

CABINET REPORT – 15 March 2022

BUSINESS MANAGEMENT AND MONITORING REPORT January 2022

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

RECOMMENDATIONS

- a. To note the January business management and monitoring report.
- b. To agree virements set out in Annex C -2b which relate to the Covid-19 costs incurred by the directorates between October 2021 and January 2022.
- c. To note virements set out in Annex C-2c
- d. To note virements for 2022/23 set out in Annex C-2d
- e. To approve the bad debt, write off in Annex C paragraphs 25 (Adult Services) and 84 (CDAI)
- f. To approve the use of the COVID Reserve in paragraphs 29, 35, 79, 85, 91, 94 and the use of the corporate contingency for the estimated cost of the pay award in paragraph 101
- g. To note the Review of Charges 2022/23 set out in Annex C-5

Executive Summary

1. This report presents January 2022 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.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 January 2022
 - b. Annex B: Risk Register January 2022
 - c. Annex C: Finance January 2022
6. The performance exceptions section (section 8) of this report concentrates on the Performance Exceptions (Indicators Red, off target, or Amber, slightly off target, for the last two consecutive months). The full performance report is at Annex A.

7. Performance Overview

This year's Outcomes Framework reports monthly on our six strategic priorities, including 23 indicators comprised of 90 measures on a monthly basis, at the end of January 2022 the indicators were rated as follows:

Green	Amber	Red
12 (52%)	4 (17%)	7 (31%)

Figure 1 – Summary of January 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 January (7)
OCC 04 Effective financial management and governance
OCC13 Household waste reused, recycled or composted
OCC15 We provide help early on so children are less likely to be in need
OCC16 The number of children looked after
OCC17 Number of child protection plans
OCC18 Timeliness completing Education, Health & Care Plans
OCC 22 Infrastructure delivery supports growth

Status changes – December to January	
Red to Green	OCC05 The number of people helped to live safe and happy lives OCC08 Condition of highways OCC21 People needing social care are supported to stay in their own homes
Green to Amber	OCC10 Reduction in carbon equivalent emissions from OCC's activities
Amber to Red	OCC17 Number of child protection plans

January performance summary:

January represents an improved performance since December. Since December we have seen; -

- Significantly more green indicators (52% in comparison with 43% in December)
- Same number of amber indicators (17%)
- Fewer red indicators (30% in comparison with 39% in December)

Financial year tracking of Indicators

Month	Green	Amber	Red	Total
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)	15	7	4	26
October	14	2	7	23
November	14	4	5	23
December	10	4	9	23
January	12	4	7	23

Figure 2 - Please note that the total number of indicators fluctuates quarterly, hence the higher number of measures. Also, one additional measure was introduced from May 2021.

8. Performance Exceptions

This section of the report details each Red or Amber (consecutive for two months) indicators with

supporting commentary from the Directorate.

OCC04: Effective financial management and governance - Director: Lorna Baxter

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

This indicator's RAG status is the result of the sum of performance of six measures, four of them reporting Red and two Amber for January. Below table illustrates the measures performing under target.

Measure	Status
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Red
OCC04.05 % of agreed invoices paid within 30 days	Amber
OCC04.08 Debt requiring impairment - ASC contribution debtors	Red
OCC04.09 Average cash balance compared to forecast average cash balance	Red
OCC04.10 Average interest rate achieved on in-house investment portfolio	Red
OCC04.13 Invoice Collection Rate – ASC contribution debtors	Amber

Comments from directorate: Financial Management is being highlighted as Red in terms of performance; with the particular measures that are outside of target levels detailed in Annex A and Annex C. The performance across the red indicators is due to external factors, and not system or management issues. The financial implications are reflected in Annex C, but are limited in terms of impact, and there is no increased risk to the financial resilience of the council.

The Adult Social Care debt requiring impairment has increased further this period to £4.0m which is £1.3m above the target level. As reported previously the increases in bad debt levels seen this year can mainly be attributed to three causes: a higher proportion of people being defaulted to full cost which is an impact of the approach taken during the pandemic; therefore, this may not represent the true debt position; the impact of a backlog of cases accumulated during the first half of 2020/21 when formal recovery procedures were paused as part of the Councils response to Covid-19; and, delays in public bodies processing an increase in applications for support from people who lack capacity to manage their finances. The service has implemented new procedures and additional temporary staff have been recruited to the teams that undertake the financial assessments and recover funds.

High needs demand continues to impact on the DSG (Dedicated Schools Grant) Outturn Variation target. The position in Oxfordshire reflects the national picture of increasing High Needs demand. The risk LR3 covers this on the Risk Register.

Risk impact	No additional risk
Finance impact	No impact on financial risk

OCC06 Timeliness of emergency response - Director: Steve Jorden

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

This indicator's RAG status is the result of the sum of performance of two measures, both reporting Amber. Below table illustrates the measures performing under target.

Measure	Status
OCC06.02 % of emergency call attendances made within 11 minutes	Amber
OCC06.03 % of emergency call attendances made within 14 minutes	Amber

Comments from directorate: Of the 425 emergency incidents in January 48 were over our 14-minute response time. We are investigating each of those incidents to determine if they were in an area that could have been reached within that timeframe. The average response time for this year is 8:37 which is an improvement on last year (8:56)

Risk impact	Our response standards are directly impacted by fire appliance availability which is directly impacted by the availability of the crew. 19 of our stations are crewed by On-Call staff and we have a focus on the recruitment and retention of those staff to maximise our availability. We have also reorganised our wholetime resources to be able to provide additional support to maximise our availability at our On-call stations. The performance of our response standards is constantly reviewed, and appliance availability is a service priority. We do have the ability to redirect staff from other priorities to further support appliance availability in reaction to the risk increasing.
Finance impact	There is no, current, identified financial pressure from the performance of this activity.

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

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

This indicator's RAG status is the result of the sum of performance of six measures, all reported Amber for January resulting overall Red RAG status.

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

Comments from directorate: OCC has recently been named the best performing county council waste disposal authority in England with a recycling rate of 59.5% in 2020/21. Although amongst the best performing councils, Oxfordshire councils have set an ambitious target to improve further. Much of the waste currently disposed of could be recycled and there is a need to continue to strive to drive out that material to secure environmental, climate and financial benefits.

Figures for December are the forecast end of year performance and are the combined effort of OCC, the City and District Councils. 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, although there are some signs that this may be stabilising. **Please note this measure is reported one month in arrears.**

Risk impact	There is a service level risk that failing to meet the Joint Municipal Waste Management Strategy targets for reuse, recycling and composting will lead to additional costs as disposal is more expensive than recycling. This does not need to be escalated.
Finance impact	At this stage this does not impact significantly on finances.

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

Gordon

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

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

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

Comments from directorate: In 2020/21 the number of contacts into the MASH rose by 35%. This growth has continued, albeit at a slower rate, and the figure for the first 10 months of this year, 23,953, is 20% higher than the same figure last year. The council has funded 7 additional staff members via the Covid 19 reserve to help mitigate this increase. The additional monies have meant that we have been able to deal with enquiries in a timely manner, with consistently hitting our targets for dealing with these contacts on time.

The yearly target of 2000 Early Help Assessments has been met. However, you remain between 2 and 3 times more likely to receive a social care assessment than an early help assessment. In Oxfordshire, working with local partners, we want to develop early help, so it is the first response to need wherever possible and are working with local partners to deliver a step change in the number and effectiveness of early help.

Risk impact	LR1 Demand management – Children has a residual score 20 (High Risk Score) - Risk Register reviewed, Controls and Control assessment has been changed from fully to partially, due to increase in child protection numbers and higher caseloads.
Finance impact	No variance is reported due to the additional funding of £430,000 from the Covid 19 budget for 7 workers. The deployment of the additional funding is pegged to activity levels – 1 worker per 1000 contacts per annum. At present activity levels are higher than pre covid levels by nearly 50%

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

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

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

Measure	Status
Number of Children we care for	Red

Comments from directorate: The number of cared for children has increased to 805 - 21 up on the start of the year. This is in part because Oxfordshire has housed 21 unaccompanied asylum-seeking children as part of the National transfer scheme. However even if these children had not been housed, we would have been above (worse than target) as fewer children are leaving the cared for system as backlogs still exist in the court process.

The implementation of the Family Solutions Plus service is showing some early impact in preventing new entries to care. In 2020/21, 192 children under 13 entered the cared for system, after 10 months this year the figure is 155 and currently projected to be lower than last year, but delays in moving children through the system means the numbers of cared for children are not falling.

In the last 5 years the number of children cared for nationally has risen by 10,400 children. The national market pressure has led to escalating unit price for placements with the Competition and

Marketing authority noting that there is a shortage of appropriate places for cared for children and that the average operating profit for care home providers is 23% and 19% from independent fostering agencies.

Risk impact	LR5 Insufficient placement availability for children we care for - Children has a residual score 20 (High Risk Score) – Risk Register reviewed, and additions were made to the Comments and Mitigating Actions, in line with the commentary above.
Finance impact	The financial impact of the small increase in the number of children in care is disproportionately high, due to more placements in more expensive external residential care and via Independent Foster Agencies (IFAs), offset by a reduction in in-house foster care. The overall unit cost of placements has significantly increased, partly due to a small number of very expensive placements in unregistered care arrangements.

OCC17 Number of child protection plans – Director: Kevin Gordon

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

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

Measure	Status
Number of child protection plans	Red

Comments from directorate: After a couple of months when the figure fell, the number of children the subject of a child protection has risen sharply and is now 24% higher than the start of the year. This is impacting on caseloads. 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. Work in this area is very stressful and pressures on staff can be exacerbated by national media focus on child protection social workers which can negatively impact staff morale. Retaining staff in such an environment is difficult, high levels of vacancies further impacts workload and creates a vicious circle of high demand, pressure on staff and increasing workload. This leads to an increase in the use of agency staff and higher costs.

Compared to April 2020 the number of children in pre proceedings has increased from 62 to 83 (34%) and the number of children in proceedings has increased from 136 to 232 (71%). These cases are inherently complicated and require additional worker time. In addition to the volume of work, the complexity of work is also adding to workload pressures

Risk impact	LR 4 Recruitment and Retention of Children’s Social Workers has a residual score 20 (High Risk Score) – CEF overspend pressures discussed at SLT 16/02/2022, any risk impact will be captured.
Finance impact	An overspend of £1.1m in social work teams due to the need to use agency staff and an additional £0.8m allocated to this service from the Covid reserve to help meet demand.

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

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

This indicator's RAG status reflects the performance of one measure, which is reporting Red for January. 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 2020 with a sharper drop from October 2021. This is driven by an increase in demand which 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.

Risk impact	LR1 Demand management – Children has a residual score 20 (High Score Risk). Risk reviewed, Control and Control assessment has been changed from fully to partially, due to increase in child protection numbers and higher caseloads.
Finance impact	Covid funds of approximately £200,000 have been allocated to deal with some of this demand pressure for SEND.

OCC22 Infrastructure Delivery Supports Growth – Director: Bill Cotton

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

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

Measure	Status
Percentage of the Capital Programme delivered in line with budget	Red

Comments from directorate: This indicator measures the capital infrastructure major programme spend. During January this indicator shows as reporting Red as 3% was delivered against a monthly target of 7.9%. However, the year to date result reflects that 81% of the revised programme for 21/22 has been spent or committed as at end of January 2022 against a year to date target of 79%. A number of major schemes across the programmes are forecast to enter into construction contracts in this financial year. The expected year end budget forecast position is 91% against a target of 95%, still within the agreed range.

Risk impact	LR8 - Capital Infrastructure Programme Delivery has a residual score 15 (Medium Risk Score) Risk implications of the programme are reflected on LR8.
Finance impact	No Financial Impact

9. Performance Highlights

- With effect from 31 January, Oxford City Council's face-to-face customer services will move to Oxfordshire County Council's Westgate Central Library. In April 2021 the City Council reopened face to face customer services at St Aldates Chambers, with

appropriate COVID health and safety measures in place. This will continue, but will now relocate to the Westgate Library, where Oxfordshire County Council offer a similar service. This pilot is aimed at delivering improved services to our residents by co-locating more face to face customer services provision in one place. This should be more convenient, as well as providing opportunities for more effective co-ordination between services. Residents will be able to visit one location in the city centre where they can undertake both City and County Council business. The pilot will initially run for 12 months, but if successful is intended to continue.

- Trading standards officers from Oxfordshire County Council have made their biggest seizure of illicit cigarettes yet, smashing their previous record set just weeks earlier. A joint operation with Thames Valley Police, on 29 November, saw another residential property in Banbury being raided, resulting in the record haul of 680,380 smuggled and some suspected counterfeit cigarettes being seized. Their illegal market value is estimated at between £150,000 and £200,000. Also seized were two mobile phones and a CCTV recorder, all of which will be forensically examined.
- For the eighth year in a row, residents in Oxfordshire have topped the table nationally when it comes to recycling, reusing, and composting. Oxfordshire County Council has once again been named the best performing county council waste disposal authority in England. In 2020-21, residents recycled, reused, or composted 59.5 per cent of their household waste, an increase on the previous year's figure of 58.8 per cent, according to government figures.
- Oxfordshire has housed 21 unaccompanied asylum-seeking children as part of national transfer scheme to accommodate new arrivals into the country. This was a tremendous partnership exercise across the council, with the Home Office and Health colleagues. The young people are settling well and are enjoying life in Oxford, starting their orientation programmes and will be attending college for ESOL (English to Speakers of Other Languages) courses soon.
- People are supported to live well in their communities, with 90% of people contacting the council now supported through community-based approaches, with only 10% progressing to Adult Social Care for more formal support. The team is delivering outcomes in a timelier manner, as shown by the reduction of 45% in the number of people awaiting a social care assessment, with these people are waiting up to 44% less time.

The Council is embedded the voluntary sector in the pathways to support the independence of local people by maximising the use of their personal and community assets. 37% of people, who we refer on to Age UK as part of this pathway require no further Adult Social Care input. Work with partners continue to collectively deliver the Oxfordshire Way in order to improve outcomes for people and communities. Council staff recognises the importance of working with the community, with 93% of staff agreeing that they now actively empower people and build the resilience of local communities as part of their role. As a system the services stays focused on creative preventative, collaborative approaches which allow them to support people to meet their goals in a different way. This has resulted in 11% less long term service users since April 2021 compared to the regional average, highlighting how the transformation has mitigated formal demand

10. Risk management – January summary

There were two score changes to the Risk Register during January:

- LR4 Recruitment and Retention of Children's Social Workers – From 16 to 20 (High Risk)
- LR7 Demand management – Adults – From 12 to 16 (High Risk)
- LR10 Management of partnerships (non-commercial) – From 6 to 9 (Low Risk)

- LR13 Workforce management – From 9 (Low Risk) to 12 (Medium Risk)

Also, two new risks have been added:

- LR23 HIF1 Didcot Garden Town Major Infrastructure Programme – 12 Medium Risk
- LR24 Cessation of joint working between CDC and OCC – 12 Medium Risk

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	Control Assessment Updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	Comments Updated
LR3	High needs block funding	15 Medium Risk	↔	Comments Updated
LR4	Recruitment and Retention of Children's Social Workers	20 High Risk	↑	Control Assessment, Probability Score, Residual Risk Level, Mitigating Actions and Comments Updated
LR5	Insufficient placement availability for children we care for	20 High Risk	↔	Comments and Mitigating Actions Updated
LR6	Safeguarding of vulnerable adults	10 Medium Risk	↔	No changes
LR7	Demand management - Adults	16 High Risk	↑	Probability Score, Residual Score, Mitigating Actions and Comments Updated.
LR8	Capital Infrastructure Programme Delivery	15 Medium Risk	↔	No changes
LR9	Local resilience, community resilience, cohesion	8 Low Risk	↔	Risk Owner, Comments and Mitigating Actions Updated
LR10	Management of partnerships (non-commercial)	9 Low Risk	↑	Residual risk level, Controls and Mitigating Actions Updated
LR11	Supply chain management	8 Low Risk	↔	No changes
LR12	Corporate governance	2 Low Risk	↔	Mitigations, Control Assessment and Comments Updated
LR13	Workforce management	12 Medium Risk	↑	Comments & Residual risk level 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 Low Risk	↔	Comments Updated
LR17	Business Continuity and recovery plans	12 Medium Risk	↔	Mitigating Actions and Comments Updated
LR18	Cyber security	12 Medium Risk	↔	Mitigation and Comments Updated
LR19	ICT Infrastructure	8 Low Risk	↔	Comments updated
LR20	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	12 Medium Risk	↔	Impact and Inherent Score Updated
LR21	Construction, Resources and Skills Shortages	16 High Risk	↔	Comments Updated
LR22	Deprivation of Liberty Authorisations (Care Homes and Community)	10 Medium Risk	↔	No changes
LR23	HIF1 Didcot Garden Town Major Infrastructure Programme	12 Medium Risk	New	New as of 17/1/2022 – Scored decreased and Mitigating Actions Updated on 16/02/2022
LR24	Cessation of joint working between CDC and OCC	12 Medium Risk	New	New as of 17/1/2022 - No changes

11. Financial Management

Summary of the Council's financial position

11.1 This report is the sixth financial monitoring information for the 2021/22 financial year and covers the period up to the end of January 2022. This report focuses on key issues, risks, use of funding to support pressures arising from COVID-19, as well as any areas of emerging pressure.

11.2 The table below sets out that there is a forecast underspend of -£1.0m or -0.2% after taking account of a £2.2m underspend against the contingency budget. Where variations to the budget are reported, management action is continuing to be taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance January 2022	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	%	£m	£m
Adult Services	198.6	198.6	0.0	0.0	0.0	
Children's Services	140.1	142.3	2.2	1.6	2.6	-0.4
Public Health	0.7	0.3	-0.4	-57.1	0.0	-0.4
Environment & Place	61.2	61.8	0.6	1.0	1.7	-1.1
Commercial Development, Assets and Investments	50.7	49.5	-1.2	-2.4	-1.4	+0.2
Customers, Organisational Development & Resources	34.2	34.2	0.0	0.0	-0.3	+0.3
Total Directorate Budgets	485.5	486.7	1.2	0.2	2.6	-1.4
Corporate Measures	-485.5	-487.7	-2.2		0.0	-2.2
Total Forecast Position	0.0	-1.0	-1.0		2.6	-3.6

11.3 General Balances were £34.6m at 31 March 2021 and are forecast to be £35.6m by 31 March 2022, after taking account of the current forecast directorate overspend of £1.2m offset by the use of contingency. This is £6.8m higher than the risk assessed level of £28.8m.

11.4 To date, £3.5m of the COVID-19 reserve has been transferred to Directorates in 2021/22. Cabinet is recommended to approve a further £3.7m bringing the total use of this reserve to £7.2m. After taking account of £20.1m use of the reserve agreed as part of the 2022/23 budget and Medium Term Financial Strategy, £5.0m remains uncommitted and can be used to support future pressures.

