

CABINET REPORT – 16 November

BUSINESS MANAGEMENT AND MONITORING REPORT September 2021

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

RECOMMENDATIONS

- a) To note the September/Quarter two business management and monitoring report.
- b) To note virements set out in Annex C-2c

Executive Summary

1. This report presents September/Quarter two 2021 performance, risk and finance position for the Council.
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.
5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in five annexes:
 - a. Annex A: Performance September 21
 - b. Annex B: Leadership Risk Register September 21
 - c. Annex C: Finance September 21
 - d. Annex D: Climate Action Plan Quarter two update
 - e. Annex E: Equality, Diversity and Inclusion Action Plan Quarter two update
6. The performance exceptions section (section 9) of this report concentrates on the Performance Exceptions (Indicators performing Red (off target) or Amber (slightly off target) for the last two consecutive months). The full performance report is at Annex A.
7. As part of our commitment to tackle climate change the Quarter two update is included (Annex D). Also, the Quarter two Equalities, Diversity and Inclusion Action Plan update is attached (Annex E) to show progress towards our commitment to inclusion and equality, and the agreed Equalities, Diversity and Inclusion Framework, Including Everyone.

8. Performance Overview

The Outcomes Framework reports monthly on the six strategic priorities, including 26 indicators comprised of 90 measures on a monthly basis. At the end of September 2021, indicators were rated as follows:

Green	Amber	Red
16 (62%)	6 (23%)	4 (15%)

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

Red indicators for September (4)
OCC06 - Timeliness of emergency response
OCC13 - Household waste reused, recycled or composted
OCC15 - We provide help early on so children are less likely to be in need
OCC18 - Timeliness completing Education, Health & Care Plans

September performance summary:

September reports a slightly improved performance position overall, for areas reporting Red and Green. Demand for services exceeding available resources is the most common theme within the commentary supporting Red/Amber indicators.

Financial year tracking of Indicator performance:

Month	Green	Amber	Red	Total Indicators
April	13	2	6	21
May	11	4	7	22
June (Q1)	15	6	4	24
July	12	5	5	22
August	10	6	6	22
September (Q2)	16	6	4	26

Figure 2 - Please note that the total number of indicators fluctuates at quarterly intervals, with additional indicators, hence the higher number of measures and one additional measure introduced from May.

9. Performance Exceptions

This section of the report details each Red and/or Amber (consecutive for 2 months) indicators with supporting commentary from the Directorate.

OCC06: Timeliness of emergency response - Director: Steve Jorden

Financial Year to date performance		
April (Red)	May (Amber)	June (Red)
July (Red)	August (Red)	September (Red)
October	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of three measures, one of them reporting Red and two Amber. Below table illustrates the measures performing under target:

Measure	Status
More people alive due to 365 Alive prevention, protection and emergency response activity	Red
% of emergency call attendances made within 11 minutes	Amber
% of emergency call attendances made within 14 minutes	Amber

Comments from directorate: We continue to deliver our targeted prevention work to the most vulnerable, support road safety education and review how we can best support ambulance colleagues which can all have an adverse impact on this measure. We are reviewing our performance framework to align to the new Community Risk Management Plan which will launch in 2022 and this measure will be amended to ensure that we capture our life saving activity independently of the success of our prevention activity. This indicator is under review and is proposed to be closed, the new performance management framework will consist of SMART measures supporting the delivery of emergency response.

OCC13: Household waste re-used, recycled or composted - Director: Bill Cotton

Financial Year to date performance		
April (Red)	May (Red)	June (Red)
July (Red)	August (Red)	September (Red)
October	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of seven measures, three of them reported Red and three Amber. Below table illustrates the measures performing under target:

Measure	Status
Total % of household waste which is reused, recycled or composted	Red
% of household waste recycled	Red
% of household waste composted	Amber
% of household waste re-used	Red
% of household waste send to landfill	Amber
Average weight of waste produced per household in Oxfordshire	Amber

Comments from directorate: Figures for September are the forecasted end of year performance and is the combined effort of OCC and the City and District Councils. Forecasts continue to be variable and have been impacted by the suspension of garden waste collections in South Oxfordshire and the Vale of White Horse districts at the beginning of August. 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. Waste tonnages overall remain above pre-Covid levels continuing from last year's exceptional high volume during the Covid pandemic.

