



Notice of a Meeting

People Overview & Scrutiny Committee

Monday, 22 April 2024 at 10.00 am

Room 2&3 - County Hall, New Road, Oxford OX1 1ND

These proceedings are open to the public

If you wish to view proceedings, please click **on this** [Live Stream Link](#).

However, that will not allow you to participate in the meeting.

Membership

Chair - Councillor Nigel Simpson

Deputy Chair - Councillor Imade Edosomwan

Councillors:

Ian Corkin
Trish Elphinstone
Andy Graham

Jenny Hannaby
Nick Leverton
Alison Rooke

Michael Waine

Co-optees:

Notes: ***Date of next meeting: 27 June 2024***

For more information about this Committee please contact:		
Committee Officer	Scrutiny Email: scrutiny@oxfordshire.gov.uk	Team

Martin Reeves
Chief Executive

April 2024

What does this Committee review or scrutinise?

- All services and preventative activities/initiatives relating to children, young people, education, families and older people.
- Enables the council to scrutinise its statutory functions relation to children, adult social care and safeguarding. Includes public health matters where they are not covered by the Joint Health Overview and Scrutiny Committee.
- This committee will also consider matters relating to care leavers and the transition between children's and adult services

How can I have my say?

We welcome the views of the community on any issues in relation to the responsibilities of this Committee. Members of the public may ask to speak on any item on the agenda or may suggest matters which they would like the Committee to look at. **Requests to speak must be submitted to the Committee Officer below no later than 9 am 4 working day before the date of the meeting.**

About the County Council

The Oxfordshire County Council is made up of 63 councillors who are democratically elected every four years. The Council provides a range of services to Oxfordshire's 678,000 residents. These include:

schools	social & health care	libraries and museums
the fire service	roads	trading standards
land use	transport planning	waste management

Each year the Council manages £0.9 billion of public money in providing these services. Most decisions are taken by a Cabinet of 9 Councillors, which makes decisions about service priorities and spending. Some decisions will now be delegated to individual members of the Cabinet.

About Scrutiny

Scrutiny is about:

- Providing a challenge to the Cabinet
- Examining how well the Cabinet and the Authority are performing
- Influencing the Cabinet on decisions that affect local people
- Helping the Cabinet to develop Council policies
- Representing the community in Council decision making
- Promoting joined up working across the authority's work and with partners

Scrutiny is NOT about:

- Making day to day service decisions
- Investigating individual complaints.

What does this Committee do?

The Committee meets up to 4 times a year or more. It develops a work programme, which lists the issues it plans to investigate. These investigations can include whole committee investigations undertaken during the meeting, or reviews by a panel of members doing research and talking to lots of people outside of the meeting. Once an investigation is completed the Committee provides its advice to the Cabinet, the full Council or other scrutiny committees. Meetings are open to the public and all reports are available to the public unless exempt or confidential, when the items would be considered in closed session.

If you have any special requirements (such as a large print version of these papers or special access facilities) please contact the officer named on the front page, giving as much notice as possible before the meeting

A hearing loop is available at County Hall.

AGENDA

1. **Introduction and Welcome**
2. **Apologies for Absence and Temporary Appointments**
3. **Declaration of Interests - see guidance note on the back page**
4. **Petitions and Public Addresses**

Members of the public who wish to speak at this meeting can attend the meeting in person or 'virtually' through an online connection.

To facilitate 'hybrid' meetings we are asking that requests to speak are submitted by no later than 9.00 a.m. four working days before the meeting, i.e., 9.00 a.m. on Tuesday 16 April 2024. Requests to speak should be sent to scrutiny@oxfordshire.gov.uk

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that, if the technology fails, your views can still be taken into account. A written copy of your statement can be provided no later than 9.00 a.m. two working days before the meeting. Written submissions should be no longer than one A4 sheet.

5. **Minutes (Pages 1 - 6)**

To approve the minutes of the meeting held on Thursday 18 January 2024 (**POSC4**) and to receive information arising from them.

The Committee is recommended to **AGREE** the minutes as a true and accurate record having raised any necessary amendments.

6. **Adult Social care Assurance Update (Pages 7 - 72)**

Cllr Tim Bearder, Cabinet member for Adult Social Care, and Karen Fuller, Corporate Director for Adult Social Care, have been invited to present a report setting out information on preparations for CQC Assurance and the development of a self-assessment for Adult Social Care. The report is also to provide an update on the recent Local Government Association Peer Challenge.

The Committee is asked to consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

7. **Forward Plan and Committee Business (Pages 73 - 230)**

Recognising that it will be for the Committee as appointed in the next civic year to confirm the work programme, the Committee is recommended to **IDENTIFY** items it would wish to consider in the 2024/25 civic year, taking account of the Cabinet Forward Plan and of the Budget Management Monitoring Report.

8. **Action and Recommendation Tracker** (Pages 231 - 234)

The Committee is recommended to **NOTE** the status of current actions and recommendations, having raised any questions on their contents. The Committee is reminded that those pertaining to the new Education and Young People Overview & Scrutiny Committee have been removed.

9. **Responses from Cabinet**

None have been received since the previous meeting.

Close of meeting

Councillors declaring interests

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed 'Declarations of Interest' or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your employment; sponsorship (i.e. payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council's area; licenses for land in the Council's area; corporate tenancies; and securities. These declarations must be recorded in each councillor's Register of Interests which is publicly available on the Council's website.

Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those member's spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest. If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members' Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members' Code of Conduct says that a member 'must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself' and that 'you must not place yourself in situations where your honesty and integrity may be questioned'.

Members Code – Other registrable interests

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your other registerable interests then you must declare an interest. You must not participate in discussion or voting on the item and you must withdraw from the meeting whilst the matter is discussed.

Wellbeing can be described as a condition of contentedness, healthiness and happiness; anything that could be said to affect a person's quality of life, either positively or negatively, is likely to affect their wellbeing.

Other registrable interests include:

- a) Any unpaid directorships
- b) Any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority.

- c) Any body (i) exercising functions of a public nature (ii) directed to charitable purposes or (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a position of general control or management.

Members Code – Non-registrable interests

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and does not fall under disclosable pecuniary interests), or the financial interest or wellbeing of a relative or close associate, you must declare the interest.

Where a matter arises at a meeting which affects your own financial interest or wellbeing, a financial interest or wellbeing of a relative or close associate or a financial interest or wellbeing of a body included under other registrable interests, then you must declare the interest.

In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied:

Where a matter affects the financial interest or well-being:

- a) to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b) a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest.

You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.

Agenda Item 5

PEOPLE OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 18 January 2024 commencing at 10.00 am and finishing at 11.45

Present:

Voting Members: Councillor Nigel Simpson – in the Chair

Councillor Ian Corkin
Councillor Imade Edosomwan
Councillor Trish Elphinstone
Councillor Andy Graham
Councillor Jenny Hannaby
Councillor Nick Leverton
Councillor Alison Rooke
Councillor Michael Waine

**Other Members
in Attendance:**

Councillor Liz Leffman, Leader of the Council

Officers:

Karen Fuller, Corporate Director for Adult Social Care
Andrew Chequers, Deputy Director: Housing and Social
Care Commissioning
Nicola Riley, Assistant Director: Wellbeing and Housing
Cherwell District Council
Peter Moore, Programme Manager Oxfordshire Out of
Hospital Care Team
Lorraine Henry, Service Manager Safeguarding, DoLS &
Mental Health OCC
Steven Turner, OSAB Strategic Partnerships Manager
Oxfordshire Safeguarding Adults Board
Samia Shibili, Commissioning Manager Homelessness
OCC.

The Scrutiny Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting [, together with a schedule of addenda tabled at the meeting/the following additional documents:] and agreed as set out below. Copies of the agenda and reports [agenda, reports and schedule/additional documents] are attached to the signed Minutes.

39/23 ELECTION OF VICE-CHAIR FOR THE REMAINDER OF THE 2023-24 COUNCIL YEAR (Agenda No. 1)

Cllr Simpson noted that Cllr Povolotsky was no longer a member of the Committee and thanked her work for her work as Vice-Chair.

Cllr Elphinstone proposed that Cllr Edosomwan be elected Vice-Chair and he was seconded by Cllr Leverton. There being no other nominations, Cllr Edosomwan was elected for the remainder of the 2023-24 Council Year.

40/23 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 2)

Cllr Bearder, Cabinet member for Adult Social Care, had sent his apologies owing to a personal commitment.

41/23 DECLARATION OF INTERESTS - SEE GUIDANCE NOTE ON THE BACK PAGE

(Agenda No. 3)

There were none.

42/23 MINUTES

(Agenda No. 4)

The committee **AGREED** to approve the minutes of the meeting on 9 November 2023, subject to the following amendments:

- Page 2 Cllr Tim Bearder, Cabinet member for Adult Social Care, “attended to present” to be changed to “briefly introduced”
- Page 3 “It was emphasised that safeguarding was everyone’s concern,” “concern” to be substituted for “responsibility”

Matters arising

- The Committee reiterated its request for the scrutiny map and the Learning from Deaths of those with a Learning Disability Report referenced in the report presented in November.
- The Corporate Director for Adult Social Care reiterated her offer to organise a visit to the Luther Street Medical Centre or to shadow any of her teams. Members were encouraged to contact the Scrutiny Officer to request this.
- The Committee noted that the update on Family Safeguarding Plus would be more appropriately be provided to the new Education and Young People Overview & Scrutiny Committee but would welcome it being so.
- Cllr Waine reminded members that he and Cllr Elphinstone had surveyed a great deal of education data which the new Education and Young People Overview & Scrutiny Committee would do well to consider.

43/23 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 5)

The Scrutiny Officer advised that, whilst there had been applications to address the Committee, those who had applied had been advised to address the newly-established Education and Young People Overview & Scrutiny Committee which was due to meet immediately afterwards instead.

44/23 HOMELESSNESS AND ROUGH SLEEPING IN OXFORDSHIRE

(Agenda No. 6)

The Committee requested an update on work surrounding Homelessness and Rough Sleeping in Oxfordshire. In the absence of Cllr Tim Bearder, Cabinet member for Adult Social Care, Cllr Liz Leffman, Leader of the Council, introduced the report. She was accompanied by Karen Fuller, Corporate Director for Adult Social Care; Andrew Chequers, Deputy Director: Housing and Social Care Commissioning; Nicola Riley, Assistant Director: Wellbeing and Housing Cherwell District Council; Peter Moore, Programme Manager Oxfordshire Out of Hospital Care Team; Lorraine Henry, Service Manager Safeguarding, DoLS & Mental Health OCC; Steven Turner, OSAB Strategic Partnerships Manager Oxfordshire Safeguarding Adults Board; and Samia Shibili, Commissioning Manager Homelessness OCC.

The Leader highlighted that, whilst the Council had no statutory duty to look after homeless people, the Council had a long history of working with its partners to provide these services. The report outlined the steps that the commission had taken to manage the many challenges facing it. Cllr Leffman thanked the Council's partners for their attendance at the meeting and for their collaborative working to improve the situation for homeless people in Oxfordshire.

The Corporate Director and the Deputy Director provided an overview of the steps undertaken to tackle homelessness, illustrated by a PowerPoint Presentation. The Prevention of Homelessness Directors Group (PHDG), comprised of various partners, including OCC, District and City Councils and the NHS, had produced a comprehensive action plan, The Oxfordshire Homelessness and Rough Sleeping Action Plan (2023 – 2026), which had seven key strands:

- Accountability
- Accommodation & commissioning
- Proactively prevent homelessness.
- Timely move-on
- The right home in the right place
- Delivery of Service - Rapid response to rough sleeping
- Focus on the person not the problem

The Corporate Director emphasised the complexity of the issue of homelessness, as an individual's homelessness could have multiple causes and, in addition, the majority of homeless people were adults with capacity to make decisions that could be considered unwise. The system-wide response in Oxfordshire had sought to tackle this complexity.

In response to the presentation, the Committee discussed multiple issues which included:

- The effectiveness of the system-wide approach and how the system allowed flexibility for individual cases. The system had worked hard for honesty, transparency and trust between its member organisations. The Multi Agency Risk Management Process (MARMP) allowed reflection on the functioning of the system and provided learning opportunities. The system had flexibility built in as, given that service users could decline the services offered, it was

important to meet people's individual needs and not insist on pushing them through rigid procedures. Problems were approached in a way to suit the needs of the service users and not to suit the bureaucratic needs of professionals. The collaborative process between the partners allowed a forum to offer support to individuals who did not fall neatly under one service area or another, and relevant data about an individual was shared between services so that professionals had a clear understanding of their needs. The Oxfordshire Safeguarding Adults Board (OSAB) identified cases to ensure that the lessons shared across organisations were being acted upon and were resulting in the expected improvements.