11.5 See Annex C for further details and commentary.

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

Status of Indicators	31/01/2022
OCC01 Improvement Following Audit or Inspection	★
OCC02 Listening to residents	●
OCC03 The Council is financially resilient	★
OCC04 Effective financial management and governance	▲

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	80%	80%	★	8 out of our 10 HMI actions are now closed. We expect to close the last 2 by Q4 2022	74%	74%	★
OCC02.01 Proportion of potholes reported on FixMyStreet that require OCC action	Bill Cotton	Cllr T Bearder	67%	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 in relation to pothole and other carriageway issues in month was 546. 366 (67%) were made up of:</p> <ul style="list-style-type: none"> • 223 (40.8%) now repaired • 126 (23.1%) don't warrant immediate action but have been placed onto our longer-term planning program (Dragon or Drainage or resurfacing programs etc) • 17 (3.1%) waiting for Milestone to repair <p>the remaining 180(33%) represents:</p> <ul style="list-style-type: none"> • 94 (17.2%) did not meet our intervention criteria • 40 (7.3%) still awaiting a decision from officers • 22 (4.1%) were duplicates of other reports • 24 (4.4%) were the responsibility of other organisations 	58%	50%	★
OCC02.02 Increase the number of FixMyStreet Super-user volunteers from among members of the public	Bill Cotton	Cllr T Bearder	4	4	★	The online training for FixMyStreet SuperUser Volunteers continues to progress well with 4 in January. This included new SU's covering Thame, South Newington and Charlbury. We are arranging for the HWO (local area Highways Officer) to meet with the trainees as soon as possible to help build the relationship and provide additional support in relation to any other potential highway activities e.g., flood, sign damage etc. We are now focusing on this meeting with a target to have this happen within 2 weeks of the training session were possible.	40	40	★
OCC02.03 Increase resident satisfaction with service received via calling customer Service Centre	Mark Haynes	Cllr G Philips	62%	TBA	n/a	<p>Latest satisfaction survey – January – 69 customers surveyed out of 12,175 calls received, which was 0.56%</p> <p>61.7% of customers were satisfied with the service they received</p> <p>67.1% of customers were satisfied with the adviser they spoke to.</p> <p>Since the introduction of the new telephony system in 2021, there is now a new automated customer satisfaction survey. The team are reviewing the feedback and will look to set an appropriate target once the data for 2021/22 has been baselined.</p>	77%	TBA	n/a

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC02.04 Increase the % of callers whose enquiry is resolved at first point of contact	Mark Haynes	Cllr G Philips	85%	75%	★	4,105 contacts recorded from all channels. 3,469 contacts (84.5%) were resolved at first point of contact.	85%	75%	★
OCC02.05 Reduce the % of calls to the Customer Services Centre which are abandoned by the caller	Mark Haynes	Cllr G Philips	9.1%	5.0%	●	<p>During January, the Customer Service Centre received 12,140 inbound calls, up 32.6% against December. The abandonment rate increased to 9.1%, compared to 7.0% in December.</p> <p>Contacts for Residential Parking Permits increased by 95.0% compared to December. Compared to January 2021, they are up 84.1%. This is mainly due to the introduction of the ZEZ in Oxford City.</p> <p>Contacts for Highways increased by 45.5.7% compared to December. Compared to January 2021, they are down 13.1%.</p> <p>Contacts for Street Lighting increased 30.5% compared to December. Compare to January 2021, they are up 22.4%</p> <p>Contacts for Blue Badge increased by 24.6% compared to December. Compared to January 2021, they are up 73.4%.</p> <p>Contacts for Concessionary Bus Passes increased by 36.8% compared to December. Compared to January 2021, they are up 73.7%.</p> <p>Contacts to Registration for Birth and Death appointments and Certificate ordering increased by 23.0% compared to December. Compared to January 2021, they are down 21.0%</p> <p>Contacts to Adult Social Care increased by 20.6% compared to December. Compared to January 2021, they are down 4.0%.</p> <p>Contacts to Children Social Care increased by 5.7% compared to December. Compared to January 2021, they are up 6.0%</p> <p>Contacts to School Admissions increased by 103.5% compared to December. Compared to January 2021, they are up 35.0%</p> <p>Contacts to Oxfordshire Fire & Rescue increased by 74.3% compared to December. We have no data to compare to 2021.</p> <p>Contacts to Trading Standards increased by 25.0% compared to December. We have not data to compare to 2021.</p> <p>We also dealt with 415 webchats across seven service areas of our website. We also dealt with 11 social media contacts from the official OCC Twitter & Facebook pages. We processed 6,916 emails.</p>	7.7%	5.0%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC02.07 Customer satisfaction with Registration Service	Mark Haynes	Cllr Fawcett	96%	90%	★	Data was not available in October and November due to the move from EConsult to Let's Talk. The system was set up partway through December 2021, so we only received 100 responses for the limited period. The response rate in January was much higher with 281 responses. We received some feedback in the December responses that showed customers didn't like the title of the survey for death registrations and we were able to amend this during January and have seen less negative feedback about this now. A snapshot of positive comments received in December: - Absolutely loved our Registrar, was both so lovely and so helpful. (Ceremony) - Every member of staff we came in contact with was simply excellent. Professional and helpful at every stage. (Ceremony) - Very simple service to book and secure an appointment. The Registrar was very friendly and helpful throughout the process. (Birth) - Everything was explained fully in the text and there was a feeling that you knew what I wanted. (Death)	94%	90%	★
OCC03.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr C Miller	-0.20%	0.00%	★	The forecast directorate overspend of £1.2m will be offset by a £2.2m anticipated underspend on budgets held in contingency.	-0.20%	0.00%	★
OCC03.02 Achievement of planned savings	Lorna Baxter	Cllr C Miller	75.20%	95.00%	▲	The 2021/22 budget includes planned directorate savings of £16.1m. £12.1m are expected to be delivered by the year end. £2.6m are amber and £1.3m is red.	75.20%	95.00%	▲
OCC03.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr C Miller	£34,419,000	£28,800,000	★	General Balances on 31 March 2021 were £34.6m and are forecast to be £33.4m by 31 March 2022 and reflect to the current forecast directorate overspend of £1.2m which will be offset by £2.2m anticipated underspend on budgets held in contingency. This compares to the risk assessed level of £28.8m for 2021/22 which is equivalent to 6.0% of the net revenue budget.	£34,419,000	£28,800,000	★
OCC03.05 Net increase in in-house foster placements (excl kinship)	Kevin Gordon	Cllr L Brighthouse	0.00	1.70	▲	Data for January not yet available. Net increase for the year to December stands at 9	0.90	1.70	▲
OCC04.01 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr C Miller	0.2%	1.0%	★	There is a forecast directorate overspend of £1.2m. This relates to overspends on Children's Social Care and Environment & Place offset by underspends by Property, Investment and Facilities Management and Public Health.	0.2%	1.0%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	1.60%	0.00%	▲	<p>The High Needs forecast has been increased following confirmation of autumn term numbers. Demand for High Needs support is high. There has been a 16% increase in the number of Education, Health and Care Plans (EHCP) and there were 1,300 requests made for assessment in the last 12 months. Some of this demand relates to COVID-19 and it is estimated that £1.2m of the additional spend is driven by COVID-19. The ESFA have given permission to offset the Covid costs from council resources.</p> <p>Council agreed a budget for High Needs which included a saving of £1.9m. The saving was calculated on reducing the use of independent settings by increasing places in Special Schools & bases. The saving has been achieved via the increased places and other initiatives under the SEND Transformation Project. Offsetting this has been a 15% increase in the use of independent placements. Independent placements are forecast to be between £1m to £1.5m overspent.</p> <p>Further Education colleges have recently shared the numbers of learners attending colleges. The numbers identified as High Needs learners by the colleges have increased by 31% and this may add a further £2.5m to the forecast. More work is being completed on this. Of the additional spend, Oxfordshire will receive some additional grant funding for this, but not until 2022/23. The High Needs Forecast now stands at £16.2m overspend. The reduction since previously reported is due to the permission to fund Covid costs from council resources.</p>	1.60%	0.00%	▲
OCC04.03 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr 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	Cllr C Miller	94.37%	95.00%	●	<p>This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order process, as well as invoices processed by Oxfordshire's Social Care Payments team via the social care finance systems. Social Care invoices account for 31% of invoices paid this month.</p> <p>Invoices paid via the self-service portal rebounded to above target this month at 95.5%, up from 94% in December and are tracking at 95% on average for the year to date. The overall performance is 94.4%, brought down just below target due to Social Care invoice rates dropping to 91.7%. Staff leave and sickness have impacted on performance in this area.</p>	94.38%	95.00%	●
OCC04.06 Invoice collection rate Corporate Debtors	Lorna Baxter	Cllr C Miller	97.86%	95.00%	★		95.36%	95.00%	★
OCC04.07 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£338,907	£300,000	★	<p>Debt requiring impairment is the value of invoices that have the potential to become unrecoverable, the potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk then we are required to top up the impairment balance, consequently this figure is tracked through the year to assess if we will finish the year above or below the current balance.</p> <p>Debt requiring impairment has increased to £0.34m, £0.04m above target. The top two cases account for 40% of the total bad debt. In relation to the top case which accounts for £0.12m a mediation report was received in December 21 and actions are now with the service to progress.</p>	£338,907	£300,000	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.08 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr C Miller	£3,995,843	£2,700,000	▲	<p>Debt requiring impairment, are balances owed that are at risk of becoming unrecoverable. The balance of debt requiring impairment increased this month to £4.0m, £1.3m above the current Adult contributions' impairment balance. The DRI is £1.0m more than the same period last year.</p> <p>Increases in bad debt levels seen this year primarily relate to:</p> <ul style="list-style-type: none"> • a higher proportion of people being defaulted to being charged the full cost of their social care between Q4 20-21 and Q2 21-22 • an increase in cases where people lack capacity to manage their finances, coupled with lengthening delays with the public bodies who process applications • the impact of a backlog of cases accumulated during Q1-2 20-21 when formal recovery procedures were paused as part of Oxfordshire's response to Covid 19. <p>The service has undertaken reviews of their procedures, staffing and actions required to address this increase. New procedures to complete financial assessments have been in place since September 21 and enhancements continue to be made to the process. However, as previously reported the impact of the approach taken during Covid-19 will likely be seen through to January/February 22; the service is working back through these cases and have recruited additional temporary staff in this area.</p> <p>In addition, the increase in people being referred to the Court of Protection and Oxfordshire's internal Money Management service is leading to additional debt, cases numbers and delays.</p> <p>As previously reported five complex cases referred to legal services, with a value of £0.3m, were awaiting outside counsel opinion. This has now been received and advice provided on a legal avenue available. External legal specialists are being contracted to progress these cases. It is likely this action will take 6-12 months.</p>	£3,995,843	£2,700,000	▲
OCC04.09 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr C Miller	550,184,000	428,000,000	▲	<p>Cash balances are higher than forecast due to a higher than forecast capital balances and extra grant receipts. The level of cash balances for the remainder of the year is likely to be linked to the speed of delivery of the capital programme.</p>	550,184,000	428,000,000	▲
OCC04.10 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr C Miller	0.44%	0.58%	▲	<p>The forecast interest rate receivable assumed that short term money market rates would be higher for the first 6 months of the year and on the forecast cash balance level. 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.</p>	0.44%	0.58%	▲
OCC04.11 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr C Miller	3.75%	3.75%	★	<p>External Fund returns are forecast to be in line with budget.</p>	3.75%	3.75%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.13 Invoice Collection Rate – ASC contribution debtors	Lorna Baxter	Cllr C Miller	88.95%	92.00%	●	<p>The 120-day invoice collection rate has dropped marginally from 89.1% to 88.9% and remains below the 92% target. More positively the collection of invoices by direct debit has increased in the last two periods and the quarterly collections remain nearly 2% points above Q1 21-22 performance. We expect this to have a positive impact on collection rates into the first quarter of 2022-23</p> <p>Reworked reminder communications being developed by our partners and pending IT allocation to apply reported last month are now not expected until Autumn 2022. The revised communications have been designed to improve responses to reminder letters and should have a direct impact on collection rates.</p>	89.34%	92.00%	●

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

Status of Indicators	31/01/2022
OCC05 Number of people helped to live safe and healthy lives	★
OCC06 Timeliness of emergency response	●

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	264	513	▲	The Trading Standards team have been busy with a range of prevention activities for vulnerable adults and children including doorstep crime, financial abuse and 'Young Friends Against Scams'. Safe and well visits are continuing at a steady pace by fire and rescue staff.	4,033	5,132	▲
OCC05.03 50% increase in all cycle journeys within Oxford for all purposes by 2031	Bill Cotton	Cllr D Enright			n/a	Service team have received access to 2019/20 data and are in the process of analysing and sense checking it. An update is due by end of Feb '22. This is turn will help to validate Active Lives and Annual Travel Surveys for which service team have historic figures and can project / report against. For information: 2015/17 baseline for LCWIP: 306,000 trips 2031 LCWIP target: 460,000 trips 2021/22 target: 350,000			n/a
OCC05.04 % of people cycling for travel at least 3 times a week from Active Travel Survey	Bill Cotton	Cllr D Enright			n/a	Service team have received access to 2019/20 data and are in the process of analysing and sense checking it. An update is due by end of Feb '22. This is turn will help to validate Active Lives and Annual Travel Surveys for which service team have historic figures and can project / report against. For information: 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)			n/a
OCC05.05 Number of people sign posted to health services via informal conversations in libraries	Ansaf Azhar	Cllr N Fawcett	494	300	★	Figure has increased dramatically after some work on consistency of reporting between different branches.	292	220	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC06.02 % of emergency call attendances made within 11 minutes	Rob MacDougall	Cllr N Fawcett	74.59%	80.00%	●	<p>Our January response standards are reflective of our usual performance and there have been no concerning fluctuations or outliers.</p> <ul style="list-style-type: none"> · 11 mins standard for the year is 75.12% · 14 mins standard for the year is 87.48% <p>Of the 425 emergency incidents attended within Oxfordshire in January 48 were over our 14-minute response time and 60 were over 11 minutes and under 14 minutes.</p> <p>We are investigating those incidents to understand if they were in an area that could have been reached within the response time standard.</p> <p>Our average response time this year is 8 minutes 37 seconds which is comparable to the overall average for last year at 8 minutes and 56 seconds</p>	75.20%	80.00%	●
OCC06.03 % of emergency call attendances made within 14 minutes	Rob MacDougall	Cllr N Fawcett	88.71%	95.00%	●	<p>Our January response standards are reflective of our usual performance and there have been no concerning fluctuations or outliers.</p> <ul style="list-style-type: none"> · 11 mins standard for the year is 75.12% · 14 mins standard for the year is 87.48% <p>Of the 425 emergency incidents attended within Oxfordshire in January 48 were over our 14-minute response time and 60 were over 11 minutes and under 14 minutes.</p> <p>We are investigating those incidents to understand if they were in an area that could have been reached within the response time standard.</p> <p>Our average response time this year is 8 minutes 37 seconds which is comparable to the overall average for last year at 8 minutes and 56 seconds</p>	87.58%	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	31/01/2022
OCC08 Condition of highways	★
OCC09 Participation in cultural service	●
OCC10 Reduction in carbon equivalent emissions from OCC's activities	●
OCC11 Reduced carbon impact of our transport network	★
OCC12 Air quality	★
OCC13 Household waste re-used, recycled, or composted	▲

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC08.01 Defects posing immediate risk of injury is repaired with 24 hours	Bill Cotton	Cllr T Bearder	99.91%	100.00%	★	Rate covers all defects April to December 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99.91%	100.00%	★
OCC08.02 Defects creating potential risk of injury repaired within 28 calendar days	Bill Cotton	Cllr T Bearder	99.9%	90.0%	★	Rate covers all defects April to December 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99.8%	90.0%	★
OCC08.03 Kilometres of highway resurfaced	Bill Cotton	Cllr T Bearder	0.0	0.0	★	<p>The annual plan target for 2021 total surfacing programme was calculated as 3% of the network (excluding patching). As of 31st January, 3.09% of the network has been resurfaced (cumulative rate) and has exceeded the target of 3%.</p> <p>Oxfordshire carries out most of its planned surfacing work in the warmer months of the year, as the ground/surface temperature threshold for laying asphalt is 2°C. Although temperatures are often higher than this in the winter months, it is almost impossible to plan roadworks, where the risk of abortive works is so high. Surfacing in colder weather may increase the risk of early-life material failure, therefore engineers tend to avoid programming this element of highway maintenance, unless it is absolutely necessary</p>	139.0	133.8	★
OCC09.01 Number of visits to Heritage services (Museum of Oxford), local History & VCH inc outreach	Mark Haynes	Cllr N Fawcett	6,044.00	5,530.00	★	Museums Service had no school visits (COVID impact) and temporary exhibition gallery closed for repainting, but visitor figures still 10% higher than forecast History Service was closed to visitors, at Council's request, for redeployment of some staff for Covid response Victoria County History gave a talk at Banbury Museum. year-end target exceeded, partly reflecting post Covid return to live events.	67,572.00	54,140.00	★
OCC09.02 Number of active borrower (users who have borrowed at least on item during year)	Mark Haynes	Cllr N Fawcett	50,733.00	70,000.00	▲	No change - output continues to grow but remains below target.	423,681.00	480,000.00	▲

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC09.03 Digital engagement with Heritage Services - social media reach, website hits & e-mail	Mark Haynes	Cllr N Fawcett	94,251.00	84,300.00	★	History Service's remote enquiries remained level, but web and social media hits down 5% on target due to more limited staff availability following selective redeployment Museums Service had limited activity on social media channels, as not promoting events activities etc this month. Remote enquiries remained steady. Loans of boxed collections to schools were again at a record level Victoria County History figures were 1% above target. British History Online usage remains below Covid peak but in line with pre-Covid stats.	1,054,252.00	931,100.00	★
OCC09.04 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	100,854.00	130,000.00	▲	Figures have recovered slightly but have dropped below the trajectory from before the Omicron variant. This has had a significant impact on customer confidence, and we are now below target for the second month, having been well above target so far this year until now.	801,134.00	720,000.00	★
OCC09.05 Number of library issues books, DVD, CD's, E-books & audio	Mark Haynes	Cllr N Fawcett	275,717.00	250,000.00	★	Output has recovered after a drop in December and remains above target. January is the highest figure of the year so far.	2,326,041.00	1,575,000.00	★
OCC09.06 Digital engagement with library services (social media reach, website hit, library app)	Mark Haynes	Cllr N Fawcett	212,752.00	175,000.00	★	January figure includes a projection (only around 15 of total%) due to missing statistics as a result of unexpected staff absence. Will be correct for the February reporting.	2,148,773.00	1,750,000.00	★
OCC09.07 Number of children & young people accessing the Music Service	Mark Haynes	Cllr N Fawcett	6,937.00	8,315.00	▲	Small increase in customer numbers across the board. The service continues to work with schools to increase engagement.	6,937.00	8,315.00	▲
OCC10.02 No. of streetlights fitted with LED Lanterns by March 2022	Bill Cotton	Cllr T Bearder	260.00	300.00	●	In January 2022 260 LED lanterns were installed. The total number of assets now fitted with LED lanterns is 22,969. This means that 38.5% of the streetlights within the County are now fitted with efficient LED equipment. The target for the end of March 2022 is for 55% of the streetlights to be have been converted. The number of planned lantern conversions for the year 13,340. It is likely that we will not meet this target in year due to the fact that we have needed to undertake procurement exercises and the new contract mobilisation timescales have meant that we have missed a month of delivery. The shortfall will be addressed in quarter 1 of 22/23. January outputs have been low due to delays in the delivery of materials, but additional crews are to be deployed in February and March to deliver the programmed total across the period. Although the quantities completed in-year have fallen short of the target, the in-year energy savings to date show an improvement of 25% against the baseline which goes some way to mitigate for the reduction in the number of assets to be converted.	3,500.00	4,075.00	●