OCC15: We provide help early on so children are less likely to be in need - Director: Kevin Gordon

Financial Year to date performance		
April (Green)	May (Red)	June (Amber)
July (Amber)	August (Red)	September (Red)
October	November	December
January	February	March

This indicator's RAG status is the result of the sum of performance of four measures, two of them reported Red and one reported amber. Below table illustrates the measures performing under target:

Measure	Status
Numbers of contacts into the MASH	Red
Number of early help assessments	Amber
Number of early help assessments completed by health visitors	Red

Comments from directorate: Consistent with the Performance in 2020/21, during the last year the number of contacts into the MASH rose by 35%. This growth has continued so far during 2021/22, albeit at a slower rate, and the figure for the first 6 months of this

year, 13,746 is 16% higher than last year. The council has funded 7 additional staff members to help mitigate this increase and timeliness targets are being met for both high risk and all children.

Although early help assessments have grown year on year and the number in the first half of the year already matches the total achieved in 20/21, the Children's Trust has agreed a long term stretch target of £15,000 per year by 2025, including a new health visitor target to support greater access to children under 5yrs. These are new targets. The CEF directorate has committed dedicated strategic leadership to refresh the Early Help strategy.

OCC16: The number of children looked after - Director: Kevin Gordon

Financial Year to date performance		
April (Amber)	May (Amber)	June (Amber)
July (Amber)	August (Red)	September (Red)
October	November	December
January	February	March

This indicator's RAG status reflects the performance of one measure, which is reporting Red for September. Below table illustrates the measure performing under target

Measure	Status
Number of Children we care for	Red

Comments from directorate: The number of children becoming cared for is increasing as fewer children are leaving the care system. In the 5 years to March 2020 on average 46% of the children cared for at the start of the year ceased care. In 2020/21 just 35% of children ceased care. This is in line with what is happening in other areas of the country as the impacts of Covid and lockdown are seen in the rising complexity of children's needs and excessive delays in court timeframes. We engage in regular liaison with the Family Courts to try and speed up processes.

The implementation of the Family Solutions Plus service is showing good early impact in preventing new entries to care. In 2020/21, 288 children entered the system. This was 14% lower than the average across the previous 5 years and the lowest annual figure for over 6 years. We continue to embed this service.

OCC18: Timeliness completing Education, Health & Care Plans - Director: Kevin Gordon

Financial Year to date performance		
April (Green)	May (Amber)	June (Amber)
July (Red)	August (Red)	September (Red)
October	November	December
January	February	March

This indicator's RAG status reflects the performance of one measure, which is reporting Red for September. Below table illustrates the measure performing under target

Measure	Status
% of Education Health & Care Plans completed within 20 weeks	Red

Comments from directorate: 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. We forecast that demand will continue to rise by 12% per year. 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. There is a particular pressure on the availability of educational psychologists. This is a national

issue. We have contracted some external services via agency to support in the short term with the backlog of annual reviews. Additional capacity is being added to the SEND casework team in order to reduce caseload and help with staff retention and our ability to better meet statutory assessment deadlines.

10. Climate Action Programme – Quarter two update (Annex D)

This report updates Cabinet on the delivery of the 21 OCC and joint priority actions set by the Climate Action Programme Board for 2021/22 (see Annex D). The below table reflects the summary of our performance against the programme this quarter.

Green	Amber	Red
9 (43%)	10 (48%)	1 (5%)

Climate Action performance highlights:

- Delivery proceeding of heat decarbonisation and energy efficiency projects funded by £2.1m grant from Public Sector Decarbonisation Scheme. Deadline extended to March 2022 to accommodate nationwide supply chain issues.
- Fleet audit completed to inform fleet replacement programme.
- Streetlighting LED conversion programme reached 36.6% delivery in September.
- £3m bid submitted to the Sustainable Warmth Fund to increase the energy efficiency of homes in fuel poverty.
- Local businesses engaged in COP26 Zero Carbon Tour, part of the council's COP26 comms campaign.

Additionally, delivery of the council's climate action commitments is being supported by the following initiatives:

- The Climate Action training e-learning module has been completed by over 420 staff since it was launched in June. Five OCC teams have now requested to take part in the Carbon Literacy peer-to-peer training course, after a successful pilot with the Fire Service in August.
- Staff joined a Climate Café in September to learn about the new requirement to include Equalities and Climate Impact Assessments in reports to CEDR and Cabinet proposing a new policy, procedure, service change, service planning or programme.

Key Climate Action programme risks:

Delay in development of a decarbonisation roadmap for the corporate estate due to restructuring of the Property service.