- The empowerment of service users to identify and encourage their talents. Several of the charities involved in the Oxfordshire system offered workshops and programmes to empower homeless people, and sought to develop their employable skills and give them the opportunity to give back to their communities.
- Early intervention for people leaving prisons. Aspire, the charity which was one of the partners in the Oxfordshire Homeless Alliance, offered supported housing for prison leavers, as well as offering a support plan to ensure success for ex-offenders.
- Groups that did not qualify for support under the system. All rough sleepers across Oxfordshire would meet the requirements for the pathway and were entitled to receive immediate support. Whilst some people might have chosen not to engage with services, the multiple agencies that offered them support would have exhausted all options before they disengaged. A legislative framework, including the Care Act and Human Rights Act, established what obligations the Alliance had towards homeless people.
- Cooperation with a similar alliance in Plymouth. The Corporate Director for Adult Social Care visited Plymouth and had a good discussion which improved the work done following the Safeguarding Adults Review. The Commissioning Manager, Homelessness OCC, also intended to visit Plymouth to have a dialogue about their scheme.
- The 27 step-down beds available across the county. These beds were specifically for respite for people who were homeless or at risk of homelessness and leaving hospital. There were 12 of these beds in Banbury and 15 in Oxford and were for temporary use.
- The participation of people who had previously experienced homelessness. People with experiences of homelessness attended the Homelessness Alliance as well as other groups and their input was invaluable to ensure the Alliance fulfilled its goals.
- The impact of competition for housing. The situation had become more complex due to changes in models to migrant and asylum-seeking dispersal. The Alliance frequently discussed how capacity would be found in the system to satisfy the competing demands. All the district housing teams were working

on a case by case basis. The benefit of the system-wide approach was that channels of communication were open to ensure available capacity was filled.

- Working with private landlords to provide housing to people who breach housing conditions. The Alliance could have robust conversations with service users who breached housing conditions and were at risk of eviction but ultimately people could make their own choices and it was not always possible for them to remain in private accommodation. However, each district council had a tenancy support officer who worked with landlords when people were not meeting conditions and ensured that they exhausted all opportunities for support.
- The report was commended for its clarity and accessibility.
- The roles of Independent Scrutineer and Quality Assurance Officer had been introduced to ensure learning was shared across the organisation.
- The Corporate Director agreed to provide a written answer to a question regarding the impact of section 21 evictions on homelessness numbers.
- The Alliance had a sizeable budget and was focused on how to maximise the funds available. The council partners were not in a position to provide additional funds for this area so the priority was for the commitments made to be made to work as best as possible.
- Access by members of the alliance to data and information. There was lots of communication between members and cases are handed along the system with the relevant information within GDPR restrictions.

Action: The Corporate Director would provide information to the Committee on the numbers of section 21 evictions that had resulted in homelessness.

The Chair remarked on the evident trust between the alliance members and commended the importance of their working together. The Committee resolved to **NOTE** the report.

45/23 FORWARD PLAN AND COMMITTEE BUSINESS

(Agenda No. 7)

The Chair confirmed it would be helpful to have a separate meeting to consider the work programme for the Committee going forward.

46/23 ACTION AND RECOMMENDATION TRACKER

(Agenda No. 8)

The Scrutiny Officer advised that he was working to update the action and recommendation tracker as some of the actions and recommendations now pertained to the Education and Young People Overview & Scrutiny Committee.

47/23 RESPONSES FROM CABINET
(Agenda No. 9)

The Committee resolved to **NOTE** the response from Cabinet.

..... in the Chair

Date of signing

Divisions Affected - All

People Overview and Scrutiny Committee

22nd April 2024

Adult Social Care Assurance Update

**Report by Karen Fuller, Interim Corporate Director of
Adult Social Care**

RECOMMENDATION

1. The Committee is RECOMMENDED to

- Note the update provided on preparations for CQC Assurance and the development of a self-assessment of Adult Social Care
- Note the update provided on the recent Local Government Association (LGA) Peer Challenge

Executive Summary

2. This report provides an update on preparation for CQC Assurance, and the development of a self-assessment narrative which will form a key part of the evidence that will be submitted during an Assurance assessment visit. It updates the committee on the recent LGA Peer Challenge undertaken in Adult Social Care and initial feedback received from the challenge team.

Background

- 3.1 The Health and Care Act 2022 introduced a new duty for the CQC to independently review and assess how Local Authorities are delivering their Care Act functions. From 1st April 2023 CQC has had powers to assess local authorities in England, looking at how well they meet their duties under the Care Act (2014).
- 3.2 CQC has published guidance on their approach to Local Authority Assessment ([here](#)) and published their assessment framework ([here](#)). Between April and September 2023, CQC undertook an initial assessment of all local authorities in England, reviewing published data and documentation with a focus on two quality statements:

- Care provision, integration and continuity
- Assessing needs

Findings from this work were incorporated into CQC's annual report 'The state of health care and adult social care in England 2022/23' ([here](#)).

3.3 In summer 2023 CQC initiated pilot assessments in five local authorities to test their new approach. This supplemented two early test and learn activities undertaken in 2022 with Manchester City Council and Hampshire County Council. The five pilot sites were:

- Birmingham City Council
- Lincolnshire County Council
- North Lincolnshire Council
- Nottingham City Council
- Suffolk County Council

3.4 CQC has published the reports from these five pilot assessments ([here](#)). Nottingham City Council received an indicative rating of 'requires improvement', and the other four authorities received an indicative rating of 'good'.

3.5 During the pilot period CQC also undertook an evaluation in order to understand the effectiveness of their assurance approach and gather early indications of outcomes from the pilots. Following this period, they made refinements to the assessment process and notification of local authority assessments commenced in December 2023.

3.6 Between December 2023 and February 2024 CQC notified 15 local authorities of forthcoming assessment.

3.7 The timescales around local authority assessment have changed over time, and at present a local authority is required to submit a wide range of evidence including their self-assessment within three weeks of notification. A site visit will then follow within six months of the notification of assessment.

3.8 The evidence that will be required for submission is set out in the Local Authority Information Return which enables CQC to review key documents, information and data ahead of on-site activity. The requirements of the information return can be found [here](#).

Approach to Self-Assessment

4.1 A key element of the evidence required is a self-assessment, which should provide an authentic narrative describing adult social care in a local authority and should be supported by data and personal experience. It is an iterative document which should be kept continuously updated in order to support continuous improvement. A quarterly process of formal refresh and review has been

implemented in Oxfordshire and will ensure that there is robust oversight of implementation of improvement and delivery of key priorities.

- 4.2 The self-assessment is an opportunity for a local authority to reflect on its key strengths and areas for development, setting out its assessment of its performance against the key themes and quality statements within the assurance framework, which are:

Theme 1: Working with people

- Assessing needs
- Supporting people to live healthier lives
- Equity in experiences and outcomes

Theme 2: Providing support

- Care provision, integration and continuity
- Partnership and communities

Theme 3: How the local authority ensures safety within the system

- Safe systems, pathways and transitions
- Safeguarding

Theme 4: Leadership

- Governance, management and sustainability
- Learning, improvement and innovation

- 4.3 Our most recent self-assessment updated in February 2024 is provided at Appendix 1 and provides a comprehensive reflection on these key areas. The self-assessment was shared with key stakeholders and partners during its development, and their feedback has been incorporated into it. Our staff have been involved throughout the development of the self-assessment and it has been shared with them through its various iterations. It has also been shared with Council leaders including Informal Cabinet.
- 4.5 An executive summary of the self-assessment has also been produced which provides an accessible four-page insight into our strengths and areas for development against the nine quality statement areas. This can be found at Appendix 2.
- 4.5 The voices of those who use our services and unpaid carers have been incorporated into the self-assessment through existing channels of feedback including our Adult Social Care User Survey, listening events, Healthwatch reports, national surveys, and reports on complaints, comments and concerns.

- 4.6 Our self-assessment emphasises the [Oxfordshire Way](#) as our guiding vision to support the people of Oxfordshire to live well in their community and remain fit and healthy for as a long as possible. The Oxfordshire Way priorities set the context for our self-assessment, demonstrating our ambition to promote resilience and independence.
- 4.7 The report to People Overview and Scrutiny committee on 14th September 2023 ([here](#)) set out the key strengths and areas for development identified, and our partners and stakeholders broadly agreed with this assessment.
- 4.8 Since this time we have been delivering against action plans in key areas identified including reducing waiting times, improving safeguarding timeliness and addressing backlogs in Deprivation of Liberty Safeguards (DoLS) applications. Progress achieved to date is set out in the self-assessment at Appendix 1.

LGA Peer Challenge

- 5.1 In order to support our preparation for Assurance and provide external challenge to our self-assessment, the Corporate Director of Adult Social Care invited the Local Government Association (LGA) to undertake a Peer Challenge for Adult Social Care in Oxfordshire.
- 5.2 An LGA Peer Challenge brings together a group of peer reviewers from other councils with experience in key roles such as Directors of Adult Social Care, Directors of Operations, Principal Social Workers, Transformation leads and experts by experience.
- 5.3 Peer challenge gives councils a robust and effective improvement tool owned and delivered by the sector, and peers act as a 'critical friend' for the council. It is a constructive and supportive process with the central aim of supporting improvement. It is not an inspection and does not award a rating or score. However, the challenge process is aligned to reflect the approach taken by the CQC, reviewing against the four key themes of the assurance framework: working with people, providing support, ensuring safety and leadership.
- 5.3 The peer challenge took place between 5th and 7th March and provided a valuable opportunity to triangulate our self-assessment ahead of a formal CQC assurance process, as well as to drive our continued focus on improvement and development.
- 5.4 The peer team was made up of eight reviewers, including a leading expert in co-production, a Member peer, a representative from the LGA, and leaders with expertise in operations, commissioning and transformation. The challenge team was led by a Director of Adult Care and Health.
- 5.5 Adult Social Care submitted a wide range of evidence in advance for the team to review, using the model of the Local Authority Information Return provided by CQC. This included our self-assessment narrative.

- 5.6 The peer challenge team reviewed this evidence and undertook a series of preparatory one to one interviews in the weeks leading up to the review, including with the Corporate Director for Adult Social Care, the Lead Member for Adult Social Care, the Deputy Director of Adult Social Care and the Deputy Director of Commissioning.
- 5.7 This preparation was followed by a three-day visit on-site in Oxfordshire with a series of interviews and focus groups taking place on 5th and 6th March. During this time on site the peer reviewers met with around 250 people taking part in 37 meetings over 252 person-hours. They met with people with lived experience, unpaid carers, frontline staff, team managers, heads of service, partners and leaders including the Chairs of the People Overview and Scrutiny and Joint Health Overview and Scrutiny Committees.
- 5.8 On the final day of the peer challenge on 7th March the peer team met with senior leaders including the Council Leader and Chief Executive, the Corporate Director for Adult Social Care and the extended leadership team for Adult Social Care and gave their initial feedback. This will be followed within four to six weeks by a full report.

Initial Feedback from the Peer Review

- 6.1 Whilst the formal report from the peer challenge will provide us with full feedback, initial indications suggest that our self-assessment is broadly accurate and reflective of our key strengths and areas for development.
- 6.2 Early feedback highlighted the following strengths:
- Staff are committed to delivering good services with passion and pride
 - Good initiatives driven by staff to make a difference, and genuine desire to learn and improve
 - Evident senior political and officer support for adult social care with DASS as a visible presence leading the Directorate
 - Waiting lists are well-managed
 - Good grip of safeguarding with a mature outcomes-focused Safeguarding Adults Board
 - Strong joint working across children's and adults' services in Moving into Adulthood
 - Recent stability in senior management posts, and a key senior role in housing that will aid in solving complex housing issues
 - Strong integrated commissioning arrangements that afford an opportunity to provide a cohesive service
 - Discharge to Assess model a solid foundation for home first
 - Live Well at Home Framework has given strong framework to manage the market and increase capacity
 - Some areas of strength identified in specific teams, .e.g. Occupational Therapy

6.3 Initial feedback also identified the following areas of focus for further development:

- Further embedding the Oxfordshire Way with our staff
- Green shoots of good practice in co-production need to be further developed as well as incorporating the voice of the person in operational and strategic decisions
- Improvements to data and intelligence with dynamic live trend analysis
- Stronger focus in records on people's wishes and outcomes to better evidence strengths-based practice
- Further embedding Making Safeguarding Personal
- Further embedding Joint Carers Strategy
- Further development of commissioning strategies and plans
- Embedding our approach to equality, diversity and inclusion
- Recommendation to undertake a transformation of current pathways to provide end to end strengths-based model

6.4 The peer team also recommended that we continue to build on work already undertaken with staff to build their confidence in telling stories of good co-produced outcome-based service delivery. We will continue to work with staff to enable them to talk confidently about the work that they do that impacts on people's lives as we deliver the Oxfordshire Way.

Next Steps

7 Once the full Peer Challenge Report has been received this will be used to develop a detailed outcomes-focused action plan to build on our existing strengths and address areas for development. This will have measurable meaningful milestones and targets to ensure that we are able to monitor, evaluate and celebrate progress.

Corporate Policies and Priorities

8. Adult Social Care's priorities are shaped by our corporate vision and priorities, with particular focus on:

- Tackling inequalities: working with partners to address inequalities focussing supporting on those in greatest need, embedding and implementing our digital inclusion strategy
- Prioritising the health and wellbeing of our residents: working with partners to implement our health and wellbeing strategy prioritising preventative initiatives.
- Supporting carers and the social care system: deliver seamless services, explore new ways to provide services promoting self-directed support and

increasing choice, focus on preventative services, invest in creative options to support carers.

Financial Implications

9. There are no direct financial implications arising from this report.

Legal Implications

10. This report provides an update only.

Staff Implications

11. The Senior Responsible Officer for assurance preparation is Deputy Director of Adult Social Care . Our preparation for assurance is supported by an Assurance Lead (post currently being recruited to) and has programme management support.

Equality and Inclusion Implications

- 12.1 Equity in experiences and outcomes is a key theme in CQC's framework for assessing local authorities.
- 12.2 Equality and inclusion is identified as a key priority within this report and our self-assessment considers the way in which we are meeting our duties and responsibilities in this area.

Risk Management

- 13 The Quality and Assurance Project Board has oversight of the development of our self-assessment and improvement plan and maintains a risk register. The Board reports to Adult Social Care Directorate Leadership team, Senior Leadership Team and Informal Cabinet through monthly updates. There is an established process for the escalation of risk.

