Oxford Crown Court, 25 January 2023, after a trial lasting three days. The jury returned a unanimous guilty verdict on all three counts after deliberating for one hour and 39 minutes.

The court action followed an investigation by Oxfordshire County Council's Trading Standards team.

Running the business




Overall customer satisfaction rates for standard Registration Service


In January 2023, the service recorded 100% satisfaction for the fifth consecutive month (September 2022 – January 2023).









Strategic Risk Management Overview









24. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.

25. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed on a monthly basis as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.

Symbol	Meaning
	Position Improved
	Position Maintained
	Position Declined

Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
SR1	Financial Resilience: The council is not financially sustainable in the immediate/medium term.	25	15	15	

Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
SR2	<p>Cost of Living Crisis: Rapid increases in the cost of living driven by national and international inflation are putting our communities and staff under financial pressure. Increases in hardship will reduce living standards and impact on the wellbeing on staff and residents. It will also create new demand on Council and partner services.</p> <p>Note: Inflationary pressures on council budgets are covered in financial resilience risk.</p>	20	12	12	
SR3	<p>Cyber Security: A successful and significant Cyber-attack leading to disruption, damage, or compromise of any of the council's computer services, information systems, infrastructure, or data.</p>	25	15	15	
SR4	<p>Capital Projects: Major Infrastructure Portfolio schemes become undeliverable.</p>	16	12	12	
SR5	<p>Absence of Oxfordshire Place Strategy: A spatial and policy vacuum for strategic planning across Oxfordshire.</p>	20	9	12	
SR6	<p>Demand Management – Adult: The council is unable to provide the appropriate level of support for people to live well and independently in their community, remaining fit, and healthy for as long as possible.</p>	16	12	12	
SR7	<p>Demand management - Children: Level of statutory activity required by the council in relation to meeting children's needs results in significant overspend.</p>	25	25	25	
SR8	<p>High Needs Block: Insufficient national funding and increasing local demand.</p>	25	20	20	
SR9	<p>Oxford Core Schemes: Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone, and associated city area schemes such as Low Traffic Neighbourhoods) with public support.</p>	20	12	16	

Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
SR10	Organisational Resilience: A significant disruption to all or parts of the council means essential services are unable to be recovered within a reasonable time frame given the nature of the service affected.	20	12	12	
SR11	Health and Safety: Adverse H&S event including accident, incident, near-miss or dangerous occurrence.	20	6	6	
SR12	Strategic Workforce Planning: A risk that the county council's workforce does not have capacity or capability to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met.	16	12	12	
SR13	Supplier/Market Failure: Insolvency of major partners of the council. Supplier chooses to no longer provide services at the contracted cost or to provide services at all.	20	15	15	
SR14	Integrated Care System: Failure to maintain business as usual, as well as driving transformation and improvement during a period of externally imposed structural change.	12	6	6	
SR15	Information Governance: Unable to respond to Subject to Access requests within statutory time frames (normally one month but may be extended to three months)	15	9	9	
SR16	Delivering New Pressures and Priorities: A significant requirement to deliver a substantial new or amended service or response arises at short notice resulting in pressure on existing objectives or failure or partial failure to deliver the requirement.	16	12	12	
SR17	Grey IT Technology Spend (outside agreed IT budget): If the IT systems that exist outside of the formal OCC IT budget is not managed in-line with the Council's architecture, processes, and systems then there is a risk that the organisation will be subject to an	25	15	15	

Risk Ref	Risk Title and Description	Inherent Risk Score	December Residual Risk Score	January Residual Risk Score	DoT
	increased risk of cyber-attack as well as spending unnecessary funds.				

Table 15: Strategic Risk Overview for January 2023 Update

Financial Position

26. As shown in the table on the next page there is a forecast directorate overspend of £23.2m or 4.4%. The overall forecast variation is £15.2m or 2.9% after taking account of a further increase in interest receivable on balances held by the council, the use of the remaining contingency budget, £1.0m funding from the COVID-19 reserve to offset pressures in Children's Services and additional business rates grant income notified in January 2023.