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC10.05 Total number of electric vehicle charging points by end of March 2022	Tim Spiers	Cllr P Sudbury	12	12	★	<p>Work started on the first Vale of White Horse District Council (VOWH) car park (Portway, Wantage) week beg. 24/1/22. However, licenses to alter for the remaining car parks in VOWH and South Oxfordshire District Council (a total of 9) are still awaited. Whilst it is still hoped that no car parks in the project will be lost, the time remaining in the project makes any further delays likely to lead to a reduction in the number that can be delivered.</p> <p>Unfortunately, despite best efforts:</p> <ul style="list-style-type: none"> • We are losing 3 car parks entirely from the original planned list: Compton Street - Banbury, Gloucester Street - Farrington and Woodgreen - Witney), but replacing one of these with a viable alternative Calthorpe Street West - Banbury. • In a further three car parks: Kings Road, Greys Road (both Henley) and Cattle Market (Abingdon) we have lost a total of 4 double chargers/8 charging points due to space restrictions and electricity grid capacity restraints. We have managed to reallocate 2 of these chargers/4 charging points elsewhere in the scheme (Audlett Drive - Abingdon) • In total, the scheme has reduced from 21 car parks and 132 double chargers/264 individual charge points to 20 car parks and 125 double chargers/250 individual charge points. <p>Installation work has continued in Cherwell (CDC) and West Oxfordshire (WODC) car parks, a total of 7 car parks. For WODC this includes all planned car parks. Points of connection for all the WODC car parks (5) have now been completed and all WODC chargers are planned to be available for public use by the end of the month. The points of connection for the two car parks in CDC where work has been progressing are planned for mid to late February. On those CDC car parks that haven't yet been started a point of connection has now been agreed for Claremont, Bicester and planning permission granted for Calthorpe Street West, Banbury. All CDC car parks are planned to be completed by end March 2022.</p> <p>Timing for the remaining project:</p> <ul style="list-style-type: none"> • OCC grant funding letter for ORCS – Complete • First grant payment to EZ-Charge (Zeta) - complete • Car park legal work complete (leases and CPO contract) – Complete • Licences to alter in South and Vale – Ongoing • Car park installation work start – Started • Car Park installation work finish – 31 March 2022 • Project completion – 31 March 2022 	12	12	★

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC10.06 % of Climate Action Programme priority actions rated as green	Bill Cotton	Cllr P Sudbury	64.00%	70.00%	●	Carbon Management Plan 2022-25 for estate, fleet, highways assets and staff business travel being developed in collaboration with Property, Procurement, Highways, and high-mileage service areas. The contract for climate action support for schools is to be awarded in February. 1,026 OCC staff have now completed Climate Action e-learning module. 4 additional trainers being trained to deliver Carbon Literacy courses. New climate Impact Assessment tool ready to be piloted in Environment & Place directorate from Feb. Delivery of Public Sector Decarbonisation Scheme-funded measures affected by equipment delays but expected to be concluded within June deadline.	65.50%	70.00%	●
OCC11.01 % of highway maintenance construction, demolition & excavation waste diverted from landfill	Bill Cotton	Cllr T Bearder	99.8%	90.0%	★	Rate is the average for April to December 2021. (Data for this measure is reported 1 month in arrears. This is due to complexities of obtaining and verifying data from numerous sources.)	99.3%	90.0%	★
OCC12.01 Minimise the number of traffic routes diverted into Air Quality Management areas	Bill Cotton	Cllr D Enright	0	9	★	No diversions have been sign posted through Air Quality Management Areas.	0	9	★
OCC12.02 % change of average Monthly traffic flows in or near AQMAs	Bill Cotton	Cllr D Enright	-13.00%	0.00%	★	Traffic flows remain significantly lower than normal, particularly in Oxford due to the continued effects of increased working from home and reduced social activity even though legal restrictions have now ended.	-9.40%	0.00%	★
OCC12.03 % of Annual change in average nitrogen dioxide concentrations in AQMAs	Bill Cotton	Cllr P Sudbury	33.00%	10.00%	★	2020 Annual Status Reports for all Districts have now been received and analysed. The single average rate for all 13 AQMAs is a reduction of 33% and is the first to be reported. This figure has been calculated by comparing the difference between the Districts declaration years to the most recent 2020 figures which are both set out in the Districts Annual Status Reports.	33.00%	10.00%	★
OCC13.01 Total % of household waste which is reused, recycled, or composted	Bill Cotton	Cllr P Sudbury	58.50%	62.00%	●	OCC has recently been named the best performing county council waste disposal authority in England with a recycling rate of 59.5% in 2020/22. Although amongst the best performing councils, Oxfordshire councils have set an ambitious target to improve further. Much of the waste currently disposed of could be recycled and there is a need to continue to strive to drive out that material to secure environmental, climate and financial benefits. Figures for December are the forecast end of year performance and are the combined effort of OCC, the City and District Councils. 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, although there are some signs that this may be stabilising.	58.50%	62.00%	●

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC13.02 % of household waste recycled	Bill Cotton	Cllr P Sudbury	29.11%	31.00%	●	As per above commentary for measure reference OCC13.01.	29.11%	31.00%	●
OCC13.03 % of household waste composted	Bill Cotton	Cllr P Sudbury	29.23%	30.50%	●	As per above commentary for measure reference OCC13.01.	29.23%	30.50%	●
OCC13.04 % of household waste re-used	Bill Cotton	Cllr P Sudbury	0.17%	0.50%	●	As per above commentary for measure reference OCC13.01.	0.17%	0.50%	●
OCC13.05 % of Household waste sent to landfill (forecasted end of year position)	Bill Cotton	Cllr P Sudbury	3.55%	3.00%	●	The figure for December is the forecast end of year performance. Most of the waste landfilled is bulky waste from the HWRCs and collected from residents by the district councils. The forecast for this year continues to be variable. Waste that is landfilled is a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery.	3.55%	3.00%	●
OCC13.06 % of Household waste recycled, composted, re-used at Household Waste Recycling Centres	Bill Cotton	Cllr P Sudbury	64.86%	62.00%	★	The figure for December is the forecast end of year performance. The forecast reduced in December following clarification from the HWRC contractor that due to a challenging recycling market waste wood is being processed for biomass incineration and cannot be classified as recycled. All HWRCs continue to operate at full capacity. Sites were closed for two days each during November for deep cleaning.	64.86%	62.00%	★
OCC13.07 Average weight of waste produced per household in Oxfordshire	Bill Cotton	Cllr P Sudbury	1,008.00	980.00	●	The figure for December 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. It is expected that households will continue to produce more waste this year than pre-Covid, but quantities could reduce over time. This is difficult to predict.	1,008.00	980.00	●

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

Status of Indicators	31/01/2022
OCC15 We provide help early on so children are less likely to be in need	▲
OCC16 The number of children looked after	▲
OCC17 Number of child protection plans	▲
OCC18 Timeliness of completing education, health, and care plans	▲
OCC19 Children are supported to attend school	★

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 Brighouse	2,121.00	1,516.00	▲	In 2020/21 the number of contacts into the MASH rose by 35%. This growth has continued, albeit at a slower rate, and the figure for the first 10 months of this year, 23953, is 20% higher than the same figure last year.	2,395.30	1,516.00	▲
OCC15.02 Number of early help assessments	Kevin Gordon	Cllr L Brighouse	119.00	167.00	▲	The yearly target of 2000 Early Help Assessments has been met. However, you remain between 2 and 3 times more likely to receive a social care assessment than an early help assessment. We want to develop early help, so it is the first response to need wherever possible and are working with local partners to deliver a step change in the number and effectiveness of early help.	2,307.00	1,670.00	★
OCC15.03 Number of early help assessments completed by health visitors	Ansaf Azhar	Cllr L Brighouse	0.00	17.00	▲	The number of assessments by health visitors is below target for this point in the year (98 against a target of 170). This will increase in the year as there can be some lag in recording. We continue to monitor this, and this will be part of the refresh of the Early Help strategy	9.80	17.00	▲
OCC15.04 Number of social care assessments	Kevin Gordon	Cllr L Brighouse	502.00	605.00	★	The number of children being assessed is lower (better than) target level. However, you remain between 2 and 3 times more likely to receive a social care assessment to an early help assessment and the most common outcome of a social care assessment is to provide information and advice only. The early help strategy should help deal address this.	538.30	605.00	★
OCC16.01 Number of children we care for	Kevin Gordon	Cllr L Brighouse	805.00	750.00	▲	The number of cared for children has increased to 805 - 21 up on the start of the year. This is in part because Oxfordshire has housed 21 unaccompanied asylum-seeking children as part of the National transfer scheme. However even if these children had not been housed, we would have been above (worse than target) as fewer children are leaving the cared for system as backlogs still exist in the court process.	790.40	750.00	▲

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	561.00	500.00	▲	After a couple of months when the figure fell, the number of children the subject of a child protection has risen sharply and is now 24% higher than the start of the year. This is impacting on caseloads. 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	521.80	500.00	●
OCC18.01 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	28.00%	59.00%	▲	Performance is below target and has been falling since October 2020 with a sharper drop from October 2021. This is driven by an increase in demand which 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.	40.60%	59.00%	▲
OCC19.01 Number of electively home educated children	Kevin Gordon	Cllr L Brighouse			n/a	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.			n/a
OCC19.05 Mainstream Total No. entitled students conveyed by contracted transport services per month	Bill Cotton	Cllr T Bearder	6,675.00		n/a	The passenger numbers are decreasing due to 3-BL06 and 1869 minibus routes ceased at Christmas and students no longer travelling on Spare Seats Scheme.	6,023.10		n/a
OCC19.06 Special Education Needs entitled students conveyed by contracted transport services	Bill Cotton	Cllr T Bearder	967		n/a	The volume of SEN student numbers is now remaining stable after the rush of demand at the start of the Summer term.	931		n/a
OCC19.07 Continuing Education (FE Colleges) entitled students conveyed by contracted transp. serv	Bill Cotton	Cllr T Bearder	231		n/a	A small number of students have now left.	180		n/a
OCC19.08 Travel model shift (Bus Passes, Direct Travel, Independent Travel Training)	Bill Cotton	Cllr T Bearder	260	200	★	3 more direct travel payments have been accepted.	2,299	2,000	★
OCC19.10 % of contracted seats designated to school children	Kevin Gordon	Cllr L Brighouse	75.02	76.00	●	Minor drop-in rate after Christmas, but still within acceptable limits.	75.16	60.80	★

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

Status of Indicators	31/01/2022
OCC20 Number of people with control over their care	★
OCC21 People needing social care are supported to stay in their own homes	★

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	94.8%	90.0%	★	Performance remains above target	93.7%	90.0%	★
OCC20.02 % of people receiving adult social care with a personal budget	Stephen Chandler	Cllr J Hannaby	90.00%	92.00%	●	Performance remains at 90% (target 92%). In part this is because new packages are set up before the personal budget is recorded to ensure delays are minimised	90.20%	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 the national benchmarking figure. It has fallen slightly in the year, in part as we have purchased more home care. Comparative data for last year shows Oxfordshire's performance was in the top 20 of the 151 local authorities with a responsibility for adult social care.	22.30%	17.00%	★
OCC20.04 % of people under 65 using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	39.00%	39.00%	★	The figure remains on target and just above the national average, however it has fallen in the last couple of years	40.50%	39.00%	★
OCC20.05 Reduce number of older people needing placement in a care home to > than 11 per week	Stephen Chandler	Cllr J Hannaby	32.00	48.00	★	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average. Target has been amended in year in line with the Better Care fund targets agreed with the NHS to further reduce admissions. Last year we made 11 placements per week and performance was 11% better than the national average.	37.00	48.00	★
OCC21.01 Increase the number of home care hours purchased per week to 25,300 hours by March 2022	Stephen Chandler	Cllr J Hannaby	25,094.00	25,245.00	●	The sharp increase in home care hours we were able to purchase last year has slowed. Figures remain 20% higher than April 2020	25,309.60	25,059.30	★
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%	★	Most people want to remain living in their own home and community. We look to support people to stay at home and reducing any unnecessary care home admissions (just 21 in the first 10 months of the year). Performance continues to be better than target and the national average. Last year 31 people aged 18-64 were supported through a care home admission. This was 40% lower (better) than the national average	2.10%	3.25%	★
OCC21.03 % 18-64 age service users with LD support, living on own or with family	Stephen Chandler	Cllr J Hannaby	87.00%	76.00%	★	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average. Performance last year (86%) was 7.1% points better than the national average (79.1%)	87.57%	76.00%	★
OCC21.04 % of older people in long term care supported to live in own home	Stephen Chandler	Cllr J Hannaby	58.90%	57.00%	★	Performance improved in the month and is better than target but below the national average which has now been updated to 63%. Most people want to stay in their own home and community. We look to support people to stay at home e.g., through purchasing more home care, and reducing any unnecessary care home admissions.	58.89%	57.00%	★

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

Status of Indicators	31/01/2022
OCC22 Infrastructure delivery supports growth	▲
OCC23 Number of new homes	★
OCC24 Support for a strong local economy	★
OCC25 Levels of disruption to journeys	★

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%	▲	This measures the capital infrastructure major programme. 81% of the revised programme for 21/22 has been spent or committed as at end of January 2022. A number of major schemes across the programme s are forecast to enter into construction contracts in this financial year. The expected year end budget forecast position is 91% against a target of 95%.	81.00%	79.00%	★
OCC23.01 We support the delivery of new affordable housing starts by March 2022	Bill Cotton	Cllr D Enright	749.00	1,322.00	●	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 had an impact on the programme which was extended to March 2022 to accommodate a fourth year of delivery. A recent change to the funding process means that remaining deliverable schemes, while still counted towards the Growth Deal target of 1,322 units, may be delivered through alternative funding routes, alongside Growth Deal funding, predominantly the Homes England Affordable Housing Programme 2021-26. The new arrangement will provide additional flexibility and support to the delivery of schemes. 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.	749.00	1,322.00	●
OCC24.01 No of businesses given support by trading standards intervention or via risks inspection	Rob MacDougall	Cllr N Fawcett	175	293	★	Our Fire Safety team are still above target for completing fire safety audits. The Trading Standards team are currently experiencing lack of a full data set for business interventions and business advice due to the transfer to their new case management system and some outstanding 'go live' issues.	2,156	2,827	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC24.02 Participation in innovation funding bids or new projects in support of LivingOxfordshire	Tim Spiers	Cllr D Enright	3.00	2.50	★	Supported HDRC bid through to next round - Digital Ageing Successful - 2yr project, interviewed for 4 Future of Flight bids awaiting outcome. LEO Funding extended to add CH Battery capacity and increase Trial participation.	31.00	25.00	★
OCC25.01 Percentage of utility works that have passed inspections	Bill Cotton	Cllr N Fawcett	81.62%	90.00%	●	From the sample A/B/C inspections conducted in January (including all follow up inspections), 81.62% passed. 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.	77.32%	90.00%	▲
OCC25.02 Number of overrun days on carriageway work phases identified & action taken	Bill Cotton	Cllr T Bearder	278.00	15.00	★	Overrunning works are being identified and charged in accordance with the Oxfordshire Permit Scheme and income expectation.	79.30	15.00	★
OCC25.03 Reduce the number of return repairs to the Council's own works	Bill Cotton	Cllr T Bearder	1.02%	5.00%	★	The reported rate is for January. The level of non-compliant defects is expected to be low. This is because over 95% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. During January there were 22 return repairs/visits to own works (NCDs). Total potholes fixed were 2,166.	0.57%	5.00%	★
OCC25.04 Delivery of the 2021-22 Programme - number of highway trees surveyed within 4-year cycle	Bill Cotton	Cllr P Sudbury	1.00%	8.00%	▲	4-year inspection programme is in place. 97% of the planned annual programme for inspecting 72 parishes has been completed as at end of January 2022. 2 Parishes are left to be completed.	97.00%	80.00%	★
OCC25.05 % of frequent bus services departing within scheduled intervals	Bill Cotton	Cllr T Bearder	93.17	90.00	★	Performance in January exceeds the target, and the reported rate is in accordance with the joint OCC/bus operator PIP (Punctuality Improvement Partnership) agreement.	93.17	90.00	★

Annex B – Leadership Risk Register as at 24/02/2021

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.