Name: Karen Fuller, Corporate Director of Adult Social Care

Contact Officer: Victoria Baran, Deputy Director of Adult Social Care,
email Victoria.Baran@Oxfordshire.gov.uk

March 2024

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Oxfordshire County Council

Adult Social Care

Self-Assessment

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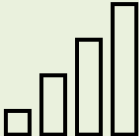




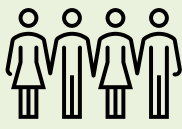


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Overview and Summary

This is Oxfordshire

Oxfordshire has around 725,300 residents, and our population is growing faster than elsewhere. Between the 2011 and 2021 census the population grew by 10.9% compared to 6.6% in England. Over this same period the number of people aged over 65 grew by 25%. Oxfordshire is the most rural county in the Southeast region but 60% of the population live in the city of Oxford or other main towns. Life expectancy and healthy life expectancy in Oxfordshire are each significantly higher than national and regional averages for both males and females. Based on the Indices of Multiple Deprivation (IMD 2019), Oxfordshire was ranked the 10th least deprived of 151 upper-tier local authorities in England. More information and data about Oxfordshire and the people who live here can be found [here](#).

Adult Social Care

 6550 people receiving ongoing care and support	 52,674 people who say they provide care and support to a family member or friend	 100+ providers of care in people's own home – 31,539 hours of care per week in January 2024 up 11.3% since January 2023	 6713 Safeguarding Concerns last year (2023)
 133 residential and nursing homes with 455 permanent admissions last year	 23.2% of Oxfordshire residents are from non-“white British” backgrounds	 23% of people living in Oxfordshire have a disability	 127,000 hits on our Live Well Oxfordshire website over the last year

Vision and Strategy for Adult Social Care

The Vision of Oxfordshire County Council [Strategic plan 2023-2025](#) is: *To lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county.* The Strategic Plan sets out nine priorities which include:



Our [Annual Report](#) sets out our achievements against these priorities over the past year.

Alongside our corporate plan, our Health and Wellbeing Board has a Shared Vision: “To work together in supporting and maintaining excellent health and well-being for all the residents of Oxfordshire”.

The Vision and priorities are delivered and achieved through the [Health And Wellbeing Board Strategy](#) which has been recently refreshed, working with over 1,000 residents from all backgrounds and many seldom heard communities to hear about their challenges and what helps them stay well and healthy.

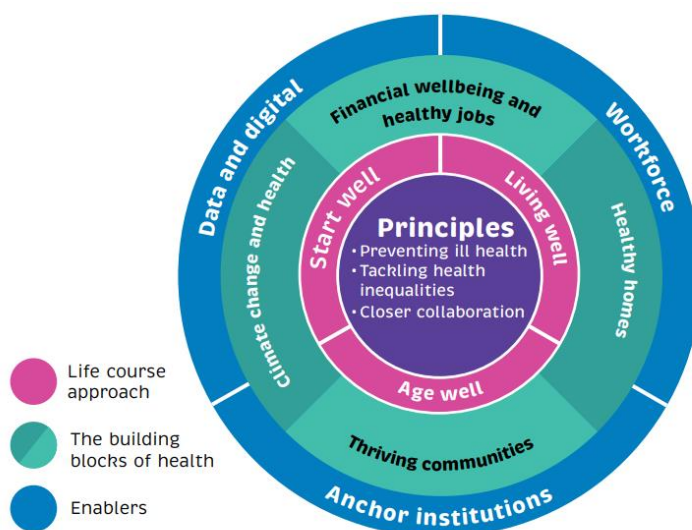
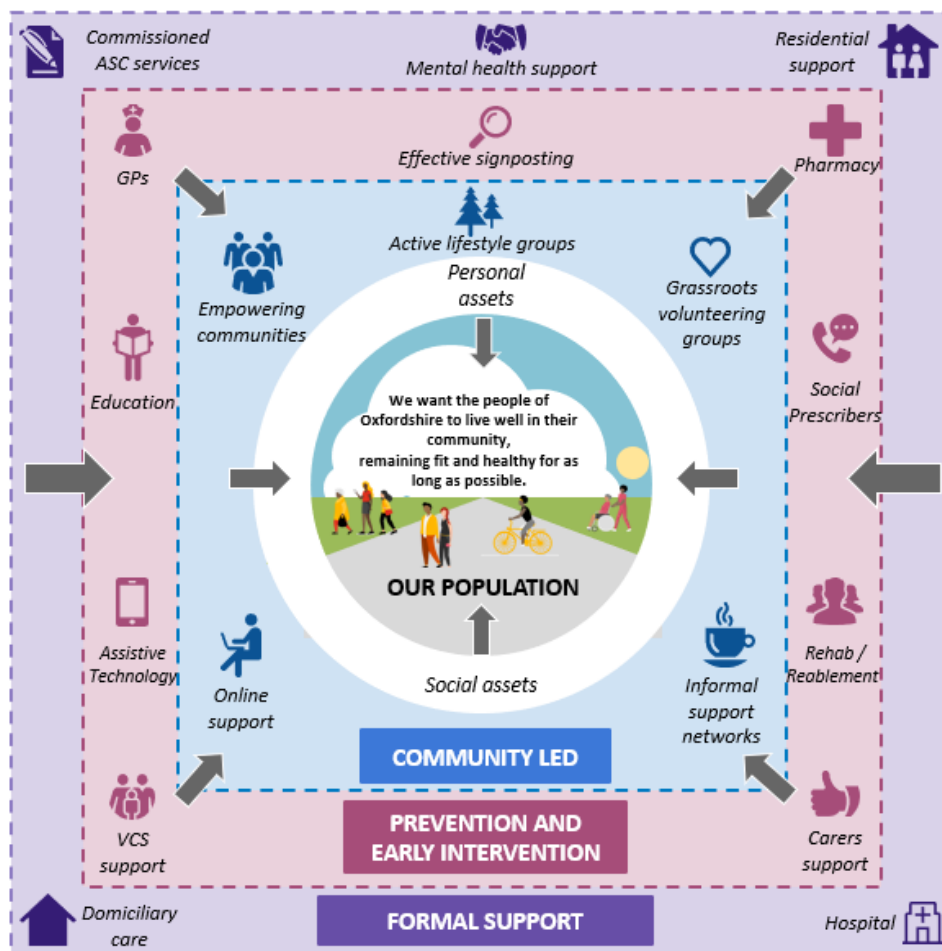


Figure 1: Summary of Oxfordshire Health and Wellbeing Strategy

The Oxfordshire Way

The Oxfordshire Way is our vision for Adult Social care, a compelling narrative for the transformation of Adult Social Care which we have been implementing over the past three years. It is unique because it is co-created and owned by Adult Social Care and the voluntary sector at all levels. The Oxfordshire Way is focused on providing people with the ability to identify and use their own strengths and assets to support themselves through person, local and system assets to 'keep them in the centre'. We want the people of Oxfordshire to live well in their community, remaining fit and healthy for as long as possible.



Oxfordshire Way priorities:



Overview and Summary

The Oxfordshire Way is having a real impact on people's lives, and we have seen a 46% reduction in the number of people waiting for a social care assessment since April 2021 and the longest wait time for an assessment fell by 56%. This is an ongoing journey, and we continue to work with our partners to implement change. You can find out more about the impact of the Oxfordshire Way for local people in the video below.



The delivery of the Oxfordshire Way is underpinned by our service delivery plan for Adult Social Care.ⁱ

Our Workforce

Our service is delivered by **One Team** comprising Operational Teams and the Health, Education and Social Care (HESC) Commissioning Team, with specialist input from the Housing Service

Operational teams work with people receiving care and support and their families in a strength-based and community-focused way to ensure people can live independent, meaningful lives in their home. They offer information and advice, assessments for care and support, provide person-centred support and dedicated safeguarding to vulnerable adults. Operational teams support the Oxfordshire Way ambition to promote independence, community connectedness and where necessary personalised care and support.

Health Education and Social Care (HESC) Commissioning Team is a joint commissioning function that oversees and delivers the Joint Commissioning Executive's programme for the population of Oxfordshire with a total budget of half a billion. It comprises staff employed by the council and the Oxfordshire Integrated Care Board with some posts designated as integrated roles. HESC activity supports the Oxfordshire Way ambition to provide personalised care and support.

Overview and Summary

The Housing service delivers three core functions:

- Strategic – defining housing needs to determine the levels and location of supply of accommodation, policy and strategy development, leading and involvement in strategic and implementation groups, such as Domestic Abuse Safe Accommodation, Accommodation Programme Board
- Commissioning – supporting HESC commissioners to enable housing provision, homeless agencies commissioning, Children, Education and Families (CEF) housing commissioning
- Housing expertise – support and advice system wide

Working Effectively in Partnership

Partnership is at the heart of the Oxfordshire Way. Working together with other organisations including local NHS services, and voluntary sector organisations we are using each other's strengths to pull together, united by a shared vision.

Partners are embedded in governance including in the Promoting Independence and Prevention Group and Transformation Group, which support and drive delivery of our prevention agenda and the Oxfordshire Way. The Promoting Independence and Prevention Group (PIP) was established in 2021 to support the prevention agenda within Oxfordshire. The group has grown and has a large membership with representation from all partners of the Oxfordshire Place system. The group is proving to be a solid platform for developing innovative thinking and creating a great web of relationships building and collaborative ways of working. PIP interacts with our Transformation Group that supports the Oxfordshire Way. Transformation Group formed to design and collaborate on the Oxfordshire Way in 2020/2021 and continues to provide a forum for us to collaborate and develop our leadership thinking together with strategic Oxfordshire Way partners.

We have a strong joint commissioning function that oversees the Joint Commissioning Executive's programme, with significant pooled budget arrangements. Our Better Care Fund plan was developed with partners including health and voluntary sector, through stakeholder workshops targeting prevention, delay to formal support, a Home First approach to hospital discharge, health inequalities and integrated care and support. We know that local people are keen to see collaborative working across seamless services, including between health and social care and we continue to work together to promote this.ⁱⁱ

Our [Market Sustainability Plan](#) has been co-produced with our care providers through a series of workshops together with a refresh of our Market Position Statement. Our refreshed Market Position Statement (MPS) is currently being shared with providers for their views and will be finalised for publication by March 2024. This will replace our 2019 – 2022 MPS. Provider feedback indicates that we have some examples of good practice in our strategic working with the care market such as the development of our workforce strategy and action plan and that they would welcome further opportunities for partnership working. We work closely with Oxfordshire Association of Care Providers (OACP) to provide regular and effective communication channels with the sector. We fund OACP directly for a range of market shaping activities (see more information [here](#)).

Overview and Summary

Oxfordshire has a robust [multi-agency prevention framework](#) in place that is overseen by the Health and Wellbeing Board to help deliver a range of initiatives that will PREVENT ill health, REDUCE the need for treatment and DELAY the need for care. This recognises the good work already happening including an increase in our average wellbeing scores for life satisfaction, a decrease in smoking prevalence and emergency hospital admissions due to falls, and an increase in the proportion of older social care clients supported at home.

The [Oxfordshire Mental Health Prevention Framework](#) is being delivered through the Mental Health Prevention Concordat which brings together a wide range of partners including Oxfordshire County Council, the ICS, Healthwatch, Oxford University Hospitals NHS Foundation Trust, District Councils, Age UK, Oxfordshire Mind, Oxford Health NHS Foundation Trust, and a range of third sector organisations. The framework sets out the vision for everyone in Oxfordshire to have the opportunity to achieve good mental health and wellbeing through partnership working, targeted action, increased skills and knowledge and building resilient communities.

We have also been working closely with people with lived experience in developing our [Community Mental Health Framework](#). The framework seeks to bridge the gap more effectively between primary and secondary mental healthcare.

Co-Production and Engagement

We are committed to embedding co-production across our service delivery and commissioning teams and have encouraging examples of good practice that we continue to build on. Most recently we co-produced our All-Age Unpaid Carers Strategy and held a series of engagement events with carers to develop our approach and inform our decision making. We are initiating a programme of work to redesign our learning disabilities short breaks and respite resources, with leadership from our voluntary sector partners OxFSN to coproduce the procurement of future services.

Our Team Up Board, established over five years ago, provides the formal arena for overseeing our coproduction arrangements. It is a partnership between people with lived experience and staff members from the council and NHS. The membership is in the process of being expanded and its role as an advisory board debated and clarified. One of its activities is to monitor the progress of our commissioning projects to be assured coproduction opportunities are considered from the outset. We recognise this is an area which we want and need to strengthen.

We gain insight into how the public view our services through our Adult Social Care (ASC) user survey and our engagement and co-design work, our bi-annual Carers Survey, and our nationally published Adult Social Care outcome framework (ASCOF) data. We triangulate this data with our learning from compliments and complaints, informal feedback and staff experience.









Adult Social Care performance and activity

Our ASCOF outcomes for 2022/23 show that overall, we do well, performing better than average on 57% of all measures. Service users and carers say our services

Overview and Summary

impact positively on their lives, that they have choice and control over their lives and services and carers tell us we consult them in decisions about the person they care for. In 2022/23 we have seen an increase in overall satisfaction with services and a continued improvement in the already high number of working age adults we support at home, together with a reduction in care home admissions for those aged 65 and over.

Some key performance indicators are set out in the chart below, based on January 2024 data where available.