Directorate	Latest Budget 2022/23 £m	Forecast Spend 2022/23 £m	Variance January 2023 £m	Variance January 2023 %	Variance November 2022 £m	Change Since November £m
Adult Services	214.2	219.9	5.7	2.7	1.1	4.6
Children's Services	152.1	169.2	17.1	11.2	15.3	1.8
Environment and Place	63.9	61.8	-2.1	-3.3	-1.4	-0.7
Public Health	3.5	3.2	-0.3	-8.6	-0.3	0.0
Community Safety	24.8	24.8	0.0	0.0	0.2	-0.2
Customers, Culture and Corporate Services	63.9	66.7	2.8	4.4	2.0	0.8
Total Directorate Budgets	522.4	545.6	23.2	4.4	16.9	6.3
Budgets Held Centrally						
Capital Financing Costs	26.1	26.1	0.0	0.0	0.0	0.0
Interest on Balances	-13.0	-15.4	-2.4	18.5	-2.0	-0.4
Inflation and Contingency	2.5	1.4	-1.1	-44.0	-1.3	0.2
Un-ringfenced Specific Grants	-34.8	-34.8	0.0	0.0	0.0	0.0
Insurance	1.4	1.4	0.0	0.0	0.0	0.0
Contribution from COVID-19 Reserve	-9.6	-10.6	-1.0	10.4	-1.0	0.0
Budgeted contributions to reserves	24.4	24.4	0.0	0.0	0.0	0.0
Budgeted Contribution to	1.0	1.0	0.0	0.0	0.0	0.0

Balances						
Total Budgets Held Centrally	-2.0	-6.5	-4.5	2.2	-4.3	-0.2
Net Operating Budget	520.4	538.9	18.7	3.6	12.6	6.3
Business Rates & Council Tax funding	-520.4	-523.9	-3.5	-0.7	0.0	-3.5
Forecast Year-End Position	0.0	15.2	15.2	2.9	12.6	2.6

Table 16: OCC Financial Position January 2023

27. In addition to the overspend against council budgets, the forecast 2022/23 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £16.5m after taking account of £1.2m of COVID-19 costs being met from council resources. This is a reduction of £1m from the previously reported £17.5m in November 2022. In line with the CIPFA code of practice on DSG High Needs deficits an unusable reserve is being used to hold negative High Needs DSG balances until those arrangements come to an end in March 2025. The forecast deficit will increase the total accumulated negative balance for High Needs held in this reserve to £46.3m at 31 March 2023.
28. As noted above and in previous reports there remains real concern over the level of demand for children's social care and a lack of suitable care placements available in the system. An update about the action being taken to manage this and reduce future demand was included in the report to Cabinet in January 2023. This report provides a further update on those actions.
29. After taking account of the £15.2m overspend general balances would reduce to £20.8m. This is £8.1m below the risk assessed level for 2022/23.
30. Annex B sets out further details and commentary on the Finance position.

Financial Implications

31. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2022. On-going impacts have been considered through the Budget & Business Planning process for 2023/24. Strong financial management and oversight will be required to ensure that services are managed within budgets for 2023/24.

Comments checked by: Lorna Baxter, Director of Finance

Legal Implications

32. The Council's constitution at Part 3.2 (Budget and Policy Framework) and Part 3.3 (Virement Rules) sets out the obligations and responsibilities of both the Cabinet and the Full Council in approving, adopting and implementing the council's budget and policy framework.
33. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers. The report sets out as at January 2023 performance, risk and finance position for the Council as part of its fiduciary duty to

implement budgetary controls and monitoring.

Comments checked by: Paul Grant, Head of Legal and Deputy Monitoring Officer

CLAIRE TAYLOR Corporate Director for Customers, Organisational Development and	LORNA BAXTER Director of Finance
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