Risk Scorecard – Residual Risks						
		Probability				
		1 - Remote	2 - Unlikely	3 - Possible	4 - Probable	5 - Highly Probable
Impact	5 - Catastrophic		LR6 - LR15 - LR22	LR2 - LR3 - LR8	LR1 - LR4	
	4 - Major		LR9 - LR11- LR16 - LR19	LR14 - LR17 - LR18- LR23	LR7 - LR21	LR5
	3 - Moderate			LR10	LR13 - LR20 - LR24	
	2 - Minor					
	1 - Insignificant		LR12			

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
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
LR1	Demand management - Children : managing the impact of increased demand on council services	Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet. Potential for statutory requirements not being met. Poor timeliness and prioritisation of services leading to poor engagement from partners and the community. Reduced confidence in the Council's ability to deliver services Financial – significant overspend in annual budgets	4	5	20	Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services. Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH. Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals. All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff.	Partial Fully Not Effective Partial	Cllr L. Brighouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	For a period of 3 months, Nov-Feb 22, reduce frequency of area early help networks and intensity of Locality Community Support Service (LCSS) support to universal professionals to ensure good access to early help for families. Re-focus LCSS workers on statutory assessments and family time for children in care, to address peaks in statutory work 1. Continued funding of additional workers 2. Continued working with partners to reduce unnecessary demand Staff absence and impact on services continues to be closely monitored via Covid Programme Office and Directorates' 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 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. Procurement of additional teams for frontline social care agreed and in progress	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. Key demand measures such as caseloads and activity into the MASH and FS+ are reviewed at DLT monthly and reported through to SLT by the Business Monitoring report. Caseloads are still higher than target levels, but some relief is being provided by the council's additional funding of MASH staff and two-managed agency teams. The early help strategy is being refreshed to improve access to preventative support for families, so that children are helped before the need for social care. Family Solutions Plus is showing good impact on preventing child abuse, neglect and family breakdown. Family Solutions Plus has up till now shown good impact on preventing child abuse, neglect and family breakdown. Last quarter has seen child protection numbers increasing and children at risk of harm in complex family circumstances. The increase in care proceedings has been 71% since the pandemic.	21/02/2022 - Control Assessment and comments updated
LR2	Safeguarding of vulnerable children : ensuring there are effective arrangements in place for safeguarding	Impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.	4	5	20	Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage. Monitored weekly through CEF Performance Dashboard and Performance Management Framework. Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments. Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH. Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation. Quality assurance framework in children's social care -for reach, effectiveness and impact. Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted. School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools. Numbers of electively home educated children are monitored.	Fully Partial Fully Fully Partial Fully Fully Fully	Cllr L. Brighouse	Kevin Gordon	Lara Patel & Hayley Good	3	5	15	↔	No further actions required No further actions Excess demand still seen in the MASH which is mitigated by additional workers as agreed by CEDR No further actions Review of capacity to meet QA and continuous improvement requirements completed and resourcing underway No further actions Additional temporary staff added to attendance and EHE teams to support additional workload as a result of additional COVID pressures.	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 Demand at the front door can be unpredictable and we need to be able to be flexible to respond.	16/02/2022 - 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
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
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. The national SEND review is delayed (over 12 months) uncertainty exists around how much, if any additional national funding will be made available through the national review.	4	5	20	SEND assurance board meets fortnightly to provide oversight at strategic level	Fully	Cllr L. Brighthouse	Kevin Gordon	Hayley Good	3	5	15	↔	The assurance board is meeting fortnightly and any key updates on actions will be reported here	Assurance board continues to meet regularly, focus is upon preparing for consultation and ensuring that there is sufficient capacity within the service to deliver the necessary proposals.	16/02/2022 - No Changes
		Consultation on more inclusive approach to SEN delivery planned.	Partial	Demand in the service is high due to Covid. Legal advice has been sought to advise on various considerations prior to public consultation. Consultation to begin in January													
LR4	Recruitment and Retention of Children's Social Workers: Failure to recruit and retain staff	Failure to recruit and retain staff will impact quality of service and effective safeguarding work with vulnerable children Dependency on agency staff results in further financial pressures and increased turnover of personnel	4	4	16	Setting up a new academy to ensure recruitment of NQSWs	Fully	Cllr Liz Brighthouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	New academy NQSW centre in place; recruitment branding in progress; trade show attended and presented to by Snr Op Managers in October	There are 2 distinct parts of this risk: * Recruitment of newly qualified social workers. The existing controls are effective. 15 NQSWs have started in the new academy unit, with 15 more being planned to start in March 22. 7 new graduates of OCC's sponsored apprenticeship SW training qualified and starting back in the service. * Recruitment of experienced social workers, as with the rest of the country and existing controls are becoming less effective. There is a severe national shortage of social workers and a local shortage of satisfactory agency workers, leaving gaps in the service. The SE memorandum of cooperation on agency rates for social workers is under review to gain more control of the agency market. * Retention of staff where most controls are ineffective. The main issue with staff retention is workload - which links to increased demand and greater complexity of cases. Two additional temporary teams have been set up to help the most stretched part of the service. To date this has not improved staff retention, as due to continued resignations, uncovered vacancies and staff sickness the impact is not having a big enough impact on caseloads . We are working to maintain morale through visibility of senior managers; improved communications and developing our compliments systems. This though will not work without addressing some of the other issues. Deep dive review into future workforce pipeline - independent expert appointed and due to start w/c 13/12/21. Deep dive review into future workforce pipeline - independent expert appointed and due started w/c 13/12/21, due in March 22.	21/02/2022 - Change to columns Control Assessment, Probability Score, Residual Risk Level, Mitigating actions and Comments
	Recruitment branding to make Oxfordshire more appealing to a prospective employee	Fully															
	Attendance at trade shows -e.g. Community care matters to promote OCC	Fully															
	Grow our own; Apprenticeships and Post Grad diplomas	Fully															
	Key worker housing	Not Effective															
	Monitor workloads against demand	Fully															
	Independent 'deep-dive' review of Recruitment & Retention Strategy by industry expert	Partial															
	Regular case and personal supervision	Fully															
	2 new agency teams supporting Family Solutions teams for 6 months	Fully															
	Social work early professional development team provide support to newly qualified social workers	Fully															
	Review of memorandum of agency workers	Fully															

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
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR5	<p>Insufficient placement availability for children we care for: ensuring the timely availability of high quality placements for children we care for</p>	<p>Can impact Council's service judgements from OFSTED</p> <p>increased financial cost due to increased complexity of need, lack of choice and availability and increased need for crisis provision</p> <p>Impact on patient flow though hospital settings, as small numbers of children may occupy bed in wards prior to a placements becoming available .</p>	5	4	20	<p>Placement sufficiency strategy 2020-25 developed and implemented with oversight of actions through monthly board chaired by DD for Corporate Parenting</p> <p>Increased investment in in-house fostering to increase capacity of in-house foster placements with ongoing recruitment campaigns</p> <p>Capital investment in development of new build OCC children's home due to open in spring 2023</p> <p>Market engagement routinely taking place to inform Market Position Statement and Sufficiency Strategy</p> <p>Block contracts and frameworks in place and contract management for commissioning of external foster and residential placements</p> <p>Monthly review of occupancy data for in-house OCC residential and fostering placement and for block contracts</p> <p>Implementation of new Young People's Supported Housing Pathway.</p> <p>Robust approval and monitoring of unregistered arrangements by DD through weekly Placement and Resource Panel and escalations</p> <p>Weekly Placement and Resource Panel chaired by DD for sign off of placement requests and additional resources .</p>	Partial	Cllr L Brighthouse	Kevin Gordon & Stephen Chandler	Lara Patel & Pippa Corner	5	4	20	↔	<p>Development of business case for small residential homes underway and application for DfE capital funding for one home submitted</p> <p>Contract monitoring in place to enhance delivery of YPSA beds to ensure that all beds commissioned are delivered within agreed timeframe</p> <p>Housing provision for increased numbers of unaccompanied children arriving through the National Transfer Scheme identified and scheduled for opening Robust quality & improvement system for placements developed and awaiting sign off</p> <p>Working with South Central Framework to assess tenders for enhanced foster care recruitment</p> <p>Updated in house fostering marketing and recruitment action plan in place with newly appointed Project Manager leading Autumn recruitment campaign for in-house foster carers underway</p> <p>Recruitment to additional agency staff in Children's Brokerage to meet demand and backlog in placement searches. HESC Recruitment is in progress to achieve a full establishment in near future.</p>	<p>There has been a progressive increase in the overall number of children we care for, predominantly due to less children leaving care. The complexity of children's needs is increasing making it more difficult to find appropriate placements to meet their needs in a timely way. Covid has impacted on the availability of suitable foster care and residential placements which has impacted on the already challenged national and local sufficiency of placements.</p> <p>There is a national shortage of welfare secure and tier 4 health beds. The reorganisation of HESC has impacted on staffing in children's brokerage with new staff requiring time to be inducted and gain experience. December update - recruitment to the Start Well brokerage is continuing. new permanent manager commences in post in January 2022. New permanent placements manager started in January 2022. Ongoing recruitment in progress across the team.</p> <p>DfE capital funding bid was unsuccessful, internal business case progressing Two National Transfer Scheme properties have now opened Tender process with South Central Framework for enhanced fostering has been protracted and is ongoing</p> <p>Autumn fostering recruitment campaign was successful in increasing the number of enquiries.</p>	07/02//2022 - Comments 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
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
LR6	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 Partial Fully Partial Partial Fully Fully Fully Fully	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>	The statutory demand for Adult Safeguarding remains high across Oxfordshire. Additional staff agreed to manage the increase and complexity of work.	09/02/2022 - No Changes

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2021/22						Fully effective Partially effective Not effective											
LR7	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). f. Autumn and winter planning is taking place with partners across the health and care system. g. The implementation of the new Live Well At Home contract is in progress and we are actively working with providers to maintain continuity of services, and identify alternatives to support people's independence and reduce demand where possible.	Partial	Cllr J. Hannaby	Stephen Chandler	Pippa Corner	4	4	16	↔	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. December update: additional mitigations are being implemented to support the development of reablement capacity in the context of greatly increased demand compared to previous years, for example making alternative care arrangements, adding capacity through the 'shadow' providers, drawing on the capability of VCS and technology where possible. Concerted campaign to promote booster uptake has seen improvements in our position across our own workforce and the care sector.	The new reablement service went live on 1st October with 4 new providers covering 5 geographical zones. We are currently working with the outgoing NHS service provider to maximise capacity during an extended transition phase. Several initiatives will support demand management under these new arrangements, including an increased role played by the voluntary sector to support people retuning home from hospital, and increased MDT / multi agency input to reduce avoidable admissions to hospital. We continue to develop our preventative measures as part of the Oxfordshire Way, and working with partners on the Community Services Strategy. During October and November we have seen very high levels of attendances and admissions to hospital, locally and nationally. While flow has been managed and maintained, this will result in high numbers of packages of care over the winter. The new Home First MDT arrangements are providing evidence that more people would be able to return home without formal support as a proportion of all discharges as our practice develops as a system. However, we are also seeing higher numbers of people overall with higher needs. December update: in addition to the increased pressures we were seeing on all services during the autumn, the new omicron variant and the need for renewed effort on the vaccination booster programme is adding a further risk over the next period through the bank holidays and to the end of January. All social care staff are required to be fully vaccinated by 1-4-22, we have supported access to this as well as building awareness and confidence. There has been excessive pressure across all health and care services (hence updated RAG rating / risk matrix)	31/01/22 - Probability Score, Residual Score, Mitigating Actions and Comments Updated.
LR8	Capital Infrastructure Programme Delivery	Financially risk of unbudgeted overspends. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. Reduced delivery of affordable housing and related impact on the community Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. Additional strain on the highways network that could restrict the county's ability to improve productivity. Lack of a strategic framework for future growth in the county. Constraint on economic development .	4	5	20	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 has been introduced 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. Review of major schemes to reflect changes in environmental legislation, and intelligence from early contractor engagement is under way.	Partial	Cllr 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. Ongoing dialog with funding bodies such as MHCLG and Homes England takes place to manage funding agreements. Risk Management and governance arrangements has recently been reviewed by audit working group and being reported to the audit committee.	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. These are currently being actively managed. New probability score has been revised in a positive direction as a result of removing the significant risk of the HIF 1 Schemes and creating a new risk specific to it.	24/02/2022 - Potential Impact and Mitigating Actions Updated

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2021/22																	
LR9	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 Partial	Cllr N. Fawcett	Steve Jordan	Rob MacDougall	2	4	8	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance 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. Local Recovery Plan has been agreed by the Oxfordshire System	Covid is no longer likely to have a direct impact on Local and Community Resilience Oxfordshire still continues to support Afghanistan refugees but there is no intelligence to suggests this having any negative impacts Anti-Vax demonstrations continue nationwide and Police will inform the Council of any local intelligence	08/02/22 - Risk Owner, Mitigating Actions and Comments Updated
LR10	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: • 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).	3	4	12	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. Future Oxfordshire Partnership 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.	Partially	Cllr G. Phillips	Claire Taylor	Emily Schofield	3	3	9	↔	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.		04/02/2022 - Score, Controls and Mitigating Actions Updated

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			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22																	
LR11	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.	01/02/2022 - No Changes
LR12	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. return to in person formal meetings and compliance with restored legal regime). Elements of the Covid-19 response may be compromised or delayed.	2	2	4	<p>Council governance framework is regularly reviewed and updated by senior managers and members.</p> <p>Constitution - updated and annually reviewed by Monitoring Officer and Full Council .</p> <p>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.</p> <p>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.</p> <p>Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response.</p> <p>Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee.</p> <p>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</p>	Fully	Cllr G. Phillips	Anita Bradley	Natasha Clark	1	2	2	↔	<p>Continue to undertake control measures throughout 2021-22 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for reflecting back on the year 2020/21 is completed, with approval from the Audit & Governance Committee. Process for embedding Local Code of Corporate Governance and Annual Governance Statement process (for 2021/22 year) with ELT in progress. ELT members being approached outside the meeting with detailed follow up. Session held with ELT in January 2022. Whistleblowing Policy review approved by Audit & Governance Committee in November 2021. Monitoring Officer can now approve/finalise following consultation with Leader/Deputy.</p> <p>Corporate Governance Assurance Group leading a project to review governance processes . ELT has agreed a quarterly reporting process for ELT and Corp Gov Assurance Group</p> <p>Proposals for a Constitution Review in progress. Separated meetings to confirm approach have been held with all political groups.</p> <p>Future training requirements to be developed with councillors.</p> <p>Interim democratic services and scrutiny officers are in place with permanent recruitment planned to commence in February 2022.</p>		11/02/2022 - Mitigations, Control Assessment and Comments Updated

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2021/22																	
LR13	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: •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 support directorates to address risks E.g. Strategic HR business Partners and Strategic Resourcing Team Ongoing service redesign will set out long term service requirements .	Fully	Cllr G. Phillips	Claire Taylor	Karen Edwards	4	3	12	↑	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. There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.	As the response to Covid evolves and we move towards a new 'norm' such as greater agile working, both workforce and management development infrastructure and plans will require a re-focus to enable this transition for the long term. A review of HR and Organisational Developments Services is underway and a business case has been prepared. This risk remains -under review and may be need to be increased as the employment market changes. The situation continues to be monitored. Turnover (planned and unplanned) is significantly below the national level, however, there are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.	03/02/22 - Comments & Residual risk level Updated
LR14	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.	Partial	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. Business Partners in the IT Customer Engagement team have been aligned to specific areas in the Council matching their experience and knowledge. These will be an initial contacts in IT for a service to explore and discuss change initiatives. Ensuring they are aligned with the broader Council change agenda and the IT Strategy. Currently IT Services are reviewing all programmes and projects to ensure they are adequately resourced to deliver required outcomes. On 25 November, IT were joined by customers from HR, FM and OD and champions from the DTFT programme at Microsoft in Reading for a collaboration envisioning workshop. It was an opportunity to explore together (as customers, providers and users) the tools that are available, being developed to enable hybrid working, building on the Hybrid meeting rooms that have implemented in the County . Discussions included future developments that could be adopted to compliment the move to Agile Working. New Design Authority has been created to provide greater corporate alignment and oversight between different areas of work. Following the recent announcements regarding the ceasing of the Partnership with CDC, IT will continue to operate as normal but evaluate the impact of a complete separation to ensure a smooth running of both businesses	01/02/2022 - comments updated

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2021/22						Fully effective Partially effective Not effective											
LR15	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: • 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 Budget and Business Planning process. Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG. Regular meetings between Corporate Directors and s151 Officer to discuss significant financial issues and risks.	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 SLT, Cabinet and Performance & Corporate Services Overview & 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.	This risk remains amber as although the probability is unlikely, the impact could be level 5 should the risk occur. The controls are effective, performance is monitored monthly, and continues to be Green. Budget and Business planning to set the 22/23 budget and the 22/23-25/26 MTFS has completed and whilst there is currently some uncertainty regarding future settlements following the Governments 2021 Spending Review, the financial resilience of the council remains strong. The High Needs deficit (and current year overspend) continues to be monitored closely, but is not yet impacting on financial resilience as the Government has stated it should not be included on the balance sheet for local authorities as a liability, however their decision is subject to review in 23/24. Should their position change then this will become an issue for the Council. The High Needs project is ongoing to try and address the overspend and ultimately reduce the deficit.	15/02/2022 - Controls, Mitigating
LR16	Health and safety: ensuring effective arrangements are in place to meet our duties	Unsafe services leading to injury or loss. Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	3	4	12	H&S policies and procedures have been reviewed and adopted. Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance. We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance. H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	Fully Fully Fully Fully Fully Fully Fully	Cllr N. Fawcett	Steve Jordan	Paul Lundy	2	4	8	↔	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. Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - 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 adequacy considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health. H & S Policies and procedures are regularly reviewed to ensure safe operating framework. Essential H&S Training in place with service specific competency requirements met. Following easing of COVID restrictions H&S Audit programme has resumed. This includes filed work and on-site inception.	H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. Gov COVID Restrictions have been eased. Managers will decide on staff return to workplace based on service needs and priorities. Important to note legal duties under H&S legislation still apply including requirement 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. Office protocols in place with focus on improving ventilation, CO2 monitors in meeting rooms, regular cleaning and encouraging hand hygiene. Update 31 Jan - Gov are proposing to revoke vaccination as condition of employment for health and social care staff. Effective date to be confirmed. Flu vouchers offered to health and social care staff in addition to those entitled under national immunisation programme. Current level of flu risk - low level. Lone worker mobile app project on track and onboarding of services in progress. CSC roll out now underway. Field Monitoring by H&S Team has restarted including libraries, CSS, Children's Residential Homes - No significant concerns raised to date. Corporate H&S for OCC/CDC now aligned in terms of management support to be reviewed.	03/02/2022 - Comments Updated.
LR17	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.	Partial	Cllr N. Fawcett	Steve Jordan	Rob MacDougall	3	4	12	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance 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.	Staff absence and impact on services continues to be closely monitored via Covid Programme Office and Directorates.	08/02/22 - Risk Score, Mitigating Actions and Comments Updated