<p>People supported with on-going care</p> <p>6550</p> <table> <tr> <th>Jan 23</th><th>Change</th></tr> <tr> <td>6391</td><td>2.5% ↑</td></tr> </table> 	Jan 23	Change	6391	2.5% ↑	<p>People supported in their own home</p> <p>71.5%</p> <table> <tr> <th>Jan 23</th><th>Change</th></tr> <tr> <td>70.91%</td><td>0.59% ↑</td></tr> </table> 	Jan 23	Change	70.91%	0.59% ↑
Jan 23	Change								
6391	2.5% ↑								
Jan 23	Change								
70.91%	0.59% ↑								
<p>Number on Assessment Waiting List</p> <p>965</p> <table> <tr> <th>Jan 23</th><th>Change</th></tr> <tr> <td>1337</td><td>-28% ↓</td></tr> </table> 	Jan 23	Change	1337	-28% ↓	<p>Maximum wait on assessment waiting list</p> <p>97 days</p> <table> <tr> <th>Jan 23</th><th>Change</th></tr> <tr> <td>176</td><td>-45% ↓</td></tr> </table> 	Jan 23	Change	176	-45% ↓
Jan 23	Change								
1337	-28% ↓								
Jan 23	Change								
176	-45% ↓								
<p>Adults with a learning disability supported to live at home</p> <p>88.3%</p> <table> <tr> <th>Jan 23</th><th>Change</th></tr> <tr> <td>87.6%</td><td>0.74% ↑</td></tr> </table> 	Jan 23	Change	87.6%	0.74% ↑	<p>Visits to Live well Oxfordshire</p> <p>127,000 between April 23 and Jan 24</p> <table> <tr> <th>Apr 22- Jan 23</th><th>Change</th></tr> <tr> <td>59,069</td><td>115% ↑</td></tr> </table> 	Apr 22- Jan 23	Change	59,069	115% ↑
Jan 23	Change								
87.6%	0.74% ↑								
Apr 22- Jan 23	Change								
59,069	115% ↑								
<p>People supported with a direct payment</p> <p>1195</p> <table> <tr> <th>Jan 23</th><th>Change</th></tr> <tr> <td>1223</td><td>-2.3% ↓</td></tr> </table> 	Jan 23	Change	1223	-2.3% ↓	<p>Carer Direct Payments</p> <p>2385 between April and Nov</p> <table> <tr> <th>Apr-Nov 22</th><th>Change</th></tr> <tr> <td>2243</td><td>6% ↑</td></tr> </table> 	Apr-Nov 22	Change	2243	6% ↑
Jan 23	Change								
1223	-2.3% ↓								
Apr-Nov 22	Change								
2243	6% ↑								

CQC Theme 1: Working with People

Our Ambition

Our ambition is to support people to live independently and with increased social connections. We want our residents to have greater satisfaction with the services we provide to support them when they need it. Our aim is to promote preventative services leading to a reduction in the demand for formal care services and to support people to live at home wherever possible.

Our Strengths

- The Oxfordshire Way is having a significant impact on people's lives, driving prevention, innovation and partnership working with the voluntary sector and other partners
- Strengths-based practice is at the heart of our approach
- Assistive technology is demonstrating impact in supporting people to stay safely in their own homes

Areas for improvement and development

- Continuing to reduce the number of people waiting for assessment and improving timeliness of assessment
- Widening channels for people to access assessment for care and support services and ensuring information is easy to access
- Embedding co-production and equality, diversity and inclusion more consistently

Key Statistics

Activity	Working Well	Priority Area
42,726 contacts over the last 12 months 89.5% contacts to Social Care Health Team resolved at first point of contact in last 12 months	358 permanent care home admissions per 100,000 population for people 65+	965 people on the assessment allocation waiting list
6550 people supported in long-term care, up by 2.5% over 12 months	10% increase in people entering reablement who are fully reabled (80% of all people in December 2023)	97 days longest wait on assessment waiting list

Prevention

The Oxfordshire Way underpins everything we do and illustrates our commitment to prevention, innovation, and work in partnership with the voluntary sector and other partners. The Oxfordshire Way which was co-created with the voluntary sector is focused on providing people with the ability to identify and use their own strengths and assets to support themselves through person, local and system assets to 'keep them in the centre'. People with lived experience tell us that they value being part of their communities and neighbourhoods and having a range of activities in their homes and communities to make a good life.

People with lived experience describe having a range of options when they need support, from family to neighbours to formal care. Prevention is at the heart of our approach through a range of strategies and the Oxfordshire Way supports residents to live well in their community, remaining fit and healthy for as long as possible. We have performance indicators monitored by our Directorate Leadership Team (DLT) in order to evaluate and monitor the effectiveness of our preventative approach.

We work closely with our partners to ensure we can signpost people effectively to information and support that is right for them through the Oxfordshire Way, particularly where they do not need formal services. Our [Live Well Oxfordshire](#) website has a wealth of community resources with over 2,000 services and community groups plus information pages and a calendar of activities to join in the community. The website is actively updated with 2,592 quality checks completed in 2023 and 442 new groups/services added. During 2023 we worked with people with lived experience to redesign the website to improve it further making it easier to search for and find information. It attracts large numbers of visits, over 127,000 over the period from April 2023 to January 2024, an increase of 115% compared to the same period the previous year, and over 312,000 page views in this period. It provides a wide range of information and support to enable people to find resources in their community.

We commission Age UK to provide [Community Links Oxfordshire](#) which gives residents local information and connects them into their community. Community Links Oxfordshire supports people to be as independent as possible and live life to the full, the way they want to. It ensures people are enabled to find out about what support and opportunities exist in their local area. The Social and Health Care Team (SHCT) are the first point of contact for all Adult Social Care enquiries and referrals from members of the public and professionals. The team includes specialist customer service advisors, social workers and occupational therapists. They work closely with other organisations including Community Links Oxfordshire who are co-located as part of the SHCT once per week, in order to promote and support a prevention approach to deliver the Oxfordshire Way. As a result of this kind of innovative preventative working our customer service centre resolved 89.5% of issues at the point of first contact in the last year.

We are adopting Local Area Coordination as a new approach to support the Oxfordshire Way in 2024 with our first two posts. We are working with Community Catalysts CIC (the national development organisation for Local Area Coordination) to achieve this. Local Area Coordinators (LACs) are highly skilled and trusted

CQC Theme 1: Working with People

Coordinators in a local area, not Coordinators of the local area. Recruited with the input of local people, these council employed Local Area Coordinators are based in accessible places in order to connect with and 'walk alongside' **any** person or family (many of whom are dealing with complex and multiple issues in their lives) to overcome barriers to inclusion, avoid a need for future service intervention and to achieve their vision of a good life as a connected citizen of their community. They do this by working to a particular evidence based and principle driven approach that we train them on as part of the wider development support from the Local Area Coordination Network at Community Catalysts.

The approach requires Local Area Coordinators to take the time to build trusting relationships and work in partnership with the person, family, the wider community (and other forms of support where needed) to identify sustainable and personalised solutions, ideally from within that person's own resources and community. Over [30 years of Local Area Coordination evidence](#) shows how it achieves multiple outcomes including reducing, diverting and delaying future use of social care (and other formal services). We are starting this initiative in Bicester East and Chipping Norton, following an assessment of important factors for choosing the areas which was designed in partnership with the PIP group. We are currently recruiting the two LACs.

A key part of our Oxfordshire Way prevention approach is asset-based community development and community capacity building. Our communities of practice are one demonstration of this. Oxfordshire Community and Voluntary Action host these place-based [Communities of Practice](#) (CoPs) bringing together people who work with adults in the community.

Each CoP is a group of people sharing a common concern, set of problems or interest in a topic who come together to fulfil their goals. Members include social prescribers, link workers, social workers, OTs, community nursing, advice workers, district and county council staff and community connectors, together with local charity and voluntary groups across mental and physical health, housing, and those working with people with learning disabilities. The CoPs are facilitated by OCVA and funded from our prevention budget to ensure that everyone has an equal voice. Those who attend see a real impact with one member observing 'it's great to be part of a conversation where you're all addressing similar issues to me'.

We work in collaboration with partners to support people's wellbeing and prevent the need for formal services at an early stage. For example, our exercise and falls prevention programmes which have been developed in partnership by Public Health, Adult Social Care, the ICB and the voluntary sector. These include:

- Age UK Oxfordshire's Physical Activity Service which promotes positive physical health to people as they age primarily through two core offers: **Stay, Strong and Steady** (focus on Falls Prevention) which provides a stepping stone for participants to then transition into a vibrant **Community Exercise Programme**. Stay Strong and Steady is a falls prevention community exercise and education programme for adults aged 65 years and older who have fallen or are at risk of falling, to reduce their risk of falling. Participants can complete the six-month programme in-person at a local community class or at home, either through an

online class or through a six-month Otago programme. The Community Exercise provision includes development of a network of evidence-based community exercise classes available across Oxfordshire, with a particular focus on areas with higher levels of inequalities.

- Three initiatives provided by Active Oxfordshire that support people to have a more active lifestyle
 - **Move Together** in collaboration with District Councils provides a supportive pathway for people across Oxfordshire with long-term health conditions to become more active. Participants receive support, advice, and motivation from the Move Together coordinators across the county, who assess their needs and preferences.
- **YouMove** is a new initiative which from April 2024 will offer free or low-cost physical activity for young people and their families who are facing the greatest barriers to physical activity (children in receipt of benefits-related free school meals, children in or on the edge of care, children classed as 'otherwise vulnerable').
- **Physical Activity Clinical Champion (PACC)** in collaboration with Public Health is a new place-based pilot in Oxfordshire to provide and deliver bespoke, progressive system-wide education and training for all healthcare providers in implementing physical activity intervention into routine patient care.

We have recently confirmed our intention to commission a new advice service across Oxfordshire in partnership with Public Health in order to support people with the impact of financial hardship on their health and wellbeing. Advice services can be crucial to support households to access the support they need to maximise income and manage debts and in turn help to reduce some of the stresses associated with financial worries. The new advice service model will work to address the drivers and impact of disadvantage and prioritise the health and wellbeing of residents to tackle inequalities. Financially stable households are less likely to require specialist Adult Social Care and other services and are more resilient and able to cope with health and/or social difficulties if they arise. The service design has been co-produced with key stakeholders and people with lived experience and will provide free, independent and impartial advice to assist people with benefits, debt, budgeting and other financial and welfare issues, thereby maximising incomes and helping people to make the best use of the money available to them.

Whilst we have a good range of information available we are continuously working to ensure it is easier to access. We continue to develop this area to ensure we share knowledge across our partners and a recent signposting event brought together partner organisations including Reducing the Risk of Domestic Abuse, Dementia Oxfordshire, Active Oxfordshire and social prescribers to share how they work with local people. ASCOF data for 2021/22 told us that people did not always find it easy to find information about support (56.9% of people who use services found it easy compared to 64.6% nationally and 55.4% of carers compared to 57.7% nationally). People have also told us through our user survey that they can find our systems and

processes too complex and that information provided is sometimes unclear particularly around financial assessment.ⁱⁱⁱ We are working to strengthen our web presence through improvements to our website and have developed a refreshed co-designed [public portal](#), making information easier to find and the website easier to navigate, as well as our online financial assessment (see detail [here](#)). Whilst we support digital first we will ensure that people can find information easily in other ways that suit them. For example, in response to feedback from people who use Live Well Oxfordshire we have introduced a telephone number for people who are not able to access the website, or who may need some support in using it. There were 750 calls between April and December 2023, an increase of over 500% from the first month to the last. The number is advertised on our Live Well Oxfordshire promotional materials. In the 2022/23 ASCOF data we saw an improvement for people who use services as the percentage of people who found it easy to access information had increased to 65.4%. This continues to be an area of priority.

Strengths-based practice

Our assessment approach is driven throughout by the Oxfordshire Way, and this ensures that we prioritise people getting the right support at the right time, and having their needs met in a timely way. We have some feedback from people with lived experience and providers that the process for accessing adult social care support is easy and rapid, although some feel that they wait too long for assessment.^{iv}

When people do come through for assessment, we are committed to embedding the wellbeing principle and strengths-based practice into our assessments and reviews. We completed an extensive programme of training in strengths-based practice which continues with our new starters with strengths-based working part of the induction and our support for newly qualified social workers. We have clear guidance for assessment and review with a strengths-based approach underpinning all we do in the operational teams. Our Best Practice guidance was developed following an intensive training programme on strengths-based practice.^v

Operational teams speak confidently about their focus on person-centred assessments and the ways in which they engage with the person and their carers in decision making. The vast majority (95%) of our staff agree that they feel confident that the work they do has a positive impact on citizens, and this is borne out by people who use our services, as 88% of people who use our services who responded to the national survey of people receiving long term support said they are 'satisfied'.^{vi} People who use services and carers say our services positively impact their lives. Over 86% of people who responded to our user survey in 2023 reported that they were treated well by staff with less than 5% saying they were not happy with how they were treated. They say they feel safe, and our services support them in feeling safe.¹ The majority of carers (65.8%) told us that we consulted them in decisions about the person they care for.^{vii} People with lived experience tell us that support from services is valued and that the right person to support them has a positive impact on their lives. They describe our staff as polite, helpful, thorough and

¹ 72.6% of people who use services feel safe vs 69.7% in England, and 85.7% say services make them feel safe vs 87.1% in England.

friendly and talk about them making things easier for them and the people they care for.^{viii}

However, whilst adult social care staff self-assess that they are strength based in their practices, audit of case records indicates that this is not always immediately clear. We have an ongoing focus on case audit and most recent work has identified the need to focus on embedding and evidencing strength-based practice.