11. Equality, Diversity and Inclusion Action Plan - Quarter two update (Annex E)

This is the second quarter summary report of the Including Everyone action plan. There are 32 actions in total, spread across the three areas of activity: Inclusive Workforce, Inclusive Communities and Inclusive Service Delivery.

Green	Amber	Red
21 (66%)	11 (34%)	0 (0%)

Equality, Diversity and Inclusion performance highlights:

- Ethnicity pay gap reporting will now be included alongside gender pay gap reporting
- The Council's new values and behaviours, known as Delivering the Future Together, has commenced roll-out and priority projects to support embedding the new values and behaviours have been scoped with a view to starting in October
- An Equalities, Diversity and Inclusion self-assessment audit tool has been created and promoted to all schools. The Council also offers free training to all schools in Oxfordshire on becoming a restorative school, creating a safe space for everyone and creating inclusive schools.
- The 'Mentoring for Diversity' programme has been extended for an additional three months as feedback continues to be positive. All of the mentors involved in the scheme have said that it has been beneficial both for the organisation and on an individual basis.
- A final draft of the Social Value Policy has been developed which will embed both climate action and equalities considerations into our procurement practices.
- It has become clear that a number of actions will need to be re-designed as part of developing the new action plan in January 2022. This will include:
 - Developing more detailed actions that link to a project to re-design our digital presence
 - Understanding how we can improve the links between addressing climate change and tackling health inequalities
 - Ensuring that we embed key learning from Covid into actions to address inequality

12. September business management and monitoring performance highlights:

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

During August 5,494 contacts into our Customer Service Centre were recorded from all channels, of which, 4,831 contacts (88%) were resolved at first point of contact.

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

Business Fire Safety Week in Oxfordshire (6-12 Sept). Businesses were being advised not to overlook fire safety, in a new campaign launched by Oxfordshire County Council's Fire and Rescue Service.

Children aged six to 13 will be able to join in musical groups in a series of new sessions at venues across the county on Saturday mornings. The music groups are aimed at children who have been playing an instrument for at least a term and up to grade 5 and who are looking to develop their skills and performance with other players of similar ages. They offer a fun, safe supportive atmosphere where children can make new friends and improve their playing by performing with others. The 90-minute Saturday music centre sessions were available through school term times from 18 September and are available in Bicester, Oxford, Didcot, Thame and Witney.

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

As part of the annual nationwide campaign, which ran from 20 - 26 September, Oxfordshire County Council, Cherwell District Council West Oxfordshire District Council, South Oxfordshire District Council, Vale of White Horse District Council and Oxford City Council held a series of green events – both online and in person, including fairs, markets, discussions and roadshows. This year's theme is 'Step It Up' and focuses on the climate and carbon implications of not recycling correctly, or even at all. Recycle Week events in Oxfordshire included:

- Tuesday 21 September: Instagram Live Q&A with Oxford Recycles and Replenish Oxfordshire (8.30am - 9.30am)
- Tuesday 21 September: Thame Market stall (9am - 1.30pm)
- Tuesday 21 September: Oxford Brookes University Activist Fair (10am - 3pm)
- Wednesday 22 September: Henley Eco Business Fair (10am-3pm)
- Friday 24 September: Asda Wheatley Recycling roadshow (8am - 2pm)
- Saturday 25 September: Faringdon Green Day (10am - 2pm)

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

Demand at the front door continues to grow. Last year the number of contacts into the MASH rose by 35% and in the first 6 months of this year grew by a further 16%, with 13,746 contacts – nearly 10% of our under 18 population. Despite this increase, entrants to the social care system are not growing as the family solutions plus model continues to take hold. The teams work with families to help address their needs so that children can continue to be cared for in their own homes and that fewer need higher levels of social care intervention.

More than 100,000 primary and secondary school children in Oxfordshire will be offered the opportunity to be immunised against influenza this autumn in an expanded health protection campaign. The programme started on September 22 with the Oxfordshire School-aged Immunisation Team from Oxford Health NHS Foundation Trust giving quick and painless nasal spray vaccinations to consented pupils from reception classes to year 11.

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

We positively continue to implement our transformation programme 'the Oxfordshire Way'. This is about providing people with the ability to support themselves through personal, local and system assets to 'keep them in the centre', reducing pressure on formal support and focusing on prevention and early intervention, prioritising community led support. We have improved the speed at which those who do need formal support can access it. Since the start of the year the number of people waiting for an assessment has dropped by 15% despite an increase in demand.