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2021/22						Fully effective Partially effective Not effective											
LR18	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 Fully Fully Fully Partial Partial	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. In January 2022 IT delivered training to members on Cyber Crime awareness, the session covered common threats/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 our infrastructure the cost would be in the region of £250k that has not been budgeted for. IT are now running an awareness programme. There is a national Cyber Security campaign in October, IT will be using this to promote the new 'Staying Safe Online' course to all staff across the Council. This will be advertised on the intranet and promoted in the manager's briefing. All staff are expected to complete the course and managers will be asked to monitor staff progress in doing this. PSN due for completion first week of December Vulnerabilities highlighted in preparation work for our PSN submission are linked to the telephone call recording system used with Avaya technology. The implementation of Unified Communications as a Service (UCAAS) addresses these vulnerabilities, with this implementation delayed for a month. A short term mitigation has been implemented using the call logging facility in our 8x8 service to allow the PSN submission to go ahead. Approval has been received for IT to apply for Government Funding available for Cyber Professional Training (CSSIP) from the Local Government Association (LGA) and Gap Analysis from the Department of Levelling up , Housing and Community (DLUHC) The organisation has carefully evaluated investing in Cyber Security Insurance and the decision has been taken to not proceed due to risk it introduces and costs involved. Any additional funds in this area will be used to enhance further security and recovery solutions. This evaluation was completed in partnership with Gartner and Surecloud. Additional funding has been secured from LGA to support work in this area During December there was a worldwide security vulnerability called Log4j, IT services worked proactively to secure systems and prevented any breach. Due to this work OCC were then able to assist other Local Authorities and organisations to secure their own systems against this vulnerability and this was recognised by SOCITM. Completed PSN assessment and received certification for the year.	31/1/2022 - Mitigation 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
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
LR19	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	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational. The new backup service is operational. The cloud Disaster Recovery solution is configured and running. IT support and provision for new/returning members of Staff is functioning well and demand is being met. IT are working with Integrated Transport to deliver and collect equipment required by Staff working from home. IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements. IT have secured more laptops to help ensure we have stock in case there is delivery issues after Brexit.	Fully Fully Fully Fully Fully	Cllr G. Phillips	Claire Taylor	Alastair Read	2	4	8	↔	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19 Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness Replacement datacentre, disaster recovery and backup solution are fully operational. Datacentre network equipment has been updated and the amount of core space used rationalised. Measures remain in place together with the resilience testing to maintain core IT services. Staff resources are assigned to the most in demand IT requirements. An expanded duty team will support delivery of critical services out of hours New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks. Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection. All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave. A proposal for a more cost effective and less complex DR solution has been agreed and procurement will start this month for installation in November. This should be able to remove this risk. Procurement is happening this week. Installation pushed back until December. Installation of more cost effective DR is underway. Completion by Feb 2021. 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.	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. In preparation for DR testing all servers have be prioritised according to the services they are running. This has been paired with the priority applications list approved by the Business Continuity Steering Group. Work continues to record the point to which we can restore data to for each application for presentation and awareness to Business Continuity Steering Group. Awaiting funding news from CEDR to agree off line backup to guard further against Ransomware. Approval for funding has been received for offline backup and IT are in the final stages of checking the Infrastructure is in placer ready for implementation in Jan/Feb 2022 A root to market has been secured for the 1300 new laptops to enable the retirement of old equipment and improve customers capabilities and experience when working remotely from home or other locations The offline backup system has been purchased but due to Microchip shortage certain components will not be delivered until mid to late February meaning that installing will not be completed until end March 2022 at the earliest. Other mitigations are in place to detect Ransomware early to help protect against this risk. IT Customer Support team have now relocated to County Hall, this move was scheduled for 7 February but was completed ahead of schedule. Services were fully online and operational by Friday 28 January 2022. 1300 laptops purchased have now been delivered and a refresh project is now in place, and older devices that would benefit from replacement have been identified.	01/2/2021 - Comments Updated
LR20	Covid-19. Ability of the Council to focus on recovery and renewal from the COVID-19 period while retaining the capacity to adapt and respond to new developments and requirements, and deal with new increased levels of service demand	•Ongoing pressures on service delivery with increased level of service demand and ongoing limitations on delivery may reduce the Council's ability to deliver its objectives •Long term direct and indirect impacts of COVID on community, economic and individual wellbeing including the differential impact on different sections of society, Council and System Gold / Silver governance were stood up in December in line with the changing nature of the pandemic and are being stepped down from early Feb 2022 to reflect stabilisation of the situation.	4	4	16	System-wide pandemic governance is in place. The Council has prepared, revised and is delivering a Local Outbreak Management Plan to minimise the spread and impact of COVID-19. This was been updated in September 2021 to reflect the changing course of the pandemic and is being reviewed in the light changes to the public health situation and new requirements. Coordinated communications continue to public, stakeholder and staff audiences Regular updates from Director of Public Health, shared internally and externally. Business continuity reporting and prioritising arrangements under review in-light of changing COVID situation. 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). Recovery and renewal planning is underway within the system governance structures and through sector specific partnerships (e.g. Health and Wellbeing Board and OxLEP)	Fully	Cllr G. Phillips	Claire Taylor	Robin Rogers	4	3	12	↔		Ongoing development of COVID situation means that this risk will remain under review. This update represents current situation and uncertainty.	07/02/2022 - Impact and Scores 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
			Probability	Impact	Rating						Probability	Impact	Rating				
2021/22						Fully effective Partially effective Not effective											
LR21	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.	Impact on Property, Major Infrastructure and Maintenance programmes. Projects get stalled. Increased costs mean fewer projects can be completed within funding envelopes. Skills shortages lead to increased costs. Skills shortages lead to projects slowing down or being undeliverable. Contractors unable to commit to quoted prices due to market conditions.	4	4	16	Grow your own – bringing in more junior staff and training them up. Utilisation of contracted and temporary staff where necessary. Increased supply chain base to increase the chances of success. Closer working with supply chain partners to influence an Oxfordshire first strategy. Communicating longer term programmes to gain market confidence.	Partial	Cllr T. Bearder	Bill Cotton	Owen Jenkins	4	4	16	New	Further work with supply chains to secure resources for Oxfordshire. Communication with government departments to increase flexibility and funding.	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. Increasing inflationary pressures combined with staffing resource issues mean this risk is not improving, and potentially worsening.	15/02/2022 - Comments Updated
LR22	Deprivation of Liberty Authorisations (Care Homes and Community) We may be unable to fulfil our legal duty to vulnerable adults in care homes, hospitals and the community by completing authorisations for deprivation of liberty for those who lack capacity to consent to their care and support arrangements.	Insufficient resource to complete assessments and prepare Court applications in light of the dramatic increase in scope of qualifying criteria following the Cheshire West judgment. Non-compliance with legal duties leading to potential risk of litigation, damages and reputational damage. Delays mean person is deprived of their liberty without assessment and authorisation.	3	5	15	a. Substantive team in place to complete assessments for DOLS and community cases requiring applications to the Court of Protection. b. All team members are qualified BIA's so can complete both statutory and community applications as required. c. LAS module for both workstreams - easier to manage and monitor performance as well as keep a live database of current cases. d. Triage referrals with highest priority given to people objecting to their care arrangements, subject to restraint or sedation, high levels of 1:1 or concerns about arrangements. e. Best Interests Assessor rota reinstated following Covid pandemic. f. agency staff recruited on temporary basis to assess longest waits.	Partial	Cllr J. Hannaby	Stephen Chandler	Melanie Pearce	2	5	10	↔	Review of all outstanding cases to ensure correct prioritisation and allocation. Reinstatement of the BIA rota to increase throughput of assessments. Temporary recruitment of agency BIA's to assess longest waiting cases. Regular review of community DOL cases with providers to ensure accurate prioritisation.		09/02/2021 - No Changes
LR23	HIF1 Didcot Garden Town Major Infrastructure Programme	Adequate budget including contingency being identified and secured. Adequate time in which to deliver the programme, within agreed time scales with Homes England. If scheme does not proceed:- Cost for OCC of unmet claims circa £1m. Loss or potential clawback of S106 c£16m. Loss of future S106 - up to £40m (includes potential loss of other community infrastructure e.g. schools and libraries). Risk of legal challenge and associated resources to deal with these. Potential collapse of S&V local plans and loss of 5yr land supply resulting in unrealised development	5	4	20	Value Engineering exercise and descopeing undertaken.	Partial	Cllr Enright	Bill Cotton	Owen Jenkins	3	4	12	New	Additional time and £22.9m extra budget agreed by Homes England. Additional support of £10m Local Enterprise Partnership secured. February budget allowed for sufficient borrowing to fund the gap. Now requires March Cabinet decision to accept the grant funding agreement with Homes England and proceed with the project.		24/02/2021 - Potential impact, Residual Risk Level and Mitigating Actions Updated
LR24	Cessation of joint working between CDC and OCC - Ending of the section 113 arrangement between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice and capacity there is a risk that the cessation of the partnership could result in service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	1. Legal, governance and employment advice for both parties in place and a transitional plan is under development. 2. Arrangements in place to establish at pace separate statutory officers for each organisation. 3. Parties continuing to collaborate within a transitional framework and may seek to continue collaboration in some areas under different operating or service delivery models. 4. Additional programme/project resources to be sought to oversee and implement transition. 5. Communications plan.	Partial	Cllr Leffman	Stephen Chandler	Anita Bradley	4	3	12	New	Democratic process is underway Planning for transitional support is underway		17/01/2021 - NEW

Summary of Financial Position at January 2022

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 January 2022. Key issues, risks and areas of emerging pressure are set out below.

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 – 2d	2022/23 New Year Virements
Annex C – 3	Government Grants Summary
Annex C – 4	Earmarked Reserves
Annex C – 5	Review of Charges

Overall Financial Position

2. The table below sets out that there is a forecast underspend of -£1.0m or -0.2% after taking account of funding for pressures arising from COVID-19. Further detail is set out in the directorate sections. Where variations to the budget are reported, management action is continuing to be taken and the forecast is likely to change by the end of the year.

Directorate	Latest Budget	Forecast Spend	Variance January 2022	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	%	£m	£m
Adult Services	198.6	198.6	0.0	0.0	0.0	
Children's Services	140.1	142.3	2.2	1.6	2.6	-0.4
Public Health	0.7	0.3	-0.4	-57.1	0.0	-0.4
Environment & Place	61.2	61.8	0.6	1.0	1.7	-1.1
Commercial Development, Assets and Investments	50.7	49.5	-1.2	-2.4	-1.4	+0.2
Customers, Organisational Development & Resources	34.2	34.2	0.0	0.0	-0.3	+0.3
Total Directorate Budgets	485.5	486.7	1.2	0.2	2.6	-1.4
Corporate Measures	-485.5	-487.7	-2.2		0.0	-2.2
Total Forecast Position	0.0	-1.0	-1.0	-0.2	2.6	-3.6

Directorate Financial Positions

Adult Services

3. The service is currently forecasting a breakeven position against a budget of £198.6m. The directorate forecast outturn includes £1.1m of costs relating to COVID-19.

Service Area	2021/22 Latest Budget	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	£m
Better Care Fund Pooled Budget	82.7	0.2	0.0	+0.2
Adults with Care and Supporting Needs Pooled Budget	97.6	-0.2	0.0	-0.2
Non- Pool Services	12.4	0.0	0.0	
Commissioning	5.9	0.0	0.0	
Total Adult Services	198.6	0.0	0.0	0.0

Better Care Fund Pooled Budget

4. 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.
5. A £0.2m overspend is being reported for the council elements, an increase from the breakeven position reported in the last report. There are on-going risks and uncertainties around activity levels and the on-going impact of the Hospital Discharge Scheme and COVID-19 pandemic on assessed needs and demand for care.
6. The council has seen an increase in the level of outstanding debt after six months. This is the result of a higher proportion of people being defaulted to being charged full cost between Quarter 4 2020/21 and Quarter 2 2021/22; an increase in cases where people lack capacity to manage their finances, coupled with lengthening delays with the public bodies who process applications; and the impact of a backlog of cases accumulated during Quarter 1 and Quarter 2 of 2020/21 when formal recovery procedures were paused as part of Oxfordshire's response to COVID-19.
7. The council is required to make provision in the accounts for the risk associated with the collection of adult social care service user income that is still due to be paid after six months. There is £1.5m increase in the level of bad debt requiring impairment built into the forecast. Work is ongoing to improve the process and timeliness of financial assessments, debt management and recovery. In 2021/22 the increase in the impairment will be funded from the Adult Social Care reserves, which is anticipated to be repaid from a reduction in the impairment expected in 2022/23 following targeted action to reduce the level of aged debt.
8. The budget contributions to the pooled budget in 2021/22 have been agreed by the

Joint Commissioning Executive (JCE). Because of the on-going impacts of COVID-19, the temporary financial regime that the Oxfordshire Clinical Commissioning Group (OCCG) are currently working under has been extended until the end of the financial year. The expectation is that each partner will continue to manage their own variations against the agreed contributions for the whole of the financial year as agreed by the JCE.

9. 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. As agreed by the JCE in November 2021, the additional funding supporting Adult Social Care services will be used to support the cost of supporting hospital discharges.
10. The Hospital Discharge Scheme continued to provide funding for up to six 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 2021 to 31 March 2022 the scheme will fund up to four weeks of care for people discharged from hospital. As at 31 January 2021 £0.8m of social care costs had been charged against the schemes relating to 2021/22.
11. At the beginning of 2021/22 the total number of care home placements was 12% lower than the pre-pandemic level of activity in February 2020. As at the end of December 2021 the number of placements was 1,463, 8.9% lower than in February 2020. While there has been a reduction in the number of placements this has been offset by an increase in the average cost. The average weekly cost of a care home placement is now £879 compared to £807 in early 2020. The activity level and average cost will continue to be monitored to assess risks around the on-going impact of COVID-19 on levels of need.

Adults with Care and Support Needs Pooled Budget

12. 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.
13. A £0.2m underspend is being reported a change from the break-even position within the previous report. There are currently no costs arising as a result of COVID-19 in 2021/22 that require additional funding.
14. The OCCG contribution to the pool is £18.3m a 3.9% increase on last year. It's been agreed that the council will continue to manage the majority of any variation for the whole of the financial year.
15. There is a £0.4m forecast underspend for services within the Learning Disability, High Functioning Autism and Acquired Brain Injury service areas, a £0.2m increase from the previous report.
16. An overspend of £0.2m relating to the cost of people with mental health needs falling outside the scope of the Outcome Based Contract with Oxford Health Foundation Trust (OHFT) is included within the forecast, with the council responsible for all of the £0.2m pressure under the current risk share arrangement, this is no change from the previous month.

Non-Pool Services

17. A breakeven position is being reported for all non-pool services. Included in the forecast is £0.9m of expenditure relating to costs arising from the COVID-19 pandemic. This relates to additional staffing costs to support review activity.

Commissioning

18. A breakeven position is being reported. The Health, Education & Social Care team has now been live since March 2021. The recruitment process for a number of posts continues so agency staff are providing interim cover to allow service delivery to be maintained. It is still anticipated that the additional cost of these staff will be offset by staff vacancies currently existing within the structure.

COVID-19 Ringfenced Grants

19. The use of COVID-19 ring fenced grants expected to be received in 2021/22 is set out in the table below.

Period Covered	Grant	Care Homes £m	Domiciliary Care £m	Other Support £m	Returned to DHSC £m	Total £m
April 2021- June 2021	Infection Prevention & Control	1.18	0.96	0.26	0.06	2.46
	Rapid Testing	0.93	0.72		0.01	1.66
Total	Tranche 3	2.11	1.67	0.26	0.07	4.12
July 2021 – September 2021	Infection Prevention & Control	1.00	0.52	0.22	0.00	1.75
	Rapid Testing	1.03	0.25		0.05	1.33
Total	Tranche 4	2.04	0.77	0.22	0.05	3.08
October 2021 – March 2022	Infection Prevention & Control	0.93	0.32	0.46	0.00	1.71
	Rapid Testing	0.79	0.16	0.00	0.00	0.94
	Vaccine	0.09	0.06	0.02	0.00	0.17
Total to Date	Tranche 5	1.81	0.54	0.48	0.00	2.83

20. The fifth tranche of the Infection Control Testing Fund covers the period between October 2021 and March 2022 and is aimed at enabling providers to put in place key measures to prevent the transmission of COVID-19 within and between care settings, including restricting staff movement between settings, and ensuring that staff are paid full wages when required to self-isolate. Oxfordshire has been allocated £4.8m in total, £2.9m to support adult social care providers infection prevention control, £1.6m in relation to costs associated with rapid testing and £0.3m to support care providers and social care staff with the costs associated with accessing COVID-19 and flu vaccinations. The funding was received in two allocations, £2.9m in October and November with the balance of £1.9m being received in January 2022. The spend to date is reflected within the table above and it is currently anticipated that tranche 5 will be spent in full by the end of the financial year with any balance needing to be returned to Department of Health & Social Care (DHSC).

21. The council has also been notified that it will receive £1.5m as part of the Workforce Recruitment and Retention Fund (WRRF) from the DHSC. 60% of this grant was received during December with the remaining 40% being received in January 2022. The aim of the grant is to support local authorities to address adult social care workforce pressures in their geographical area this winter. The grant must be used to deliver measures that address local workforce capacity pressures for adult social care between 21 October 2021 and 31 March 2022 through recruitment and retention activity. The council has allocated the funding in three different ways:

- An invitation was given to providers to make specific bids to support WRRF schemes, awards were made to 10 providers.
- The council will host a recruitment campaign for all providers.
- The remaining balance being allocated on a pro rata basis based on the number of care beds and registered provider clients.

22. £2.8m is expected to be received for the Workforce Resilience Grant (WRG), 70% of this was received in December 2021 and the remaining 30% in February 2022. This is being used to enable care providers to bring forward the increase in the National Living Wage from 1 April 2022 to 10 December 2021.

23. £0.6m grant has been received for the Omicron Support Fund. Because this is un-ringfenced, the funding will be held corporately and this report includes a virement request to add the expenditure budget to Adult Social Care budgets. It is being used to:

- Provide support to strategic and zonal partners to provide transport to assist care workers with transport between homecare clients.
- Provide support to strategic and zonal partners to recruit agency staff to increase capacity during the ongoing emergency.
- Provide support to carers through the Community Support Contract.

Other Government Grants

24. The council will receive £0.2m funding from the 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.

Bad Debt Write off Request

25. Cabinet is recommended to write off three Adult Social Care contribution debts totalling £0.06m; these cases all relate to insolvent estates where financial issues were unable to be resolved before the death of the service recipients. In one case a third party was being pursued for the debt, but they were declared bankrupt. In the second case the council received part payment from the solicitors handling the estate but the remainder could not be recovered as the service user had multiple debts. In the last case suspected financial misappropriation could not be proved and advice from the legal and fraud team was no further action could be taken following person's death.

Reserves

26. Reflecting the position at the end of 2020/21, £10.7m is held in the council's reserves. £7.9m of this is available to be used to meet future cost pressures within Adult Social Care (ASC). Of that total £6.0m will be used in 2021/22 and a further £1.9m in 2022/23. Current commitments against the reserve are as follows:

- £1.5m to cover the increase in the level of bad debt requiring impairment as noted in paragraph 7, which it is expected to be returned to the reserve in 2022/23 following targeted work to reduce aged debt.
- £0.5m to support contract and spot uplifts not included within the April 2021 uplift – with £0.6m held for the on-going pressure to be funded from the reserve in 2022/23.
- £0.6m pressure linked to increased social care costs within mental health in 2021/22; further funding of £2.1m is forecasted to be needed in 2022/23.
- £0.7m to offset backdated provider costs in 2021/22.
- £2.2m for anticipated pressures relating to mental health needs (£1.2m) and transformation costs (£1.0m). The council have received a request to fund £1.8m of the OHFT pressures linked to the increased social care costs for service users with mental health needs in 2021/22, this would cover six months of the total pressure. More detail is required from OHFT surrounding these pressures before any payment can be agreed. £0.5m of the transformation element of this reserve is expected to be used in 2021/22, with the balance of £0.5m expected to be used in 2022/23 as well as the remaining £0.2m held in the reserve.
- £1.0m towards ASC transformation costs in 2021/22.