Widening Channels of Assessment

We are working to widen our channels of assessment and implemented an [Online Financial Assessment](#) in summer 2023. This provides people with a digital channel to find out how much they are likely to have to contribute towards their care and support. Using the online financial assessment allows people or their representatives to complete the form at a time convenient to them and enables the Financial Assessment team to complete the financial assessment quicker than via a paper form. After an initial soft launch, we engaged with early users, making changes based on their feedback and are now publicising this option widely. We have recently been approached by another Local Authority who wish to learn from our approach to introducing an online financial assessment as they found ours particularly user-friendly. The financial assessment team have also been working to review processes and ensure these are as lean and efficient as possible.

We continue to develop further online referral options to support people to self-serve and self-assess at times that suit them and are currently working on a pilot of a Care Act self-assessment. We have harnessed the digital first approach established as part of our Adult Social Care Reform trailblazer work and continue to drive this forward to ensure increased channels are available for our residents.

Timeliness of Assessment

The Oxfordshire Way has had a significant impact leading to a reduction of 46% in the number of people awaiting a social care assessment between April 2021 and the longest wait time for an assessment fell by 56% over the same period. However, we recognise this is an ongoing improvement journey, and had identified in 2023 that both demand and the numbers of people waiting for an assessment had begun to rise again.

Managing demand is a key challenge for local authorities across the country, although through the Oxfordshire Way we have seen demand stay below our demographic growth (see Fig 1).

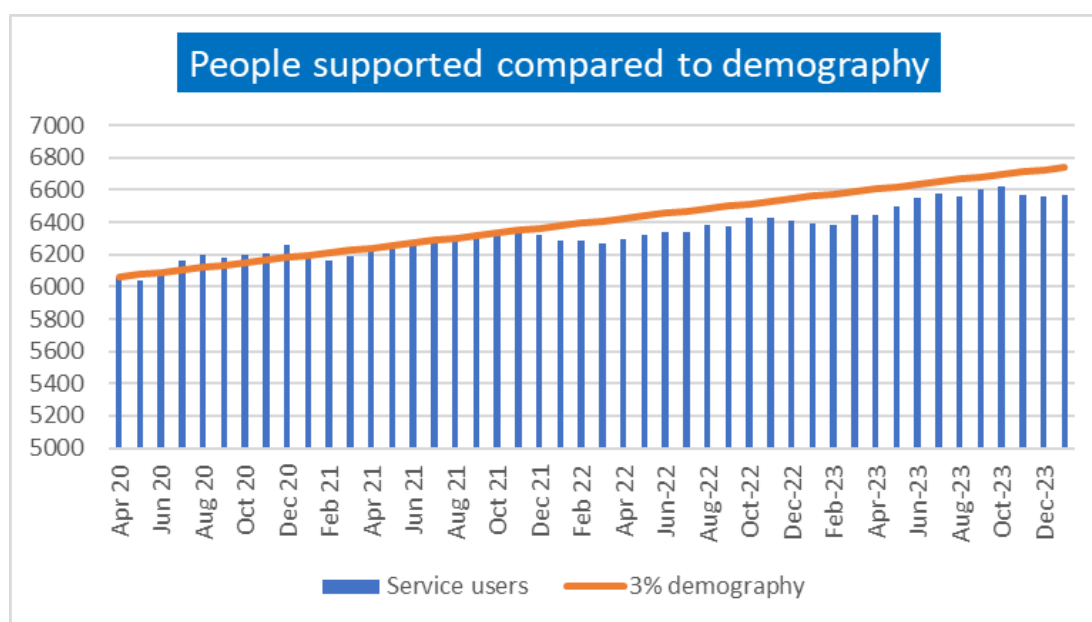


Figure 1

Whilst 74% of people who responded to our ASC user survey in 2023 said that they were happy that they had been contacted quickly enough, 14% were not happy and some shared that they had waited a long time to get the help they needed. This is consistent with our own performance data which demonstrates that whilst longest waiting times have fallen they remain a key area of focus.

People on the waiting list are screened and prioritised in order to ensure we are appropriately managing risk, utilising a prioritisation tool at point of referral into locality teams to categorise referrals and alert teams to urgent referrals. This is further screened by practice supervisors to provide verification and determine action required. Screening best practice guidance is provided as a supportive tool for practitioners to use to manage risk on the waiting list and to continue to progress people waiting, ensuring all onward referrals are made in line with the Oxfordshire Way, for example through referrals to Community Links Oxfordshire, Dementia Oxfordshire, Referrals for Carers assessments. The Adult Social Care Forum brings practitioners together to check on consistency of practice, strength-based practice and embedding of the Oxfordshire Way at the point of support planning.

In addition to the risk management and prioritisation of our waiting list we have a robust action plan in place to scrutinise and reduce waiting times further founded on learning from Principal-led audits of our waiting list. Audits suggested that the majority of prioritisation screening is accurate but that there is some inconsistency of practice across different teams and that teams are not always consistently evidencing how they are managing risk, and people are not always being contacted in a timely manner. This scrutiny through audit enabled a targeted approach to work with our teams to ensure that only those in need of adult social care remain on the waiting list and those who would benefit from alternative signposting or community connection receive swift advice. There is a plan in place with SMART targets to deliver sustainable reductions in the number of those waiting and its delivery is being

monitored by a weekly Meaningful Measures meeting overseen by the Deputy Director for Adult Social Care and the Social and Health Care Team and progress is reported to Internal Assurance and Governance Board and DLT. This focus on reducing waiting time has had a significant impact as illustrated at Fig. 2. The mean average wait for completion of an assessment was 98 days in February 2024 and the median 78 days, compared to a mean average of 105 days and a median of 125 days in April 2022. Of those on our waiting list in February 2024 29% already had a support plan.

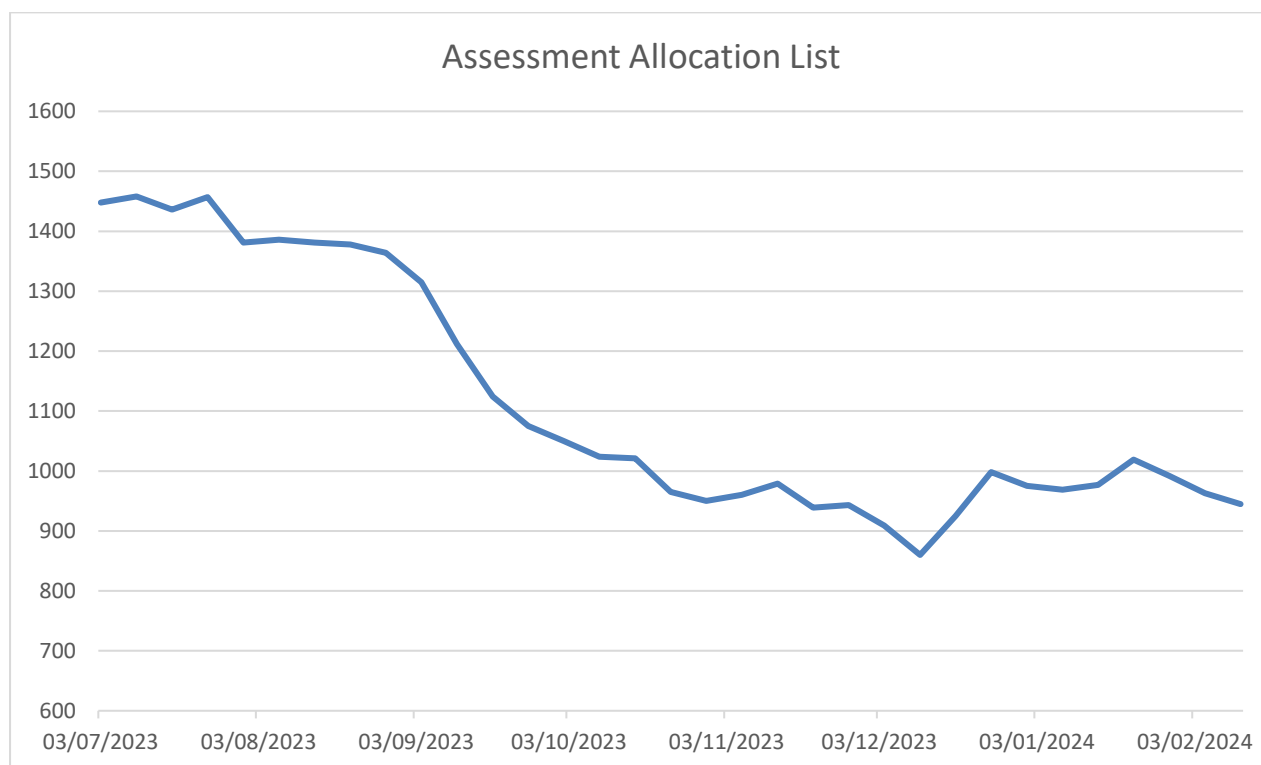


Figure 2

Carers Assessments

Carers assessments in Oxfordshire are undertaken by Carers Oxfordshire. We do not set target timescales for completion of carers assessments but currently the longest waiting for an assessment from date of referral is six weeks, and the average is four weeks. The key reason carers wait for assessments is staff capacity and from 1st December 2023 a triage pilot has been running with an advisor contacting each carer on the waiting list within 5 working days to check if there is an issue that can be resolved immediately, ensure the carer knows they have been referred and know about waiting times, and send out useful information or signpost appropriately. To date this has demonstrated improved carer satisfaction but has not reduced waiting times for allocations or assessments. A review is underway of the current delivery model, including carers' line to ensure it is the most efficient way of working.

In the last 12 months the Carers Oxfordshire service has supported 48 young adult carers (aged 25 and younger). We have, however, recognised that our identification and support for young carers and their families needed significant improvement. As a result, we set up a working group with colleagues across Children's and Adult's Social Care to address this urgently. The identification of Young Carers and the

review of current Young Carer support is one of the main objectives in the All-Age Carers' Strategy Action Plan. The first outcome from this work is that we now have an agreed young carers protocol that has been shared across both directorates. The protocol will ensure that there is a more coordinated approach to supporting our young carers in Oxfordshire. Secondly, Children's Services have completed bespoke training for staff to increase awareness in relation to the identification of young carers. Work continues to implement a range of further actions including improvements in our recording and training for Adult Social Care to ensure colleagues are aware of young carers, and the impact of caring on their lives while working with the adult they care for.

Timeliness of Financial Assessment

We apply an equitable policy to financial assessment through our contributions policy.^{ix} The team sets targets for the timely completion of financial assessments to ensure people are aware of their financial responsibilities as early as possible. However, whilst overall cases are allocated to financial assessment officers swiftly, we recognise that there are still long waiting times for some to have their assessment completed (see Fig 3), and are working to address the backlog of assessments, proactively reviewing those that are incomplete and ensuring timely reminders are sent to people. We have developed new guidance to ensure that where families have not provided evidence cases are closed and will be reopened when evidence is provided. The introduction of the Online Financial Assessment has also had a positive impact on the speed at which people are being assessed. There is further work to develop a Client Finance Portal that will increase our self-assessment offer.

Waiting times for allocation to an assessment officer (assessment completed 2023)	
Maximum waiting time	155 days
Median waiting time	12 days
Waiting times for completion of a financial assessment (assessment completed 2023)	
Maximum waiting time	215 days
Median waiting time	21 days

Figure 3

Direct Payments

The percentage of people who use services who receive direct payments is consistently higher in Oxfordshire than the national average (28.4% compared to 26.2% nationally in 2022/23).^x We actively promote the use of Direct Payments and in January 2024 there were 1195 people supported via a direct payment. However, the number of people receiving direct payments has been declining, and we have identified the need to take action to reverse this trend. An improvement plan has been developed that includes measures such as outreach programmes for seldom heard groups, workshops with key partners, awareness raising and direct payment advisors working in locality office bases on a rota basis.^{xi}

Timeliness of Reviews

Improving the timeliness of reviews has been a priority for us. In January 2019, the most overdue review in The Review Team was 2914 days. On 1st January 2024, this was 230 days which represents a reduction of 2684 days.

On January 1st, 2018, 57% of the reviews in The Review Team were overdue. On 1st January 2024 this figure is 22.08%, this represents a reduction of 32.92% (see Fig 4).

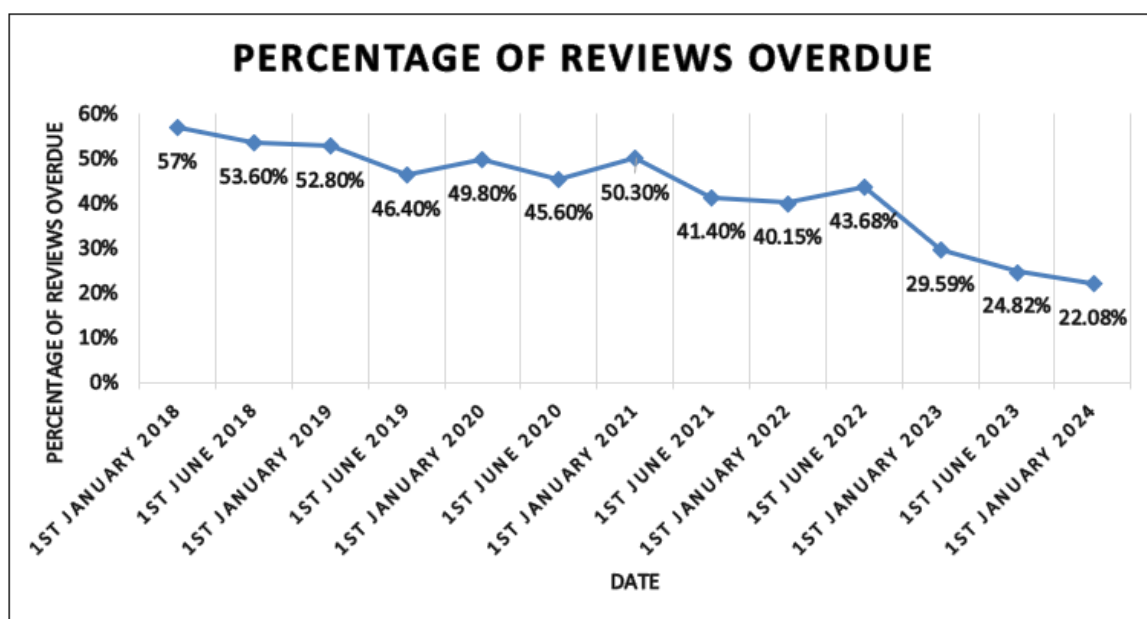


Figure 4

Our performance in this area is now much stronger than the national average, and in 2022/23 71% of people received a review compared to 57% in England and in the south-east region.^{xii} However, we continue to strive for improvement and from January to March 2024 the review team will aim to reduce the most overdue review to 180 days whilst new staff complete probation periods and increase knowledge and skills. To support our approach to reviews we have developed a provider-led review process which is currently in a pilot phase working with four providers in the first instance, expanding to 15 from February 2024 to complete reviews via an online portal on behalf of the Local Authority.