The social and health care team is the first point of contact for enquiries about adult social care. The relationship between this team and our community partners have grown from strength to strength, and as a result, the team are able to signpost more people to community-based services. This year has seen 3.6% rise in people contacting the council about adult social care, but because the team have been able to sign post to community partners, the number of people passing through to social care teams has fallen by 16%.

13. Leadership Risk management update:

There were no score changes to the Leadership Risk Register during September and no new risks were added.

Risk Ref	Risk Title	Residual Risk Score	Direction of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	Comments updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	Mitigating actions updated
LR3	High needs block funding	15 Medium Risk	↔	Potential impact, controls and mitigating actions updated
LR4	Recruitment and Retention of Childrens Social Workers	16 High Risk	↔	Added in August
LR5	Insufficient placement availability for children we care for	20 High Risk	↔	Added in August
LR6	Safeguarding of vulnerable adults	10 Medium Risk	↔	No changes
LR7	Demand management - Adults	12 Medium Risk	↔	Controls updated
LR8	Capital Infrastructure Programme Delivery	20 High Risk	↔	Risk reviewed, mitigating actions and comments updated.
LR9	Local resilience, community resilience, cohesion	8 Medium Risk	↔	No changes
LR10	Management of partnerships (non- commercial)	6 Low Risk	↔	No changes
LR11	Supply chain management	8 Medium Risk	↔	No changes
LR12	Corporate governance	2 Low Risk	↔	No changes
LR13	Workforce management	9 Medium Risk	↔	Comments updated
LR14	Organisational Change and Service Design	12 Medium Risk	↔	Comments updated
LR15	Financial resilience	10 Medium Risk	↔	No changes
LR16	Health and Safety	8 Medium Risk	↔	No changes
LR17	Business Continuity and recovery plans	8 Medium Risk	↔	Comments updated
LR18	Cyber security	12 Medium Risk	↔	Comments updated
LR19	ICT Infrastructure	8 Medium Risk	↔	Comments updated
LR20	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	9 Low Risk	↔	Description, impact and controls updated
LR21	Construction, Resources and Skills Shortages	16 High Risk	↔	No changes

14. Summary of the Council's financial position

14.1 This report is the fourth financial monitoring information for the 2021/22 financial year and covers the period up to the end of September 2021. This report focuses on key issues, risks, and areas of emerging pressure.

14.2 The table below sets out that there is a forecast overspend of £1.4m or 0.3%. 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 September 2021	Variance September 2021	Variance August 2021	Change
	£m	£m	£m	%	£m	£m
Children's Services	139.7	142.1	2.4	1.7	1.8	+0.6
Adult Services	198.9	198.9	0.0	0.0	0.0	
Public Health	0.2	0.2	0.0	0.0	0.0	
Environment & Place	61.2	62.5	1.3	1.8	1.1	+0.2
Customers, Organisational Development & Resources	33.4	33.1	-0.3	-0.8	-0.3	
Commercial Development, Assets and Investments	50.7	48.7	-2.0	-3.9	-1.2	-0.8
Total Directorate Budgets	484.1	485.5	1.4	0.3	1.4	0.0
Corporate Measures	-484.1	-484.1	0.0	0.0	0.0	
Total Forecast Position	0.0	1.4	1.4	0.3	1.4	0.0

14.3 General Balances were £34.6m at 31 March 2021 and are forecast to be £33.2m by 31 March 2022 after taking account of the current forecast directorate overspend of £1.4m. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.

14.4 The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m or 75% are expected to be delivered by year end with work continuing to achieve the rest. Any budget pressures arising from the non-delivery of any savings form part of the Directorate positions reported above.

14.5 £2.6m or 16.4% are rated amber. These mainly relate to the £2.0m savings in Adult Social Care reducing the demand pressures in the pools by 1%. By increasing the focus on maximising use of residential and nursing beds available through existing block contracts and minimising the length of any vacancies and looking for creative ways to meet needs at lower cost while also helping people to be as independent as possible spend was reduced by around 1% in the second half of 2020/21 with an on-

going full year effect of £2.0m from 2021/22. The process to maintain the saving is on-going so the saving is currently shown as amber until there is more certainty about the position later in the year. However, the forecast spend across the pools is being managed within the funding available.

14.6 £1.3m or 8.3% are rated red. £1.2m relate to savings within Environment and Place and predominately relate to the delay in the realisation of the Community Redesign saving of £1.2m. In-year mitigations are being sought to minimise the financial impact.

14.7 See Annex C for further details and commentary.

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