27. The table below summarises the anticipated use of the reserve in 2021/22 and 2022/23.

Anticipated Use of Reserves	2021/22 £m	2022/23 £m
Bab Debt Requirement Impact (one off)	-1.5	1.5
Funding for Contract and Spot Uplifts	-0.5	-0.6
Offset Provider Costs	-0.7	
Adult Social Care Transformation	-1.0	
Increase in Social Care Costs within Mental Health	-0.6	-2.1
Mental Health Pressures	-1.2	
Mental Health Transformation	-0.5	-0.7
Total	-6.0	-1.9

28. The amount held in reserves also includes £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 OCCG over the last two financial years. £2.0m will be used to support service risk and on-going costs relating to hospital discharges and other system pressures in 2021/22. The remaining £0.5m is expected to be used to support mental health commitments with OHFT in 2021/22.

Virements

29. COVID-19-related virements outlined in this report, amounting to £0.5m are set out in Annex 2b. The total estimated spend is £1.1m, with £0.6m already approved. The additional £0.5m request relates to staffing costs of £0.4m to cover the cost of COVID-19 administration work, a system post, social care work, and commissioning responsibilities. There is also an increase in equipment costs.
30. Cabinet is asked to note the virements shown in Annex 2c, reflecting the receipt of both new workforce grant, the increase in the social care element of the Better Care Fund and the reallocation of centrally held budget required to respond to the number of people approaching adult social care plus an updated pooled budget contribution from the OCCG.

Children's Services

31. As at the end of January 2022 a £2.2m overspend variance to the 2021/22 budget of £140.1m is forecast for Children's Services after taking account of £3.8m funding for pressures related to COVID-19. The pressure on social care is mitigated by an underspend on home to school transport.

Service Area	2021/22 Latest Budget	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	£m
Education & Learning	32.6	-1.6	0.0	-1.6
Children's Social Care	36.6	0.5	0.4	+0.1
Children's Social Care Countywide	66.1	3.5	2.2	+1.3
Schools*	0.4	0.0	0.0	
Children's Services Central Costs	4.4	-0.2	0.0	-0.2
Total Children's Services	140.1	2.2	2.6	-0.4

*Maintained Schools are funded by Dedicated Schools Grant

Dedicated Schools Grant Forecast (DSG) Overspend £15.9m

32. Recovery plans are being drawn up to address the two main areas of financial pressure – staffing (primarily the use of agency staff) and placement costs.
33. On placement costs, the pressure arises from both the increase in complexity of children's needs and additional costs arising from market conditions, including the impact of COVID-19. Detailed work on analysing the market prices is being carried out by Health, Education and Social Care Commissioning (HESC). However, financial analysis shows that unit costs have increased by at least 6% on residential and foster care.
34. The COVID-19 pandemic has impacted on Children's Services in Oxfordshire in the following ways:

- Significant increase in number of families removing their children from school rolls for the purposes of Elective Home Education
- Enhanced risk of children missing education due to schools opening and closing for all pupils during the pandemic
- Enhanced risk to pupils' mental health and well-being, resulting in poor attendance and enhanced risk of exclusion
- High workloads and need for reactive service delivery at pace negatively impacting on staff retention
- An increase in presentations of children at the Front Door
- Volatile demand for assessments and a significant increase in SEND and Social Care
- Fewer cases being closed in a timely way due to factors outside the control of children's services including but not limited to family and criminal court delays.

35. A series of measures to increase capacity and mitigate the impacts outlined above have been put in place across the period of the pandemic. Virements totalling £2.0m to utilise one – off funding held in the COVID-19 reserve to meet COVID-19 pressures have already been approved in 2021/22. Proposals for a further £1.8m are set out in this report, and subject to approval. These are within the forecast COVID-19 expenditure reported previously for Children's Services.

Education & Learning

36. Within Education & Learning, ongoing areas of risk and uncertainty have been reported throughout the year for both the Home to School Transport and the Special Educational Needs (SEN) service. Following further analysis, incorporating updated numbers of clients, there is now more confidence in reporting forecasts in these areas.

37. There was a significant underspend in Home to School Transport in 2020/21 that was in part linked to home learning for many children for part of the year due to the COVID-19 pandemic. The benefits realised through alternative or more efficient transport solutions have resulted in ongoing cost reductions. These reductions had been forecast to be offset by the impact of demographic and price growth with a balanced budget position forecast. However, a net underspend of £1.6m is now forecast. The majority of this relates to mainstream secondary school transport and reflects the following:

- a. Very stringent eligibility checks;
- b. Increasingly efficient lets of mainstream contracts;
- c. Increasing direct transport payments to families where it is cost efficient to do so; offset by increased SEN pupil usage arising from Education Health and Care Plans (EHCPs).

38. Within the Special Education Needs service there are considerable pressures on the SEN casework team and Educational Psychologists due to the continued high number of EHCP requests. This additional workload has resulted in a budget pressure as additional staff are required to manage the demand. Further work has identified that the level of demand for assessment and additional SEN support is also higher than anticipated. This is an effect of the COVID-19 pandemic and

funding from the COVID-19 reserve will be used to fund the additional staff.

Social Care

39. The two key areas of pressure are staffing costs and placement costs.

Staffing costs.

40. 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. COVID-19 has amplified these pressures with workers dealing with higher levels of need and complexity of cases.
41. Based on the current use of agency social workers to fill vacancies it is anticipated that there will be an overspend within the front-line social care teams of at least £1.1m in 2021/22, and in addition a further £0.1m within the Youth Justice and Exploitation service. Work is ongoing to address all recruitment and retention issues, including the use of agency staff. Whilst there is some additional funding in 2022/23 to meet ongoing pressures, the priority remains to manage down these pressures as much as possible.
42. Consideration is also being given to the impact of COVID-19 on hourly rates and increased use of agency social workers. It is apparent that, during the pandemic, the national crisis in supply of social workers has deepened, making the agency market more competitive. 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. This is creating increased competition for available experienced social workers, which in turn has led to increased hourly rates across the region. In addition, the high agency rates of experienced temporary staff appear to have had an impact on the ability of Oxfordshire to recruit and retain our own permanent experienced social workers, although recruitment of newly qualified social workers remains stable. Most south east authorities have agreed that an updated Memorandum of Co-operation should restart from 1 April 2022. However, if not all authorities are signed up to this, it may not remain effective. Therefore, the relaunch will be closely monitored to see if it helps to stabilise growth in agency costs. A three-month independent review of the council's recruitment and retention strategy for social workers started in December with a view to medium to long term recommendations to address our workforce challenges.

Placement costs

43. There is a forecast overspend of £3.4m (£2.9m on mainstream placements and £0.5m on children with disabilities placements). This has mainly been caused by two factors. Firstly, a substantial increase in the average residential unit cost since 2020/21. Secondly, a sharp rise in spend on increased placement staff to child ratios to manage significantly acute complex needs and risks for a very small number of high risk children
44. The number of children that the council cares for has increased by 22 since March 2021 – from 784 to 806. This includes 55 children with disabilities and 50 unaccompanied asylum-seeking children (of which 21 have been accommodated as part of the National Transfer Scheme). Excluding these, the total has increased

by 15 since March 2021 – from 686 to 701 – as at 31 January 2022. Whilst the number of children in mainstream residential care has remained static at about 80, there are more placements in higher cost arrangements.

45. The variance also reflects an increased reliance on specialist agency staff within placements. In addition to this the staff to child ratio and subsequent ratio of agency to core staff fluctuates considerably in response to the needs and risks for each child. Changes in staff to child ratios are unpredictable, making it difficult to forecast accurately; an increase in staffing for one child can result in an unexpected and steep increase in costs. This includes five recent placements costing more than £120,000 per week in aggregate.
46. The national increase in demand and complexity of need presents a challenge in identifying appropriate placements to meet children's needs in a timely way. On average there are over 50 children nationally waiting for a welfare secure bed every day. In September 2021 there were 21 eligible children in the South East waiting for a tier 4 mental health bed. In the absence of specialist secure and tier 4 beds children with the most complex needs and risks are being cared for in mainstream settings requiring increased and specialist staffing as outlined above.
47. The forecast overspend of £0.5m within Services for Disabled Children, is mainly as a result of an increase in the number of placements resulting from care proceedings. There has been a net increase of eight since March 2021 – from 47 to 55 at January 2022.

Youth Services

48. Unanticipated government grant income for Holiday Activities and Food Programme has contributed to a forecast underspend of £0.7m in the budget for Youth Services

Children's Services Central Costs

49. The underspend of £0.2m relates to staff and project savings.

Dedicated Schools Grant (DSG)

High Needs DSG

50. The High Needs forecast has been increased following confirmation of autumn term numbers. Demand for High Needs support is high. There has been a 16% increase in the number of Education, Health and Care Plans (EHCP) and there were 1,300 requests made for assessment in the last 12 months. Some of this demand relates to COVID-19 and it is estimated that £1.2m of the additional spend is driven by COVID-19. The ESFA have given permission to offset these costs from council resources.
51. Council agreed a budget for High Needs which included a saving of £1.9m. The saving was calculated on reducing the use of independent settings by increasing places in Special Schools & bases. The saving has been achieved via the increased places and other initiatives under the SEND Transformation Project. Offsetting this has been a 15% increase in the use of independent placements. Independent placements are forecast to be £1m overspent.

52. Further Education colleges have recently shared the numbers of learners attending colleges. The numbers identified as High Needs learners by the colleges have increased by 31% and this may add a further £2m to the forecast. Of the additional spend, Oxfordshire will receive some additional grant funding for this, but not until 2022/23.

53. The High Needs Forecast now stands at a £15.2m overspend. The reduction since the previously reported position is due to the permission to fund COVID-19 costs from council resources, and a reduction in forecast college and placement spend.

Early Years DSG

54. Early Years DSG had been reported as breakeven but due to the previously reported technical adjustment to reserves, the variance is now £0.7m. There are forecast overspends on the deprivation and SEN Inclusion Fund elements of the funding formula, but these will be funded from the Early Years DSG Reserve.

Contain Outbreak Management Fund (COMF)

55. In 2020/21 Children's Services was allocated £1.0m of COMF funding, with £0.4m spent by the end of the 2020/21 financial year, leaving a balance of £0.6m, the majority of 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. Some schemes are likely to require funding in 2022/23 as a result of delayed implementation and/or completion (estimated at £0.07m).

Virements

56. COVID-19 related virements totalling £1.8m are set out in Annex 2b and summarised in the table below. The total estimated spend for 2021/22 is £3.8m, with £2.0m already approved.

Anticipated Use of Reserves	2021/22 £m
Education & Learning	
EHCP backlogs – additional staffing capacity	0.2
Loss of income – traded services	0.2
Other	0.1
Total Education & Learning	0.5
Children's Social Care	
MASH Agency staff	0.1
Family Solutions Plus	0.6
Placement costs	0.2
Children's housing occupational therapies staff redeployment – agency costs	0.1
Grants to support sustainability (Early Years)	0.2
Other	0.1
Total Children's Social Care	1.3
Total	1.8

Public Health

57. In total there is a projected £2.1m underspend relating to public health activity of which £1.7m will be transferred to the Public Health reserve at year end.

Service Area	2021/22 Latest Budget	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	£m
Public Health Functions	35.0	-2.1	-1.1	-1.0
Public Health Recharges	0.6	0.0	0.0	
Grant Income	-34.9	0.0	0.0	
Transfer to Public Health Reserve		1.7	1.1	+0.6
Total Public Health	0.7	-0.4	0.0	-0.4

58. There is a £1.7m projected underspend in services funded by the Public Health ringfenced grant. £0.2m of the underspend relates to staff vacancies. The remaining £1.5m, set out in the following paragraph, reflects reduced demand for some public health services during the pandemic as well as other impacts related to COVID-19.

59. The sexual health service is reporting a £0.5m underspend, an increase of £0.2m from the previous report. There is a £0.3m underspend now being reported within the Health check programme, an increase of £0.2m, and a £0.5m underspend linked to a delay in targeted action to address health inequalities, a £0.2m increase. The substance misuse service is now reporting a £0.1m underspend, a £0.1m reduction in variance from the last report. Smoking and tobacco control is now reporting a £0.1m underspend, a change from the previously reported breakeven position. This £1.7m underspend of Public Health Grant will be carried forward through the Public Health reserves and used to fund eligible spend in future years.

60. In 2021/22 the council received a £1.1m un-ringfenced grant to support delivery of the duties of the Domestic Abuse Act 2021, including having a strategic partnership board, undertaking a safe accommodation needs assessment and publishing a safe accommodation strategy. All Local Authority tier 1 duties have been met, and further work is now ongoing to produce a broader needs assessment and strategy which will inform the recommissioning of the core Domestic Abuse services during 2022/23. The grant was also used to provide enhance provision of domestic abuse services in the community. Any unspent funding will be requested to be moved into reserve to be used in 2022/23.

61. The council funded element of the Domestic Abuse service is now reporting a £0.4m underspend after ensuring all available grant funding for Domestic Abuse is utilised. The use of this budget will be linked to the recommissioning of the services mentioned above from 2022/23 onwards.

62. There are no anticipated increases in costs or loss of income arising from the

COVID-19 pandemic for this financial year.

Government Grants

63. The Public Health grant is £31.7m in 2021/22. This includes £0.2m awarded to Oxfordshire to support us to deliver routine commissioning in relation to pre-exposure prophylaxis (PrEP) for HIV.
64. The Community Testing Programme grant (CTP) aimed to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council 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 DHSC in July 2021. The total cost of the four sites from April to June 2021 was £0.645m.
65. From August 2021, home test kits have been 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 and total £0.107m.
66. £0.2m grant funding from Public Health England for Adult Weight Management has been used to support additional weight management programmes addressing dietary intake, physical activity, and behaviour change for adults who are overweight or living with obesity.
67. The Drug Treatment, Crime and Harm Reduction Grant (£1.1m) has been 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.
68. 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. As at the end of January 2022, all of the remaining £1.6m had either been spent or committed.

Reserves

69. Public Health earmarked reserves are expected to be £4.8m at 31 March 2022. This incorporates the £1.7m underspend partly offset by a budgeted £0.4m contribution to the Family Safeguarding service. The overall in-year increase to the Public Health reserve is forecast to be £1.3m
70. £0.3m of the £0.8m Rough Sleeping Drug and Alcohol Treatment Grant was not spent during 2020/21. This has been used to continue to support homelessness

and rough sleeping initiatives in line with the grant agreement in 2021/22.

71. £0.5m of the Community Outbreak Management Fund (COMF) was allocated to Public Health under the assumption that any unspent Test and Trace grant could not be carried forward into 2021/22, this was not the case and so the COMF allocation has been returned to corporate reserves.

Virements

72. Cabinet is asked to note the virement relating to the addition of the Drug Treatment and Harm Reduction Grant in Annex 2c.

Environment & Place

73. The Directorate is made up of three service areas: Planning & Place, Community Operations and Growth & Economy plus a directorate management area, Communities Management. Each area is responsible for a specific function to ensure an effective delivery of the council's corporate objectives through an effective and efficient use of council's resources.
74. An overspend of £0.6m (1.0%) is forecast compared to a budget of £61.2m. This represents a reduction of £1.1m in the overspend compared to the October position.

Service Area	2021/22 Latest Budget	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	£m
Planning & Place	3.3	0.0	0.0	
Community Operations	58.9	-0.4	0.7	-1.1
Communities Management	-1.1	0.0	0.0	
Growth & Economy	0.1	1.0	1.0	
Total Environment & Place	61.2	0.6	1.7	-1.1

75. There is still a forecast overspend of £1.0m reported for Growth & Economy with no further change reported. The Infrastructure Delivery Team provides project management and other support for the delivery of the Growth Deal, Housing Infrastructure Fund and other major projects. Because the work does not relate to specific schemes these costs cannot be funded through the capital programme. The ongoing impact of this has been addressed through the 2022/23 Budget and Business Planning Process.
76. The £1.1m reduction in the overspend since October relates to Community Operations. The previous overspend of £0.7m in Transport and Highway Maintenance is now forecast to be offset by an underspend of £0.5m in concessionary fares as a result of reduced bus usage and COVID-19 funding mechanisms, and higher than budgeted for income from licensing and works permits as this has risen £0.2m above previous service expectations. The remaining variation relates to the safety defects forecast which has been adjusted

due to the mild winter. It is not yet clear if the increased income from license fees and permits for street works is a one-off or sustained increase so on-going monitoring will be needed for both this and future concessionary fare income and reimbursements.

77. A forecast underspend of £0.4m in Waste Management is due to the OCC share of the benefit through the Energy Recovery Facility. This service area has been previously reporting a breakeven position throughout the year. However, due to the volatile nature of waste tonnages it is difficult to forecast the year end budget position.

78. There is an expected loss of income of £1.1m in Parking Services, due to the COVID-19 pandemic which will be managed through the Parking Account. Usage and associated income continue to recover, but slowly. Longer-term, parking services are trying to mitigate the loss of income through generating additional income streams in enforcement and charging.

Virements

79. COVID-19-related virements outlined in this report, amounting to £0.1m are set out in Annex 2b. The total estimated spend is £0.4m, with £0.3m already approved. An additional £0.1m is being requested as virement to cover costs of PPE (Personal Protective Equipment) and its delivery across the county. Moreover, there was further increased expenditure in additional staff requirement and traffic regulation around COVID-19 testing and vaccinations centres.

Commercial Development, Assets & Investment

80. Commercial Development, Assets & Investment directorate are forecasting an underspend of £1.2m (2.4%) position when compared to the budget of £50.7m.

Service Area	2021/22 Latest Budget	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	£m
Property & Facilities Management	18.4	-1.8	-1.5	-0.3
Law & Governance	6.7	0.6	0.1	+0.5
Fire & Rescue and Community Safety	25.0	0.0	0.0	
CDAI Management Costs	0.6	0.0	0.0	
Total Commercial Development, Assets & Investments	50.7	-1.2	-1.4	0.2

81. The overall underspend position within the directorate mainly reflects the impact of an ongoing restructure in Property, Investment & Facilities Management services. The new structure is anticipated to be finalised by the end of the financial year.

82. Legal services are forecasting an increased overspend of £0.5m compared to the last report. 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. It has proven extremely difficult to recruit permanent staff during this period as the cost of undertaking locum roles has increased making the locum market more attractive to candidates. Permanent recruitment has taken place which is due to come on stream in March/April which should partly reduce the cost pressure. The ongoing impact of this has been addressed through the 2022/23 Budget and Business Planning Process.

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

84. Cabinet is recommended to write off a Community Safety debt totalling £11,225. In this case the debt relates to unpaid rent and utilities. The tenant has left the area and cannot be traced to take civil action to recover the arrears.