Information to support informed choices

Our [key policies](#) set out our arrangements for determining eligibility and are published on our [website](#) where people can also find a range of information to support them in making informed choices about care and support. We continue to review and enhance our information provision. For example, we have been enhancing our policies and processes in relation to the financial threshold process. We recognise that when residents are approaching financial threshold whether in the community or in a care home that this can be a stressful and confusing time. We are currently finalising draft letters for residents and their families that will provide greater clarity in this area, as well as letters and leaflets for providers to share with self-

funderson giving them important information if their funds may run low or if they are nearing end of life. We have produced new, more detailed guidance on care home banding definitions in collaboration with CHC, providers and colleagues in HESC. The brokerage service is also working to this guidance and staff have had training in this area. We have also adopted a threshold tracking report in teams and people who are reaching threshold or have a change in funding are now prioritised on our allocation list.

Daily Living Aids and Adaptations

Our Assistive Technology strategy has been refreshed and a new digital tool has been launched for people to order daily living aids to help keep them safe and independent at home (link [here](#)). The tool has been designed to be intuitive and user-friendly and people can navigate around pictures of rooms in their home to find equipment they can borrow.

Working with our diverse communities

Our ambition is to lead the field in equality and diversity in our workplace and service delivery, tackling disadvantage in our diverse communities. Our [2019/20 Director of Public Health Annal Report](#) set out the challenges for Oxfordshire where affluence 'hides significant health and social inequalities'. Oxfordshire has an '[Including Everyone](#)' framework which sets out our vision. Equality objectives are reviewed at least 4-yearly. The framework has established a clear principle that inclusion is everyone's responsibility and is supported by an action plan which is updated annually and used to track and measure our progress. This plan is monitored and owned by the EDI Steering group.

Oxfordshire is one of the most affluent areas of the country but there are 10 wards in Oxfordshire which include areas ranked in the 20% most deprived in England. To understand the needs and priorities of these communities our Public Health team is working with local partners creating ten [community profiles](#) setting out both the local health needs of these areas and their community assets. We have a £25k grant allocation for each of these ten areas to provide seed funding for community initiatives to support implementation of the profiles' recommendations. The [Well Together Programme](#) has recently been established by the Integrated Care Board for Oxfordshire which builds on this work and provides further prevention-based grant funding to these ten local communities. The Public Health team have established five Community Health Development Officer posts that sit in the relevant District Council and work with the ten priority communities to ensure ongoing action to improve health and wellbeing and community resilience. We have commissioned Oxford University to support independent evaluation of this work to understand its effectiveness.

Oxfordshire has received one of 25 grants from UK Research and Innovation (UKRI) which will help build a network to support the development of a community-led research strategy for Oxfordshire focused on the wider determinants of health and inequalities. The Council is working alongside Aspire Oxfordshire, Banbury Muslim Mosque Society, Oxfordshire Community and Voluntary Action and Oxfordshire Mind on this project.

Our Health and Wellbeing Strategy has been recently renewed and we worked from the outset with our diverse communities to ensure their priorities are reflected in the strategy. There was a particular focus on engaging with communities who are at greater risk of poor health outcomes. This was supported by work led by Healthwatch who spoke to around 1,000 residents across Oxfordshire.

Our [Voluntary and Community Sector Strategy](#) also recognises that tackling inequalities is a key part of our work, and that the voluntary and community sector is key in helping us to achieve meaningful change. In the strategy we set out our plans to work collaboratively with the local VCS to address inequalities by focusing on those in greatest need.

Our Delivering the Future Together Programme embeds equality, diversity and inclusion as a key value within the organisation and champions within our teams share learning and knowledge in this area.

We have worked with our performance and insight team to analyse how our services meet the needs of our population and initial analysis by ethnicity suggests that provision of service is broadly in line with our population but that there is some higher levels of provision for black or black British groups compare to white British for those over 65 and have undertaken work to look at this taking account of intersectionality with other areas such as wealth, religion and gender.

We have a range of services and arrangements in place to support our approach to inclusion and accessibility for the people of Oxfordshire who come from a wide range of backgrounds. We have translation and interpretation services for those who speak another language, including a Language Line, and over the last year delivered 29 interpretations in Adult Social Care across 15 different languages, as well as 11 video remote translations across 7 languages. Where we have cultural diversity within a team this can be matched with people using our services if appropriate, in order to make the person's experience easier, timely and culturally sensitive, and avoiding needing to use a third-party interpreter where this would lead to a speedier resolution and better outcome for the person.

Our sensory impairment team works with a wide range of people and British Sign Language users can contact the council using a British Sign Language video interpreter, via the InterpretersLive! Service. We have an easy read licence to ensure we share information with people in appropriate formats. Our [Community Support Service](#) supports adults with physical disabilities, learning disabilities, mental ill-health and dementia to provide person-centre support to stay health and independent. We also work with our partners in the community to reach the range of our diverse communities. Our partner Age UK Oxfordshire for example supports older people across the county, focusing most of its resource on those who face exclusion through low income, poor health or loneliness. In 2022/23 they supported over 30,000 people, including 1500 reached by Community Connectors who are drawn from the communities they serve, and work with people and listen and talk through what could make a difference in their life.

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Our Ambition

Oxfordshire's ambition is to commission and provide high quality services that meet the needs of our communities. We have a diverse range of support options to meet people's care and support needs with a focus on prevention and support close to home in people's communities, as well as high quality formal care and support.

Our Strengths

- Robust joint commissioning arrangements are in place with significant pooled budgets
- There is strong partnership working including with the community and voluntary sector
- There is a strong focus on supporting people in communities

Areas for improvement and development

- Further development of our relationship with the care market
- Drawing on our work with local communities to further develop our commissioning strategies with a particular focus on specific care need / communities of interest and supporting early intervention where possible
- Working with the market to develop our local provision and support

Key Statistics

Activity	Working Well	Priority Area
8% increase in people being supported in extra care housing with planned care in last 12 months	Increased number of providers on our Live Well At Home Framework from 18 in 2021 to over 100 in January 2024	11.1% increase in people supported in their own home and 11.3% increase in number of hours of home care provided per week in last 12 months
31,539 hours per week of home care	86 community micro enterprises supporting 1264 people with 3564 hours of support	0.1% increase in people supported in care homes in last 12 months

Market Shaping and Commissioning Strategies

The Oxfordshire Way sets our strategy for Adult Social Care and we have identified clear overarching strategic commissioning priorities setting out how we will transform across commissioning areas of start well, live well and age well. This is supported by strategies such as our All-Age Unpaid Carers Strategy. We are currently working to develop other refreshed commissioning strategies with a focus on specific care need / communities of interest and supporting early intervention where possible.

Refreshed strategies will have action plans developed with partners and will shape delivery and set direction for the next five to ten years. We have clear needs identification through our [JSNA](#), and will continue to improve the way in which we use this to inform and support our commissioning cycle with a particular view to targeting areas of inequality and supporting seldom-heard groups.

We work closely with our care providers in order to better understand and shape our market. We worked with care providers in the development of our [Market Sustainability Plan](#) and refreshed Market Position statement which is currently being shared with providers for their views and will be finalised by March 2024. In 2022 we commissioned LaingBuisson to work with our providers to undertake the cost of care exercise required by the government to support the planned implementation of charging reform. The outcome of the cost of care exercise can be found [here](#). The Oxfordshire Association of Care Providers (OACP) and Healthwatch Oxfordshire were members of the Fair Cost of Care Project Board to ensure transparency of the process and seek their views on wider market engagement. Proposals for winter funding around recruitment and retention were planned through a workshop with providers, and we undertake consultation with providers on annual fee uplifts. In September we launched a [social care provider engagement hub](#) on our Let's Talk platform. This provides an interactive space for us to share information between us and our providers. This has proved an effective way of communicating with providers about guidance updates, stories of difference and surveys, and we are seeing the number of visitors growing since launch. We will continue to work with our providers to seek new ways of using the platform.

We currently have a good level of capacity in our home care and care home market and when people wait for care it is more often due to a complex level of needs. For example, we recognise that we have longer waiting times for people who require supported living and have dedicated brokerage officers who support this area, prioritising referrals and working closely with the Community Connections Team, providers and commissioners to identify appropriate placements as soon as possible. We have also worked to reduce our voids within Oxfordshire, creating a Voids Oversight Board and working group which has developed a workplan to improve the voids process for learning disabilities (supported living), extra care housing and residential and nursing placements. This has helped to create an improved picture of supported living voids so these can be made available and returned to use quickly. We are working with colleagues in finance and digital workstreams to better utilise social care dashboards, Power BI and automation and in future this will enable teams to see data on voids in real time.

Although overall we have good capacity within our internal market there are currently 260 people placed out of area in residential placements, of whom 73 were placed

there in the last year. The key overarching reasons for this are that the person requested to be placed out of area, i.e. to live closer to a relative, or that it was not possible to identify suitable provision to meet needs in the local area. In the majority of cases this is because people have complex needs with learning disability and autism. The reasons for this are predominantly:

1. the current contractual arrangements for support and accommodation in-county do not provide the level of capacity and capability required for specific specialisms for complex needs for those people on the Dynamic Support Register when people:
 - are ready for discharge from hospital having been detained under the Mental Health Act
 - have escalating needs requiring a specialist response
 - are in transition from moving into adulthood with complex needs
2. there are specific geographical restrictions placed on an individual with a forensic history being placed in County
3. some families have moved out of County and the person chooses to be placed close to family

We are committed wherever possible to ensuring that people are able to stay independent in their own homes, and to provide accommodation for people who have been placed out of Oxfordshire to return to the county to suitable and appropriate homes. We are also committed to decreasing the number of people placed out of county in future. Through our strategic approach to commissioning and housing we are working to develop our accommodation market and reduce future out of area placements in a variety of ways.

In order to support people to live independently in their own homes, we are moving away from using nursing or residential care to better utilise Extra Care Housing (ECH) for people who have a care need but are not ready for permanent care. Our ECH offer provides people the opportunity and support to live in their own home and the ability for their care package to be adjusted over time to suit their needs. We have an ongoing focus on developing extra care housing as an alternative to residential care, and over the last 12 months have seen a 8% increase in people being supported in extra care housing with planned care.

We have commissioned additional extra care housing provision with three new Extra Care Housing schemes opening their doors over the past two years, establishing a total of 235 new units across all tenures, of which 157 are units for rental for social care nominations .

We seek to commercialise our housing operations and look for an increased flexibility and risk reduction. We have made an initial investment of £5m in the Resonance Supported Homes Fund, an Alternative Investment Fund which was established to provide high quality Specialist Supported Accommodation across Oxfordshire. The fund will raise £100m directly from Local Authorities to provide much needed accommodation across the UK. Oxfordshire's £5m initial investment

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will unlock 25 new supported living placements for people with a learning disability and Autism in partnership with Golden Lane Housing and will be delivered in 2024.

We have commissioned a specialist housing & supported living needs assessment which will report in March this year.

With this robust data, we will be in a better position to influence the number of homes in the community by providing an evidence base for the planning process and engaging in the development of the Districts & City local plan policies that are at various stages of review consultation.

The City Council along with the four District Councils are the Housing Authorities for general needs housing and we work closely with them and other partners to deliver system-wide solutions. Following the publication of the needs assessment, we will be developing a Housing Strategy, to map out how we will deliver the right housing in the right place for the people who we serve. This will include an extra care housing strategy to showcase our extra care housing service and ensure that it is an attractive, fit for purpose service.

We have developed a new ten-year Live Well Supported Service (Adults) Framework to ensure Oxfordshire has a range of providers who can demonstrate the capability and capacity to meet complex needs. The Framework will provide a new contracting and commissioning approach that the Council can tender supported living contracts through “mini tenders” as new accommodation becomes available through the council’s development programme.

We have invested through the Advance Discharge fund in two Housing Specialists to ensure best use of existing accommodation and develop capacity for complex needs. The system has also invested through the Discharge Fund in a specialist Dynamic Support Register Practitioner Team to provide intensive case management to proactively discharge back to County and support those people identified as high risk with complex needs to ensure where possible support is wrapped around the person in the community working with the Intensive Support Team (all age LD) and RAS (Reasonable Adjustments Team for Autism) to avoid admission or out of county placement.

We have also developed plans for an NHS England Capital Grant new build bid for a “Safe Space” as an alternative to hospital admission allowing time to ensure where possible an in-county resource can be identified / repairs and environmental adaptations are made to support an existing in County placement when needs are escalating.

For out of area mental health packages we continue to review out of area placements working with individuals and their families to identify opportunities to bring them back into county. Placements tend to be made out of area due to a limitation in capacity for people where needs are more complex. Once placed out of area this often continues to be the right option for them as people form local connections and have generally positive outcomes.

Whilst we work closely with the ‘traditional’ provider market one of our key values as a Local Authority is to dare to do things differently. For example, as part of the Oxfordshire Way the council commissioned Community Catalysts to stimulate the growth of micro-enterprises, focused on parts of the county where traditional care providers have a lower presence. This resulted in 86 community micro enterprises (CMEs) currently supporting 1,264 people with 3,564 hours of support.

Assistive Technology

Alongside ‘traditional’ care provision, assistive technology is also demonstrating impact enabling people to stay safely in their own homes and achieve decreased dependence on formal care. For example, the provision of a MemRabel 2, (memory clock) enabled a young adult with ASD and ADHA to become independent with personal care and taking medication. The equipment reduced his anxiety and challenging behaviour. The family described the equipment as ‘life changing’ and it provided a cost saving of £11,367 per year to Adult Social Care. The Assistive Technology team delivers mandatory training to all Adult Social Care Staff to promote these ways of working.

2023 saw the roll out of our activity monitoring training sessions, looking at Canary Care and Just Checking. There was an increase in the use of this equipment from 2022 to 2023, and evaluation demonstrates that three installations delivered a cost saving of £105,612.

Case Study – Supporting Independence Through Assistive Technology

Mary is 82 years old and has Alzheimer’s Disease. She is becoming increasingly forgetful and falling more frequently. She is very active, likes to go out to meet friends and is very sociable. She lives in supported living with no night-time support and has two daily carer visits to support with medication and meal prompts. There were reports of Mary showing increased confusion and walking at night and other residents were raising concerns about Mary’s welfare with a possible increase in care being considered.

Canary Care was installed for 2 weeks which gave us data about Mary’s actual movements both in the day and night-time. During this time no night-time door activity was detected and the use of Canary confirmed that Mary was leaving her flat but only during the day. This gave both the warden and other residents reassurance that Mary was not leaving at night and enabled her family to work with Mary to continue to support her to access the community during the day. This prevented a possible care home placement and supported Mary to continue living more independently.

We are also about to launch a pilot project using Intelligent Lilli over a six-month period in the Home First Neighbourhood (HFN) service. Intelligent Lilli is an unobtrusive activity monitoring system that allows us to monitor the patterns and behaviours of daily life to identify soft signs and changes that might indicate a change in health condition. This allows carers, loved ones and health and social care practitioners to be better informed in how and when they need to support people they are working with. Lilli will provide our HFN teams, family, carers and other professionals involved, a set of data to help us support independent living.

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Specifically, in our D2A pathway, Lilli will support decision making about whether home is the right place for an individual to remain. Evidence of positive routines, patterns of behaviour and also absence of activity over night will help us support more people to remain safely in their own home.

The Assistive Technology team also have an equipment review group to review our current and new equipment on the market. For example, we have been reviewing the equipment for Telecare with the up-and-coming PSTN (Public Switched Telecare Network) to ensure our digital Telecare equipment is suitable and resilient.

Support in people's communities

We have a strong focus on supporting people in communities through initiatives such as community capacity grants, additional extra care housing places and an all-age accommodation framework for people with complex needs. Community capacity grants are demonstrating real impact on people's lives through supporting small organisations who work more directly with our communities. For example, a grant of £9,282 to Gig Buddies has enabled them to bring together volunteers with members to support them to do fun and interesting things like going to football matches, concerts or museums. Daybreak, a charity specialising in providing activities for people with dementia and offering respite for carers has benefited from [a grant of £9,809](#) that has enabled them to support 1,500 people buying specialist equipment, nutritious meals and further staff training.

Case Study: Gig Buddies

A community capacity grant of £9,282 to Gig Buddies has had a direct impact on Katie, from Witney, who is 32 and has a learning disability. Like many people in their early 30s, Katie enjoys going out to clubs, and loves musical theatre, and thanks to a programme which introduced her to fellow musicals fan Gina from Oxford, Katie now enjoys going to the theatre and monthly Stingray club nights for adults with learning disabilities.

Katie says: "Having disabilities does not mean I can't do things I love. Through the gig buddy scheme, I've met a friend for life, going to shows in Oxford and having a great time at the Stingray nightclub. The positive experiences I have give me the confidence to take on other challenges and live life to the max."

Shared Lives

The Oxfordshire [shared lives programme](#) is a service where carers who have the skills, commitment and training have chosen to share their homes and lives with people who need support. There are around 100 shared lives households in Oxfordshire offering everything from short stays and support for a few hours a day to more long-term places to live.

Supporting Unpaid Carers

Carers Oxfordshire is commissioned by the council and the Integrated Care Board and is provided by Action for Carers Oxfordshire and Rethink Mental Illness. The service provides information, advice and support to unpaid carers over the age of 18 years who are caring for a person of any age. It supports carers to identify and manage their own needs and to plan for the future using a three-stage, strengths-based 'guided conversation' approach. This strengths-based approach aims to reduce social isolation and to enable carers to enjoy their own lives alongside their caring role. In 2022/23 the work of Carers Oxfordshire reached a large number of Oxfordshire unpaid carers through a variety of means including a telephone helpline (Carersline), email and text access, newsletters and the [Carers website](#). Our carer assessment process allows carers to complete a self-assessment giving flexibility and control. Carer payments have been introduced as part of the support plan for carers.

In a recent Healthwatch survey 44 people reported that caring responsibilities were a barrier to health and wellbeing in Oxfordshire.^{xiii} We recognise the vital importance of supporting carers' wellbeing and we have been able to introduce innovative projects that have supported carers in having short breaks from essential tasks that others may take for granted. For example, Feet Up Friday is a scheme in which a hot meal is delivered on a Friday evening for all the family so that the carer does not have to think about preparing a meal. A laundry service has also been introduced where laundry is picked up from the carers, cleaned and then delivered back to them.

Carer Champions are increasing across the whole system including our NHS Hospital Trusts, our own operational teams and throughout the council. We have established a staff carers group which has proved to be popular and is a safe space for our working carers.

Dementia Support

We work with the NHS to commission Dementia Oxfordshire a service provided by Age UK Oxfordshire to provide free, ongoing support for people living with dementia and their families in Oxfordshire. In 2023 the service supported 2,609 people living with dementia and 3,262 unpaid carers, completing 5,730 6-monthly reviews. The service is working with 71% of people living with dementia in the community. Feedback provided to the service demonstrates that it has helped to reduce isolation and loneliness, and decreased carers' anxiety and increased their confidence in their caring role. When asked about the impact the support had had on them carers report is "Made our lives easier" and that they "Feel supported".^[i] A new educational offer has been co-produced with carers and people living with dementia, some of whom now assist in the delivery of the sessions. Additional funding has meant that the service has developed a preventative Memory Support Case model to support people with memory concerns or Mild Cognitive Impairment, providing people with advice to reduce or delay progression to a full dementia diagnosis on lifestyle adjustments.

Joint Commissioning and System Working

We have a strong joint commissioning function with significant pooled budget arrangements (c £500m in 2024-25), and we work with local people in a co-design approach to commission services that meet their needs. Commissioning strategies such as our All-Age Unpaid Carers Strategy have been co-produced with carers, and we are embedding working with people with lived experience from the outset in co-designing the recommissioning of our respite services. We continue to engage carers in the oversight and delivery of the carers' strategy action plan.

In establishing the Oxfordshire Home First pathway, we have moved into a 'system led' space with our health and voluntary sector colleagues. Joint accountability for change and investment in the pathway was achieved through collaborative working on a daily basis with our acute and community health colleagues. This integrated way of working continues to ensure all stakeholders are aligned in our ambitions for the service and outcomes for the people of Oxfordshire being supported by Home First. Positive working relationships have been forged between organisational leads which have then been modelled and adopted throughout the pathway to achieve a 'one team' feel.

This joint accountability was mirrored in the recent development of the Oxfordshire Transfer of Care Hub.(ToC) which has been successfully implemented across all discharge pathways. OCC teams have worked together with our Health colleagues to establish a truly multidisciplinary forum for all discharges to be discussed. This collaborative way of working ensures equitable decisions are made, learning and cross fertilisation of skills are the new culture, and ultimately the outcomes for the person are optimised.

Within the partnership working structures of the Oxfordshire Safeguarding Adults Board there are many examples of close working between Oxfordshire County Council's Adult Social Care (ASC) directorate and health organisations across Oxfordshire. One example is the strategic and procedural work overseen by the Board, such as the development of the Threshold for Accessing Safeguarding Services (threshold of needs) matrix. This was produced through a collaboration between Adult Safeguarding, the Acute Trust (Oxford University Hospitals NHS Foundation Trust), community hospitals (Oxford Health NHS Foundation Trust) and the care provider forum to develop a document covering the categories of abuse and neglect as well as those areas commonly reported as safeguarding concerns when another response may be required (Medication Errors, Pressure Ulcers and Trips & Falls).

Supporting the Adult Social Care Workforce

The social care workforce is made up of a diverse range of roles. Professional roles include social workers, occupational therapists, registered managers of social care settings, commissioners, customer service centre specialists, care workers, project managers, cleaners, co-ordinators, and administrators. Joint recruitment strategies are in place between OCC and Oxford Health, and we continue to develop secondment and rotational opportunities. In 2022/23, the [Adult Social Care Workforce Dataset](#) (Skills for Care) indicated that there were 18,500 filled posts in

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Oxfordshire (4.8% or 900 in local authority, 78% or 14,500 in independent sector, 4.3% or 800 employed by direct payment recipients and 12.4% or 2,300 in other settings). About two thirds of these roles are workers providing direct care. In ASC there are 723.23 FTE in January 2024 and 88.35 in HESC.

Workforce is a key area of focus for the Directorate Leadership Team (DLT). Key workforce data including staff turnover, leavers, and sickness are reviewed quarterly at DLT meetings. Monthly Practice, Performance and Pounds (3Ps) meetings with the extended leadership team for the Directorate also provide a space for discussion around workforce issues.

The majority (77%) of the local authority ASC and HESC workforce is female. Across the internal and external care workforce the figure is a little higher at 80% female, and the average age is 44/45. Our internal workforce is predominantly white (87%) and whilst the population of Oxfordshire is also predominantly white, in the wider population there are 23% of people who are of an ethnic minority background, so this is not fully reflective of our population. However, as a total social care workforce across Oxfordshire including the independent sector, 29% are from ethnic minority groups. The staff vacancy rate in Oxfordshire for 2022/23 was 15.2% which is higher than the UK average of 9.9%. The local authority turnover rate was 8.5%, whilst in the independent sector it is 47.1% and the latter is significantly higher than the national average of 30.4%. This is particularly challenging in the context of the 15% of the Oxfordshire social care workforce who are above the age of 60 and therefore approaching retirement age.

We are working with care providers to support them in what we recognise can be significant workforce challenges attributable to four key factors:

- Increasing demand for care and support, as the population of Oxfordshire grows and ages
- Challenges in recruiting new entrants to social care
- Increasing skill levels required for adult social care work, as people's needs become more complex
- Challenges in retaining staff in the sector due to comparable or better pay in other sectors, for less demanding roles

A workforce strategy has been developed in collaboration with key stakeholders, including care providers, which sets out the challenges facing the workforce and how together we plan to respond to these. We sought feedback on this draft strategy ([here](#)) to help us shape a delivery plan for the next three years to ensure Oxfordshire has a highly skilled, resilient and diverse workforce that can provide quality care and support to residents who need help and support. We are going through a peer review process with Partners in Care and Health in March which will ensure that the document is robust, and after this it will be published on our website.

Our workforce development delivery plan includes key objectives of reducing vacancy rates and turnover rates as well as driving inclusivity and diversity, and training and retaining our workforce. We have recognised that attraction and recruitment efforts need to focus on and appeal to younger people. We have a dedicated post in HESC to promote adults social care careers to school leavers and

young people, reporting to our Workforce Strategy Lead. In Quarter 3 of 2023/24 there were 105 agency bookings across the Directorate, the majority of which were in social care teams. It is a key part of our resourcing strategy to address vacancy issues and reduce agency spend.

Provider feedback indicates that they welcome the way in which we are seeking to work with them and would welcome further development of this relationship through increased communication and partnership working.

We hold regular workforce round table events with a focus on working collaboratively with providers to support workforce development. This collaborative working drives tangible outcomes such as a new website that has been launched aimed at bringing more people into caring positions in Oxfordshire. [Proud to Care Oxfordshire](#) has been developed by Oxfordshire County Council in partnership with Oxfordshire Association of Care Providers (OACP). The website highlights the broad range of jobs available in the care sector as well as providing a free platform for care providers to advertise any opportunities they have available.

We have also worked with The Care Workers' Charity (CWC) awarding them a total of £322k, of which £319k was assigned to the crisis grant fund which is used to financially assist current, former or retired care workers. One person who received this support described how the funding enabled them to continue to work in their role in a care home in Oxfordshire (see more [here](#)).

Our workforce strategy draws on data from the social care workforce dataset that does not include data from the most VCS partners, but we recognise that this is a sector that also faces key workforce challenges. As a key partner we will continue to work together with the voluntary and community sector through governance such as the Transformation Group and PIP to discuss these important issues.