Virements

85. Within CDAI, £0.6m of expenditure arising from COVID-19 is the forecast of which £0.4m has already been transacted to date leaving a new request of £0.2m as set out in Annex 2b. The virement is primarily attributable to increased expenditure on cleaning staff, materials and security requirement in Property as a result of the pandemic.

Customers, Organisational Development & Resources

86. Customers, Organisational Development & Resources is forecasting a breakeven position against a budget of £34.2m.

Service Area	2021/22 Latest Budget	Variance January 2022	Variance October 2021	Change
	£m	£m	£m	£m
Corporate Services	2.6	0.0	0.0	
Human Resources & Organisational Development	3.1	0.0	0.0	
Communications, Strategy & Insight	2.6	-0.4	-0.3	-0.1
ICT & Digital	10.7	0.0	0.0	
Culture & Customer Experience	9.0	0.1	-0.3	+0.4
Finance	6.2	0.3	0.3	
Total Customers, Organisational Development & Resources	34.2	0.0	-0.3	0.3

87. Culture & Customer Experience are forecasting an overspend of £0.1m due a reduction in income when compared to expectations from library services and overspends in branch network staffing costs.

88. As reported previously, Finance is forecast to overspend by £0.3m. This is

primarily attributable to additional 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 temporary agency staff to deliver the work required.

89. There is a continuing underspend within Communications, Strategy & Insight of £0.4m from vacancies due to recruitment challenges in the pandemic.

Funding for COVID-19 Recovery and Renewal

90. As set out in the update elsewhere on the agenda funding of £19.3m has been received through the Contain Outbreak Management Fund. After taking account of actual and planned spending totalling £18.0m there is an unallocated balance of £1.3m. This will be added to £0.6m remaining balance of the Clinically Extremely Vulnerable Support Grant and £0.4m remaining balance of the funding for Practical Support Payments and used to fund on-going priorities in 2022/23.

Virements

91. COVID-19-related virements outlined in this report, amounting to £1.1m are set out in Annex 2b. The total estimated spend is £1.3m, with £0.2m already approved. The £1.1m relates to ICT (£0.8m) and staffing (0.3m). The majority of the ICT cost are additional equipment required as a result of working at home. The additional staffing projection relates to interim costs within Culture and Customer experience service.

Corporate Measures

General Balances

92. General Balances at 31 March 2021 were £34.6m and are forecast to be £35.6m by 31 March 2022, after taking into account the current overall forecast underspend of £1.0m. The risk assessed level is £28.8m.

Reserves

93. As set out in Annex C-3 Earmarked Reserves are forecast to be £150.4m at 31 March 2022. The decrease of £10.4m since the last report consists of a £1.7m increase in the anticipated balance held in the COVID-19 reserve offset by a reduction in the grants and contributions reserve (including £8.9m COMF funding now assumed to be spent in 2021/22).

Use of COVID-19 Reserve

94. £3.5m use of funding held in the COVID-19 reserve has been approved in the first two quarters of 2021/22. Based on the updates set out in this report, a further drawdown of £3.7m is now requested from the reserve bringing the total use of this reserve to £7.2m. The following table that sets out the virements approved to date and additional requests for the remainder of the year. After taking account of £20.1m use of the reserve agreed as part of the 2022/23 budget and Medium Term Financial Strategy, £5.0m remains uncommitted and can be used to support future pressures.

Directorate	Already drawn down form reserve £m	Proposed drawdown Q3 & Q4 £m	Total £m
Children's	2.0	1.8	3.8
Adult Services	0.6	0.5	1.1
Public Health	0.0	0.0	0.0
Environment & Place	0.3	0.1	0.4
Customers, Organisational Development & Resources	0.2	1.1	1.3
Commercial Development, Assets & Investments	0.4	0.2	0.6
Total	3.5	3.7	7.2

Grants

95. As set out in Annex C- 4 government grants totalling £432.3m will be received by the Council during 2021/22 and have increased by £4.6m since the last report. Changes include the addition of the Drug Treatment, Crime and Harm Reduction Grant (£0.7m), Omicron Support fund (£0.6m), Social Care Workforce Recruitment and Retention Grant (£2.9m), Community Discharge Fund (£0.2m), and Rough Sleeping Grant (£0.2m).

Medium Term Financial Strategy Savings

96. The 2021/22 budget includes planned directorate savings of £16.1m. £13.0m or 81% are expected to be delivered by year end.

97. The remaining £3.1m or 19% are rated amber. £2.9m of this total relates to savings in Adult Social Care. This includes savings of £2.0m to be achieved through reducing demand pressures in the pools by 1% as well as savings anticipated to be achieved through reducing the use of residential beds. The process to maintain the savings related to the reduction in demand was on-going as at the end of January 2022 so this is continuing to be shown as amber. Savings related to reducing the use of residential beds are also rated amber. However, the forecast spend across the pools is expected to be managed within the funding available.

98. The anticipated delivery of the savings is built into the directorate positions reported above.

Strategic Measures

99. The budgeted interest receivable for in-house Treasury Management in 2021/22 is £1.94m, based on an average interest rate of 0.58%. Whilst interest rates remain very low, it is unlikely that interest rate will be achieved, however as cash balances are higher than originally expected, the forecast outturn remains in line with budget.

100. Externally managed funds in Strategic Pooled 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.

101. The corporate contingency budget for 2021/22 is £5.6m. The National Joint Council for local government has recently reached a pay agreement for 2021/22. The agreement is an increase of 1.75% on all rates of pay from April 2021 to be included in March 2022 pay. Cabinet is recommended to approve virements of £2.8m included in Annex 2b to reflect the estimated increase in pay. The remaining balance, currently estimated at £2.2m, will offset any forecast Directorate pressures at year end and is now reported as an underspend.

Debt Management

Corporate Debtors

102. The 120-day invoice collection rebounded this period to 97.8% up from 94.5% in October. The average for the year is now above the 95% target with 95.3% of invoices collected with 120 days of being issued.

103. Debt requiring impairment has increased this period to £0.34m, £0.04m above target. The top two cases account for 40% of the total bad debt. The top value case accounts for £0.12m of the total debt requiring impairment balance; a mediation report was received in December 2021 and actions are now with the service to progress.

Adult Social Care Debtors

104. The 120-day invoice collection rate remains at 88.9% and below the 92% target. However, more positively the collection of invoices by direct debit has maintained during this period and the quarterly collection rate remains nearly 2% points above quarter one 2021/22 performance. We expect this to have a positive impact on collection rates in the first quarter of 2022/23.

105. The level of bad debt has increased from £3.8m to £4.0m, £1.3m above the current impairment balance, and £1m above the level this time last year. Increases in bad debt levels seen this year primarily relate to: a higher proportion of people being defaulted to being charged the full cost of their social care between the last quarter in 2020/21 and first quarter of 2021/22; an increase in cases where people lack capacity to manage their finances, coupled with lengthening delays with the public bodies who process applications; and the impact of a backlog of cases accumulated during the first half of 2020/21 when formal recovery procedures were paused as part of Oxfordshire's response to COVID-19.

106. The service has now undertaken more detailed reviews of COVID-19 impacts, procedures, staffing and action needed to address this increase. New procedures to complete financial assessments have been in place since September 2021 and enhancements continue to be made to that process.

Business Management & Monitoring Report
Position to the end of January 2022
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
Adults Services	198,638	198,638	0	0.00%	G
Children's Services	140,120	142,320	2,200	1.57%	R
Public Health	710	310	-400	-56.34%	G
Environment and Place	61,224	61,824	600	0.98%	G
Commerical Development, Assets and Investments	50,655	49,415	-1,240	-2.45%	G
Customers, Organisational Development and Resources	34,209	34,230	21	0.06%	G
Directorate Total Net	485,556	486,737	1,181	0.24%	G

Business Management & Monitoring Report
Position to the end of January 2022
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 Red > 1.5% Amber >1.1% <1.5% Green on track
	£000	£000	£000	£000	
Contributions to (+)/from (-)reserves	28,143	28,143	0		
Contribution to (+)/from(-) balances	0	-1,181	-1,181		
Public Health Saving Recharge	-425	-425	0		
Contingency	2,836	2,836	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	44,694	43,513	-1,181		
Unringfenced Government Grants	-38,680	-38,680	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	405,754	405,754	0		

Business Management and Monitoring Report: Adult Services
Position to the end of January 2022
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+ £000	£000	£000
SCS1	<u>Adult Social Care</u>					
SCS1-1A	Better Care Fund Pool Contribution	82,711	82,911	200	0	200
SCS1-1B	Adults with Care and Support Needs Pool Contribution	97,599	97,399	-200	0	-200
SCS1-2 to 9	Other Adult Social Care Services					
SCS1-2	Adult Protection & Mental Capacity	3,971	3,971	0	0	0
SCS1-3	Provider & Support Services	3,565	3,565	0	0	0
SCS1-5	Housing Related Support	1,033	1,033	0	0	0
SCS1-6	Other Funding	-10,424	-10,424	0	0	0
SCS1-8	Adult Social Care Recharges	4	4	0	0	0
SCS1-9	Adult Social Care Staffing & Infrastructure	14,261	14,261	0	0	0
	Total Other ASC Services	12,410	12,410	0	0	0
	Total Adult Social Care	192,720	192,720	0	0	0
SCS2	Commissioning	5,918	5,918	0	0	0
	Total Adult Services	198,638	198,638	0	0	0

Business Management & Monitoring Report: Children's Services
Position to the end of January 2022
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
CEF1	<u>Education & Learning</u>					
CEF1-1	Management & Central Costs	989	989	0	0	0
CEF1-2	SEND	4,481	4,481	0	0	0
CEF1-3	Learning & School Improvement	1,220	1,220	0	0	0
CEF1-4	Access to Learning	25,611	24,011	-1,600	0	-1,600
CEF1-5	Learner Engagement Service	357	357	0	0	0
	Total Education & Learning	32,658	31,058	-1,600	0	-1,600
CEF2	<u>Children's Social Care</u>					
CEF2-1	Management & Central Costs	6,298	6,298	0	0	0
CEF2-2	Social Care	30,254	30,754	500	400	100
	Total Children's Social Care	36,552	37,052	500	400	100

Business Management & Monitoring Report: Children's Services
Position to the end of January 2022
Revenue Budget Monitoring

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance	
	£000	£000	underspend- overspend+	£000	£000	
CEF3	<u>Children's Social Care Countywide Services</u>					
CEF3-1	Corporate Parenting	52,762	55,662	2,900	2,200	700
CEF3-2	Safeguarding	3,526	3,526	0	0	0
CEF3-3	Services for Disabled Children	8,974	9,474	500	0	500
CEF3-4	Youth Offending Service	805	905	100	0	100
	Total Children's Social Care Countywide Services	66,067	69,567	3,500	2,200	1,300
CEF4	<u>Schools</u>					
CEF4-1	Delegated Budgets	0	0	0	0	0
CEF4-2	Nursery Education Funding (EY)	168	168	0	0	0
CEF4-3	Non-Delegated School Costs	216	216	0	0	0
CEF4-4	School Support Non-Negotiable Recharges	0	0	0	0	0
CEF4-5	Capitalised Repairs & Maintenance	0	0	0	0	0
	Total Schools	384	384	0	0	0

Business Management & Monitoring Report: Children's Services
Position to the end of January 2022
Revenue Budget Monitoring

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
	£000	£000	underspend- overspend+	£000	£000
CEF5 Children's Services Central Costs					
CEF5-1 Management & Administration	616	416	-200	0	-200
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	4,459	4,259	-200	0	-200
Total Children's Services	140,120	142,320	2,200	2,600	-400
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)					
Schools DSG	123,115	123,115	0	0	0
High Needs DSG	65,238	81,538	16,300	17,300	-1,000
Early Years DSG	39,277	39,977	700	700	0
Central DSG	4,616	4,616	0	0	0
Total DSG Funded Expenditure	232,246	249,246	17,000	18,000	-1,000

Business Management & Monitoring Report : Public Health
Position to the end of January 2022
Revenue Budget Monitoring

	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
	£000	£000	underspend- overspend+	£000	£000
PH 1 & 2 Public Health Functions					
PH1-1 Sexual Health	6,440	5,940	-500	-300	-200
PH1-2 NHS Health Check Programme	645	345	-300	-100	-200
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	-200	0
PH2-4 Smoking and Tobacco Control	615	515	-100	0	-100
PH2-5 Children's 5-19 Public Health Programmes	2,302	2,302	0	0	0
PH2-6 Other Public Health Services	1,249	749	-500	-300	-200
PH2-7 Drugs and Alcohol	7,733	7,633	-100	-200	100
PH2-8 Domestic Violence	559	159	-400	0	-400
Total Public Health Functions	31,756	29,656	-2,100	-1,100	-1,000
PH3 Public Health Recharges	633	633	0	0	0
PH4 Grant Income	-31,679	-31,679	0	0	0
Transfer to Public Health Reserve	0	1,700	1,700	1,100	600
Total Public Health	710	310	-400	0	0

Business Management & Monitoring Report: Environment and Place
Position to the end of January 2022
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
				£000	£000	£000
PG2	Planning & Place	3,292	3,292	0	0	0
PG3	Growth & Economy	93	1,093	1,000	1,000	0
COM1	Communities Management	-1,108	-1,108	0	0	0
COM2	Community Operations	58,947	58,547	-400	700	-1,100
TOTAL ENVIRONMENT AND PLACE		61,224	61,824	600	1,700	-1,100

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of January 2022
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
CDAI1	Property, Investment & FM	18,420	16,620	-1,800	-1,492	-308
CDAI2	Law & Governance	6,717	7,277	560	71	489
EE4	Fire & Rescue and Community Safety	24,985	24,985	0	0	0
CDAI4	CDAI Management Costs	533	533	0	0	0
Total Commercial Development, Assets & Investment		50,655	49,415	-1,240	-1,421	181

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of January 2022
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
COD1	Corporate Services	2,550	2,550	0	0	0
COD2	Human Resources & Organisational Development	3,134	3,134	0	0	0
COD3	Communications, Strategy & Insight	2,588	2,216	-372	-317	-55
COD4	ICT & Digital	10,705	10,705	0	0	0
COD5	Culture & Customer Experience	9,005	9,148	143	-230	373
COD6	Finance	6,227	6,477	250	250	0
Total Customers, Organisational Development & Resources		34,209	34,230	21	-297	318

Business Management & Monitoring Report: Adult Services
Position to the end of January 2022
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	1,218	82,711
	Gross Income.	0	0	0
		81,493	1,218	82,711
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	97,694	-95	97,599
	Gross Income.	0	0	0
		97,694	-95	97,599
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	34,152	14,506	48,658
	Gross Income	-19,928	-16,320	-36,248
		14,224	-1,814	12,410
	Total Adult Social Care	193,411	-691	192,720
SCS2	Commissioning			
	Gross Expenditure	5,888	794	6,682
	Gross Income	-1,540	776	-764
	Total Commissioning	4,348	1,570	5,918
	Expenditure Total	219,227	16,423	235,650
	Income Total	-21,468	-15,544	-37,012
	Total Adult Services Net Budget	197,759	879	198,638

Business Management & Monitoring Report: Children's Services
Position to the end of January 2022
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CEF1	Education & Learning			
	Gross Expenditure	100,922	1,770	102,692
	Gross Income	-68,284	-1,750	-70,034
		32,638	20	32,658
CEF2	Children's Social Care			
	Gross Expenditure	36	3,539	39,685
	Gross Income	-2	-876	-3,133
		33,889	2,663	36,552
CEF3	Children's Social Care Countywide Services			
	Gross Expenditure	72,287	-732	71,555
	Gross Income	-5,505	17	-5,488
		66,782	-715	66,067
CEF4	Schools			
	Gross Expenditure	194,016	2,380	196,396
	Gross Income	-193,800	-2,212	-196,012
		216	168	384
CEF5	Children's Services Central Costs			
	Gross Expenditure	5,953	-1,108	4,845
	Gross Income	-519	133	-386
		5,434	-975	4,459
	Expenditure Total	409,324	5,849	415,173
	Income Total	-270,365	-4,688	-275,053
	Total Children's Services Net Budget	138,959	1,161	140,120
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)				
	Schools DSG	123,115	0	123,115
	High Needs DSG	65,530	-292	65,238
	Early Years DSG	39,277	0	39,277
	Central DSG	4,616	0	4,616
	Total Gross	232,538	-292	232,246

**Business Management & Monitoring Report: Public Health
Position to the end of January 2022
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	3,336	34,257
	Gross Income	-228	-2,273	-2,501
		30,693	1,063	31,756
PH3	Public Health Recharges			
	Gross Expenditure	1	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	144	997	1,141
	Gross Income	-31,240	-1,580	-32,820
		-31,096	-583	-31,679
	Expenditure Total	31,698	4,333	36,031
	Income Total	-31,468	-3,853	-35,321
	Total Public Health Net Budget	230	480	710

Business Management & Monitoring Report: Environment and Place
Position to the end of January 2022
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	46	-6,640
		3,412	-120	3,292
PG3	Growth & Economy			
	Gross Expenditure	630	0	630
	Gross Income	-537	0	-537
		93	0	93
COM1	Communities Management			
	Gross Expenditure	-1,162	54	-1,108
	Gross Income	0	0	0
		-1,162	54	-1,108
COM2	Community Operations			
	Gross Expenditure	102,980	-262	102,718
	Gross Income	-44,282	511	-43,771
		58,698	249	58,947
	Expenditure Total	112,546	-374	112,172
	Income Total	-51,505	557	-50,948
	Total Environment and Place Net Budget	61,041	183	61,224

Business Management & Monitoring Report: Commercial Development, Assets & Investment
Position to the end of January 2022
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & FM			
	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	-275	8,236
	Gross Income	-1518	-1	-1,519
	Total Law & Governance	6,993	-276	6,717
CDAI3	Community Safety			
	Gross Expenditure	27,598	585	28,183
	Gross Income	-2,852	-346	-3,198
	Total Community Safety	24,746	239	24,985
CDAI4	Management Costs			
	Gross Expenditure	130	403	533
	Gross Income	0	0	0
	Total Management Costs	130	403	533
	Expenditure Total	62,795	482	63,277
	Income Total	-12,507	-115	-12,622
	Total Commercial Development, Assets & Investment Net Budget	50,288	367	50,655

Business Management & Monitoring Report: Customers, Organisational Development & Resources
Position to the end of January 2022
Revenue Budget Monitoring

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CODR1	Corporate Services			
	Gross Expenditure	2,953	189	3,142
	Gross Income	-593	1	-592
		2,360	190	2,550
CODR2	Human Resources & Organisational Development			
	Gross Expenditure	4	0	4,395
	Gross Income	-1,172	-89	-1,261
		3,223	-89	3,134
CODR3	Communications, Strategy & Insight			
	Gross Expenditure	3,859	-180	3,679
	Gross Income	-1,090	-1	-1,091
		2,769	-181	2,588
CODR4	ICT & Digital			
	Gross Expenditure	13,851	252	14,103
	Gross Income	-3,517	119	-3,398
		10,334	371	10,705
CODR5	Culture & Customer Experience			
	Gross Expenditure	16,496	-222	16,274
	Gross Income	-7,885	616	-7,269
		8,611	394	9,005
CODR6	Finance			
	Gross Expenditure	8,449	-14	8,435
	Gross Income	-2,491	283	-2,208
		5,958	269	6,227
	Expenditure Total	50	25	50,028
	Income Total	-16,748	929	-15,819
	Total Customers & Organisational Development and Resources Net Budget	33,255	954	34,209

**Business Management Report
Position to the end of January 2022**

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	Mar	Jan	COVID-19 Expenditure Quarter 3 - ASC	SCS2	Commissioning	T	171	0
				VSMMGT	Strategic Measures	T	-171	0
			COVID-19 Expenditure Quarter 4 - ASC	SCS2	Commissioning	T	364	0
				VSMMGT	Strategic Measures	T	-364	0
			COVID-19 Expenditure Quarter 3 - CDAI	CDAI4	CDAI Management Costs	T	132	-19
				VSMMGT	Strategic Measures	T	-113	0
			COVID-19 Expenditure Quarter 3 - CODR	COD1	Corporate Services	T	150	0
				VSMMGT	Strategic Measures	T	-150	0
			COVID-19 Expenditure Quarter 4 - CDAI	CDAI4	CDAI Management Costs	T	116	0
				VSMMGT	Strategic Measures	T	-116	0
			COVID-19 Expenditure Quarter 4 - CODR	COD1	Corporate Services	T	119	0
				VSMMGT	Strategic Measures	T	-119	0
			COVID-19 Expenditure Quarter 3 - E&P	COM1	Communities Management Costs	T	36	0
				VSMMGT	Strategic Measures	T	-36	0
			COVID-19 Expenditure Quarter 4 - E&P	COM1	Communities Management Costs	T	36	0
				VSMMGT	Strategic Measures	T	-36	0
			COVID-19 Expenditure Q3 & Q4 - Children	CEF1-2	SEND Service	T	250	222
				CEF1-3	Learning & School Improvement	T	25	0
				CEF1-4	Access to Learning	T	8	0
				CEF1-5	Learner Engagement	T	2	0
				CEF2-2	Social Care	T	716	0
				CEF3-1	Corporate Parenting	T	170	0
				CEF3-3	Services for Disabled Children	T	99	0
				CEF3-4	Youth Justice & Exploitation Service	T	13	0
				CEF4-2	Early Years Funding Formula	T	259	0
				CEF5-1	Management & Admin	T	55	0
				VSMMGT	Strategic Measures	T	-1,819	0
				Estimated cost of 2021-22 pay award (1.75%)	CEFMGT	Children	P	997
CODMGT	Customers, Org Dev & Resources	P			488	0		
CDAIMG	Comm Dev, Assets & Investment	P			519	0		
COMMGT	Environment & Place	P			314	0		
SCSMGT	Adults	P	482		0			
VSMMGT	Strategic Measures	P	-2,800	0				
CD	Mar	Jan	Omicron Grant unringfenced grant	VSMMGT	Strategic Measures	T		-573
			Domestic Abuse unringfenced grant	SCS1-6	Other Funding	T	573	0
				PH4	Grant Income	T	1,141	0
				VSMMGT	Strategic Measures	T		-1,141
Grand Total							1,511	-1,511

Business Management Report
Position to the end of January 2022

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	Mar	Jan	Central Printing	CDA11	Property & Community Facilities Management	P	-232	24
				COD4	ICT & Digital	P	232	-24
			Adult Survivors CSE contract	PH1 & 2	Public Health Functions	P	-100	0
CS	Mar	Nov	School Improvement Grant Oct Announcement	SCS1-5	Housing Related Support Services	P	100	0
			Afghanistan Resettlement (Education) Grant Funding (Sept to Nov 21)	CEF1-3	Learning & School Improvement	T	280	-280
		Dec	Additional Youth Justice Grant funding	CEF1-3	Learning & School Improvement	T	134	-134
			OSCB Budget Alignment to Agreed Budget	CEF3-4	Youth Justice & Exploitation Service	T	66	-66
			Realignment of Children's Business Admin budgets	CEF3-2	Safeguarding	P	53	-53
				CEF1-1	Management & Central Costs	P	-200	0
				CEF2-1	Management & Central Costs	P	200	0
			Realignment of Children's Business Admin budgets (temporary)	CEF1-1	Management & Central Costs	T	-150	0
				CEF2-1	Management & Central Costs	T	150	0
			Contribution to pension payments re Clifton Hampden amalgamation of Culham Parochial	CEF1-1	Management & Central Costs	T	19	0
			CEF5-1	Management & Admin	T	-19	0	
		Align High Needs DSG budget with ESFA Notification November 2021	CEF1-2	SEND Service	P	156	-156	
		Hong Kong GNO Local Community Fund Grant Allocation	CEF1-3	Learning & School Improvement	T	19	-19	
		Allocation of funds	CEF1-2	SEND Service	T	200	0	
	CEF2-2	Social Care	T	250	0			
	CEF5-1	Management & Admin	T	-450	0			
EP	Mar	Nov	Public Rights of Way Tree Management	COM2-2	Infrastructure Operations	T	0	0
		Dec	Part of the team is transferring from my management to the highways team and this virement is to transfer their salary budget with them.	COM2-2	Infrastructure Operations	P	59	0
				COM2-4	Commissioning	P	-59	0
		Jan	Strategic Infrastructure & Management Planning	COM2-5	Integration & Improvement	P	208	0
				PG2	Planning & Place	P	-208	0
AS	Mar	Nov	Workforce grant 2021-22	SCS1-6	Other Funding	T	1,552	-1,552
			Movements between Pooled Budgets	SCS1-1A	Better Care Fund Pool Contribution	P	-58	0
				SCS1-1B	Adults with Care and Support Needs Pool	P	58	0
		Dec	Safeguarding via board from risk fund	SCS1-2	Adult Protection & Mental Capacity	T	100	0
				SCS1-6	Other Funding	T	-100	0
			Safeguarding and CSS from risk fund	SCS1-1A	Better Care Fund Pool Contribution	P	-162	0
				SCS1-2	Adult Protection & Mental Capacity	T	156	0
				SCS1-3	Provider & Support Services	T	138	0
				P	301	0		
				SCS1-6	Other Funding	T	-294	0
	SCS1-9	Adult Social Care Staffing & Infrastructure	P	-138	0			

Business Management Report
Position to the end of January 2022

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
AS	Mar	Dec	mini budget proposals	SCS1-6	Other Funding	T	-347	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	T	347	0
			review team from risk fund	SCS1-6	Other Funding	T	-451	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	T	451	0
			Risk fund amendment	SCS1-2	Adult Protection & Mental Capacity	P	49	0
			SCS1-9	Adult Social Care Staffing & Infrastructure	P	-49	0	
	Jan	Workforce Grant Round 2 (2021-22)	SCS1-6	Other Funding	T	2,864	-2,864	
PH	Mar	Jan	Rough sleeping grant and alcohol update	PH1 & 2	Public Health Functions	T	1,105	-1,105
CODR	Mar	Dec	Music budget	COD5	Culture & Customer Experience	P	-413	413
		Jan	Customer Service Centre Recharge Income	COD2	Human Resources & Organisational Development	P	0	89
				COD5	Culture & Customer Experience	P	0	-89
Grand Total							5,816	-5,816

Business Management Report
Position to the end of January 2022 - New Year Virements 2022/23

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
AS	Mar	Jan	2022-23 Business Administration Support Restructure	SCS1-3	Provider & Support Services	P	-79	0
				SCS1-6	Other Funding	P	-79	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	-647	0
				SCS2	Commissioning	P	805	0
			2022-23 mini budget Proposals	SCS1-2	Adult Protection & Mental Capacity	P	278	0
				SCS1-3	Provider & Support Services	P	150	0
				SCS1-6	Other Funding	P	-1,271	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	843	0
Grand Total							0	0

CABINET IS RECOMMENDED TO NOTE 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
CDAI	Mar	Jan	Property Restructure	CDAI1	Property & Community Facilities Mgt	P	7	-7
CS	Mar	Jan	Adjust income / expenditure to reflect accurate income target	CEF3-2	Safeguarding	P	-24	24
			Create income and expenditure budget for the Home office grant funding for NTS - National Transfer scheme young people	CEF2-2	Social Care	P	2,093	-2,093
Grand Total							2,076	-2,076

Business Management & Monitoring Report - January 2022
Cabinet - March 2022
Earmarked Reserves

	2021/22			Last reported forecast as at 31 March 2022 £m	Change in closing balance to last forecast £m	Commentary
	Balance at 1 April 2021 £m	Movement £m	Balance at 31 March 2022 £m			
Schools' Reserves	11.8	0.0	11.8	11.8	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools.
Vehicle and Equipment Reserve	2.1	-0.1	2.0	2.0	0.0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	20.8	-13.2	7.6	19.5	-11.9	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Public Health Grant
Government Initiatives	2.1	-0.8	1.3	1.4	-0.1	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	0.5	-0.2	0.3	0.4	-0.1	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	0.8	0.0	0.8	0.8	0.0	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.

Business Management & Monitoring Report - January 2022
Cabinet - March 2022
Earmarked Reserves

	2021/22			Last reported forecast as at 31 March 2022 £m	Change in closing balance to last forecast £m	Commentary
	Balance at 1 April 2021 £m	Movement £m	Balance at 31 March 2022 £m			
Partnership Reserves	3.0	-1.5	1.5	1.5	0.0	This relates to funding for the Growth Deal
On Street Car Parking	3.2	-1.3	1.9	1.9	0.0	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Demographic Risk Reserve	6.0	3.0	9.0	9.0	0.0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility. This reserve will help to manage demographic risk.
Youth Provision Reserve	0.7	-0.7	0.0	0.0	0.0	£1.0m allocated over 2019/20 and 2020/21 to provide seed funding for locality based youth provision
Budget Prioritisation Reserve	14.6	-3.0	11.6	11.6	0.0	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Strategy.
Insurance Reserve	12.5		12.5	12.5	0.0	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	2.0	3.0	3.0	0.0	This reserve is to smooth the volatility of Business Rates income.

Business Management & Monitoring Report - January 2022
Cabinet - March 2022
Earmarked Reserves

	2021/22			Last reported forecast as at 31 March 2022 £m	Change in closing balance to last forecast £m	Commentary
	Balance at 1 April 2021 £m	Movement £m	Balance at 31 March 2022 £m			
Capital Reserves	47.4	1.1	48.5	48.5	0.0	This reserve has been established for the purpose of financing capital expenditure in future years.
Investment Pump Priming Reserve	2.0		2.0	2.0	0.0	
Council Tax Collection Fund Reserve	6.0		6.0	6.0	0.0	
Redundancy Reserve	1.7	1.0	2.7	2.7	0.0	
Covid-19 Reserve	14.2	10.9	25.1	23.4	1.7	
Total Reserves	151.5	-1.1	150.4	160.8	-10.4	

**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
	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	0	3,081
R	Infection Control Grant 5	DHSC		4,813	0	4,813
R	Workforce Resilience Grant	DHSC		1,551	0	1,551
R	Workforce Recruitment and Retention Fund	DHSC		0	2,864	2,864
R	Community Discharge Fund	DHSC	0	0	204	204
	TOTAL ADULT SERVICES		10,391	13,568	3,068	27,027
	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	-448	0	65,082
	Subtotal DSG Grants		232,538	-448	0	232,090

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
	School Grants					
R	Pupil Premium	DfE	6,871	114	0	6,985
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	-38	0	186
R	PE and Sport Grant	DfE	2,265	0	0	2,265
R	Universal Infant Free School Meals	DfE	3,973	-106	0	3,867
R	Teacher's Pay Grant	DfE	0	98	0	98
R	Teacher's Pension Grant	DfE	0	278	0	278
R	Coronavirus (COVID-19) Workforce Fund	DfE	0	3	0	3
R	Coronavirus (COVID-19) Catch Up Premium	DfE	0	2,329	0	2,329
	Coronavirus (COVID-19) Recovery Premium	DfE	0	350	0	350
R	Coronavirus (COVID-19) National Testing Programme	DfE	0	112	0	112
R	Coronavirus (COVID-19) Free School Meals Additional Costs	DfE	0	66	0	66
	Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	310	0	310
	Coronavirus (Covid-19) Schools Fund	DfE	0	0	0	0
	Subtotal School Grants		13,333	3,516	0	16,849
	Other Children's Services Grants					
R	School Improvement Monitoring & Brokering Grant	DfE		90	0	90
R	Youth Justice Board	YJB	548	0	0	548
R	Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
R	Afghan Resettlement Education Grant	DfE	0	0	134	134
R	Role of the Virtual School Head (RoVSH)	DfE	0	66	0	66
R	Extension of RoVSH to children with a social worker	DfE	0	135	0	135

**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
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		28	0	28
R	Holiday Activities and Food Programme	DfE	0	636	0	636
	Subtotal Other Children's Services Grants		2,843	955	134	3,932
	TOTAL CHILDREN'S SERVICES		248,714	4,023	134	252,871
	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		416	689	1,105
R	Rough Sleeping Grant	DLUHC		0	170	170
R	Community Testing	DHSC		693	0	693
	TOTAL PUBLIC HEALTH		31,240	1,718	859	33,817
	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

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
	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
	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
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

**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
	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
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		21		21
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			978	978
R	Household Support Grant	DWP		3,500	-139	3,361
R	Sales, Fees and Charges Compensation	MCLG		773	136	909
R	Practical Support for those Self-Isolating	DHSC		378	645	1,023

**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
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	Tax Income Guarantee Scheme for Business Rate Losses	MHCLG		545		545
U	Section 31 Grant for Business Rate Compensation	MHCLG	21,908			21,908
U	Business Rates Top-Up	MHCLG	40,546			40,546
U	Domestic Abuse	MHCLG		1,141		1,141
U	Omicron Support Fund	MHCLG			573	573
	Subtotal Strategic Measures		101,205	11,005	2,193	114,403
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205			205
R	European Regional Development Fund		900			900
R	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	0	0	1,605
	TOTAL STRATEGIC MEASURES		102,810	11,005	2,193	116,008
	Total All Grants		397,287	30,361	6,254	433,902

Review of Charges 2022/23 - Update to VAT Class

Environment & Place

Service Area	Charge	Unit	Current Charge £	Proposed Charge 2022/23 £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class	
Commons Registration Authority Charges	Common searches	Per additional land parcel	1.32	1.36	3%	01/04/2022	Discretionary	SR	
	Common searches (new Con290 form due 14/15 or after)	Initial Search	43.00	44.00	2%	01/04/2022	Discretionary	SR	
	Landowner Deposits: Highways Act 1980 section 31(6)	Receipt and processing of deposited map and statement OR declaration for a single parcel (of any size)		290.00	NEW	01/04/2022	Discretionary	SR	
	Landowner Deposits: Highways Act 1980 section 31(6)	Additional fee for each additional unconnected land parcel		20.00	NEW	01/04/2022	Discretionary	SR	
	Landowner Deposits: Highways Act 1980 section 31(6)	Receipt and processing of declaration that follows an initial deposited map and statement if made within 60 days of the Council's acceptance of initial deposit.		50.00	NEW	01/04/2022	Discretionary	SR	
	Landowner Deposits: Commons Act 2006 s15(a)(1) Landowner Statement (or combined s31(6) and s15(a)(i) deposit)	Receipt and processing of deposited map and statement OR declaration for a single parcel (of any size)			350.00	NEW	01/04/2022	Discretionary	SR
	Landowner Deposits: Commons Act 2006 s15(a)(1) Landowner Statement (or combined s31(6) and s15(a)(i) deposit)	Additional fee for each additional unconnected land parcel			25.00	NEW	01/04/2022	Discretionary	SR
Highways	Pre-Permit advice and support (Oxfordshire Permit Scheme) to developers and other non-utility third parties for development and traffic management purposes	Scheme duration up to 1 year		1,000.00	NEW	01/04/2022	Discretionary	SR	
		Scheme duration 12 months to 24 months		3,000.00	NEW	01/04/2022	Discretionary	SR	
		Scheme duration beyond 24 months		5,000.00	NEW	01/04/2022	Discretionary	SR	
	Supply of Manual Traffic Survey Data (when a commercial request to purchase historical survey data is received)	Collating Multiple Sets of Data			59.00	NEW	01/04/2022	Discretionary	SR
	Service Charge to Arrange Survey Through 3rd Party Survey Companies	Single Survey			60.00	NEW	01/04/2022	Discretionary	SR
	Single Survey			60.00	NEW	01/04/2022	Discretionary	SR	

Environment & Place

Service Area	Charge	Unit	Current Charge £	Proposed Charge 2022/23 £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class
On-Street Parking - Pay and Display	Design and implementation of new Controlled Parking Zones (including TRO) and amendments to existing TRO's to support new parking schemes in Oxfordshire.	10% of basic costs (excluding TRO costs).		10% of basic costs (excluding TRO costs).	NEW	01/11/2021	Discretionary	SR
Planning Regulation		Follow-up meeting	25.00	Discontinued	n/a		Discretionary	SR
				255.00	NEW	01/04/2022	Discretionary	SR

Commercial Development, Assets and Investment

Service Area	Charge	Unit	Current Charge £	Proposed Charge 2022/23 £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class
School Meals	Adults	per meal	3.40	3.35	-1%	01/04/2022	Discretionary	SR
	Pupils	per meal	2.40	Replaced and deleted	n/a		Discretionary	NB
	Charge for paid meal, OCC maintained schools	Per meal		2.34	NEW	01/04/2022	Discretionary	NB
	Free School Meal, OCC maintained schools	Per Meal		2.35	NEW	01/04/2022	Discretionary	NB
	Universal Infant Free School Meal, OCC maintained schools	Per Meal		2.34	NEW	01/04/2022	Discretionary	NB
	Charge for paid meal, Academies	Per meal		2.34	NEW	01/04/2022	Discretionary	SR
	Free School Meal, Academies	Per Meal		2.35	NEW	01/04/2022	Discretionary	SR
	Universal Infant Free School Meal, Academies	Per Meal		2.34	NEW	01/04/2022	Discretionary	SR

Customers, Organisational Development & Resources

Service Area	Charge	Unit	Current Charge £	Proposed Charge 2022/23 £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class
Museum Service	Virtual workshop for OCC controlled schools	per session		35.00	NEW	25/04/2022	Discretionary	NB
	Virtual workshop for non-OCC controlled schools	per session		35.00	NEW	25/04/2022	Discretionary	EX
	Virtual workshop with loan box for OCC controlled schools	per session		56.00	NEW	25/04/2022	Discretionary	NB
	Virtual workshop with loan box for non-OCC controlled schools	per session		56.00	NEW	25/04/2022	Discretionary	EX