Case Study – Workforce Round Tables

We have held a series of workforce round tables to explore and investigate our shared workforce challenges. These events have fostered sharing of good practice and collaboration enabling providers to support each other in developing ways of working. One organisation shared an example of how they have worked to champion their diverse workforce and generate mutual understanding between them and the people they support. This has encouraged a more person-centred relationship between people being supported and their care workers based on shared experiences. Other organisations have then mirrored this approach with international recruitment with positive outcomes.

Quality Monitoring of Services

Our approach to quality monitoring of externally provided services is set out in our Quality Improvement Protocol.^{xiv} The council's Quality Improvement Team undertake a range of monitoring interventions gathering performance data and where required conducting regular contract monitoring meetings. They will also conduct periodic on-site reviews and work with safeguarding, regulatory bodies, inspectorates, as well as

commissioning and operational teams where there are issues of concern. The quality improvement team draw on a wide range of sources including KPI data from providers, provider assessments, capacity tracker data and information from expert by experience quality checkers.

Where people receive care out of county we will work with the host local authority to assure ourselves of the provider's quality before a placement is made. In most cases we will expect the host authority to lead on managing the performance of providers in their area. We will have regular contact with host authorities with whom we have an out of county placement to ensure the provider continues to operate to a good standard or, if providers require improvement, to get updates on action plans.

The quality improvement team and safeguarding work together to ensure that provider performance and safety are closely monitored and that where the quality of service is not at the required standard appropriate action is taken and, where needed, embargoes are put in place until the issues have been addressed. We communicate this to the providers and to operational teams as traffic lights; with Green indicating no concerns with the provider, Amber indicating issues around the standard of care and to seek advice from Quality Improvement before placing and Red to indicate serious concerns and not to use. The provider will be given timeframes in which to make the improvements with a warning that a failure to do so may result in contract termination.

We are exploring the possibility of working with our care providers to include people who use care, support and housing services in quarterly contract meetings. This would further widen existing channels of engagement in quality improvement such as requesting feedback from people who use services, their families and friends, and allows us to hear first-hand from people with lived experience and use this to drive improvement.

Case Study: My Life My Choice

My Life My Choice is an advocacy service run by people with learning disabilities and autism. The council funds them to act as experts by experience, reviewing our services and respite for people with learning disabilities and autism and delivering reports and recommendations on those services. Working in this way over the last 10 years we have developed strong relationships with the group who triangulate our quality assurance and provide us with an alternative perspective based on the experiences of people using and living in our services. My Life My Choice review over 40 services per year and they work directly with people using services and their families, and some of their experts by experience also live in supported living themselves. Last year (2022/23) they spoke to 116 people with learning disabilities in supported living and communicated with 53 families (2022/23). Quality Improvement Officers work closely with them, sharing learning and bringing together different perspectives to build a stronger view. My Life My Choice share their reports directly with people who use the services and their families and produce easy read succinct reports.

CQC Theme 3: Ensuring safety within the system

Our Ambition

Our ambition in Oxfordshire is to continue to embed safety and safeguarding into our practice, procedures and strategic decision making. We want to promote a culture of learning and continuous professional development from adverse events, and from sharing good, safe practice across the system partners.

Our Strengths

- A robust Safeguarding Adults Board which oversees learning from adverse events
- Making Safeguarding Personal is embedded in team practice and procedures
- Good practice around transitions including for young people aged 16 to 25 and for people leaving hospital

Areas for improvement and development

- Managing demand into safeguarding and reducing wait times
- DOLS waiting list figures are high and have continued to increase and we are implementing an action plan to address this
- Improving audit methodology to ensure practice learning drives strengths-based practice

Key Statistics

Activity	Working Well	Priority Area
6770 safeguarding concerns in 2022/23 of which 28% went on to Section 42 enquiries	73% of people who use services feel safe compared to 70.9% in the region and 69.7% nationally	Number of safeguarding concerns raised has increased by 14% from 2021/22 to 2022/2
98% of people where desired outcomes were asked for and expressed had their outcomes fully or partially met from a safeguarding enquiry in 2022/23	90% of adult social care providers in Oxfordshire are rated good or outstanding compared to 83% nationally	352 DoLS applications completed per 100,000 population in 2022/23

Moving Into Adulthood

We have good transition pathways for young people aged 16 to 25 through our co-produced Moving Into Adulthood Team. As a Local Authority we have recognised the importance of a positive and successful transition into adulthood for young people

with additional needs. This has resulted in us creating through co-production a standalone 'Moving into Adulthood'(MiA) Team which has been in operation since June 2021. The team aligns with Education and Health and Care Plan (EHCP) processes and works with young people until they have successfully transitioned from education into adulthood. Our children's occupational therapy team work with adult occupational therapists and housing to ensure joined up working and smooth transitions between children's and adults' services. We have seen positive impact being made with more coordinated multi-agency working, earlier identification of young people who will need ASC support and smoother transitions at key points in a young person's life such as when they turn 18 and when their EHCP is ceased. This has led to an increase in young people open to the team from 229 in 2021 up to 463 in February 2024. The percentage of people referred to the team who have an assessment in place by their 18th birthday has increased from 58% in 2021 to 84% in February 2024 with 77% of young people having a support plan in place by their 18th birthday, compared to 20% in 2021.

Transfer of Care and Reablement

The hospital discharge pathways in Oxfordshire have also been a significant area of development over the last 12 months. Building on the existing success of the relatively new Home First reablement pathway, (achieving an average of 77% of people reaching full independence over the last 12 months) the teams have worked through pilots and test and learn cycles to move into a fully implemented Discharge to Assess (D2A) model in January this year. The Oxfordshire D2A model aims to reduce the time people spend in hospital once they are medically optimised to leave. This 7-day service consists of four Home First Neighbourhood teams, who are community based and a front door team working into the Oxfordshire Transfer of Care Hub. The Transfer of Care Hub is responsible for convening a decision-making multi-disciplinary team to decide on the appropriate discharge pathway for the patient and coordinates proactive planning for discharge to ensure the patient is ready to leave on the day they are Medically Optimised for Discharge. This collaborative team is made up of staff from acute health, community health, social care, voluntary sector and housing and convene three times a day to ensure joint decision making for people leaving hospital happens in a timely and joined up way.

Data so far shows that around one third of people who would have previously been referred for an ongoing package of support prior to hospital discharge, are now being supported under a reablement framework and have reductions in their support needs and increases in independence. Based on December 2023 figures this means an additional 92 people were supported on a reablement pathway, contributing to the reduction of 1,152 reablement care hours in that month alone.

The D2A model not only supports hospital flow, it supports strength-based working and the Oxfordshire Way, recognising that longer stays in hospital can lead to worse health outcomes particularly for older people. This is our drive to make going home the default pathway, with alternative pathways the exception for people who cannot go straight home. Being able to support and assess people in their own environment promotes dignity, control and personalisation of the support being provided. Understanding people as individuals, and how they function within their own home, helps our social care staff to identify community-based resources that will support

sustainable independence. Preliminary data shows that people leaving hospital under the D2A pathway are getting home more quickly once medically optimised, with fewer delays.

Support in people's home at the point of discharge is delivered by D2A pathway strategic providers. These providers use an enabling approach to all the support they deliver ensuring they work closely with our new Home First Neighbourhood teams. Daily MDT meetings and huddles provide opportunities for working with our providers but also our acute health and community health colleagues to ensure a person's needs are met holistically.

The hospital social care team includes a link worker role to work collaboratively with providers and ensure effective liaison with people and their families throughout the journey. A link worker is allocated for each person leaving hospital. This may be a social worker, Occupational Therapist, or coordinator who plans the provision of reablement, voluntary support/signposting or formal care via a Care Act assessment where necessary. The service includes provision of physiotherapy to support rehabilitation needs and to maximise independence wherever possible. Having physiotherapy embedded in a social care service is a strong example of joint working between the local authority and the NHS and demonstrates the commitment to system working to achieve the best outcomes for Oxfordshire's residents.

Case Study – Impact of Reablement

Mrs H (90) was admitted to hospital having had two falls, with a long lie on the floor before being discovered after the second fall out of bed. After a few weeks in hospital Mrs H was discharged home with reablement support through Home First. The Home First occupational therapist met with Mrs H who explained that before her fall she had been attending the gym and was a former athlete. They talked about her awards and achievements and Mrs H explained how she wanted to live her life and do things for herself including going to the gym. The reablement team including support workers and the occupational therapist worked with Mrs H to help her regain her independence in managing her personal care, to regain her confidence and get back to using her stairs. By the second week of reablement support, Mrs H felt ready to go outdoors again and walked to the end of the road and back with the occupational therapist but without any mobility equipment, getting her towards her goal of reaching the bus stop in order to get back to the gym.

Small items of equipment were provided to help Mrs H feel secure in bed and to use her shower. After 19 days of reablement Mrs H was discharged as independent with no ongoing care needs.

Transfers Between Teams

Through the Oxfordshire Way our goal is to put people at the heart of all we do, thinking innovatively about how we deliver support. Good collaborative working between teams and our partners is a key part of this. We know this is an area of importance for people who use our services and carers, and some people report that they experience a lack of co-ordination across workers, departments or services.^{xv} We are working hard to

address this, and continuity begins from the very first point of contact, as our Customer Service Centre staff use the same prioritisation tool as our locality teams, ensuring a consistent approach leading to a proportionate response and robust identification of risk and required action.

When there are overlaps between teams, for example a referral to both an occupational therapist and a social worker we work collaboratively to deliver the best assessment for the person, and staff are trained as trusted assessors with the skills to avoid unnecessary transfers between professionals. We work actively to reduce transfers, looking for the best fit to promote the best interests of the person. If transfers are necessary it is part of our process to inform the person so that this is clear and transparent. We are constantly striving to improve transfers, for example locality teams are working with safeguarding to further develop 'warm' handovers when people move between safeguarding and other teams and are exploring the potential for co-location and shadowing of roles to promote mutual understanding of roles and responsibilities. The review team also takes a collaborative approach, identifying a practice supervisor to link to the receiving team to ensure a smooth handover when there is an identified change in need.

This approach is extended to our external partners. For example, we have funded posts from external partners within locality teams, e.g. Oxford City Council, Homelessness and Disabled Facilities Grant work / Housing Occupational Therapy. We work with the Health Integrated Locality Team, attend MAPPA level 2 and 3 meetings with our external partners and our Occupational Therapy and Home Improvement Agencies have a joint database to enable transfer of referrals and warm handovers. We undertake joint multi-disciplinary assessments when people are transitioning out of continuing healthcare funding to ensure that there is no delay or difficulty in transition for the person.

We have information sharing arrangements with our key partners, for example Carers Oxfordshire and the Fire and Rescue Service have access to our database to enable them to link with our teams, and we have a health information exchange which enables social care to view relevant health care data avoiding people having to tell their story twice.

Approved Mental Health Professional Service

Our Approved Mental Health Professional (AMHP) Service safeguards the rights of service users through checks and balances by offering an alternative to the medical model. We engage with individuals and carers/families when people experiencing mental health crisis have met the threshold for assessment under the Mental Health Act 1983 (MHA). We ensure decisions are within the context of least restrictive options for the service users and uphold and support civil liberties under the Human Rights Act 1998. The number of referrals to the service are around 1,500 per year (see Figure 5).

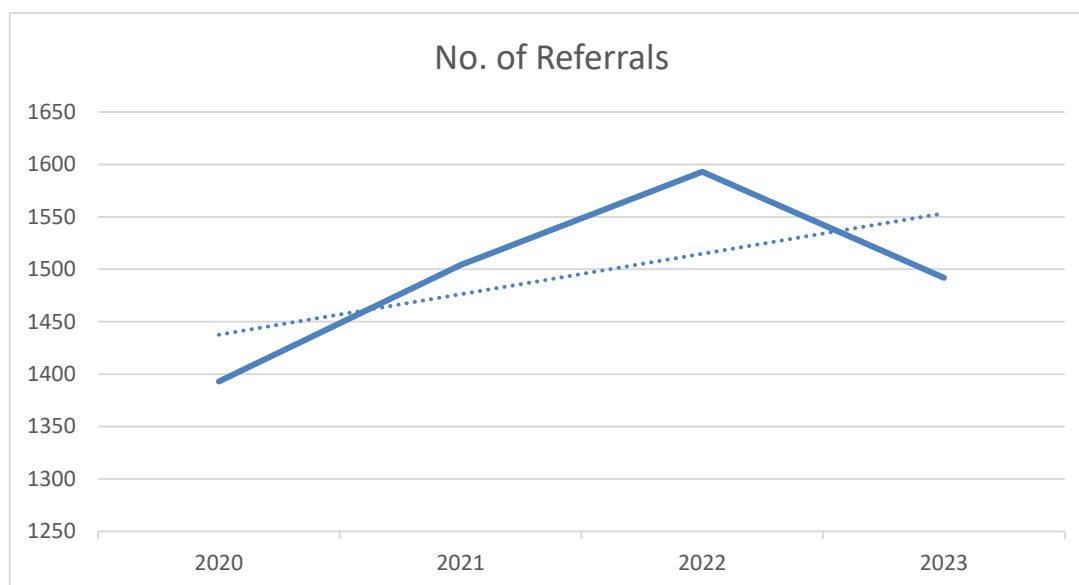


Figure 5

Our AMHP workforce is composed of a combination of rota, casual and substantive staff. Nationally, recruitment of AMHPs is challenging and we have therefore committed to a model of 'growing our own AMHPs' by identifying and investing in suitable trainees. The AMHP training co-ordinator commissions suitable refresher training and keeps a record of training undertaken.

Case Study –Supporting a person with extensive needs to return home

Bob (78) with a diagnosis of Bi-Polar and mild-cognitive impairment and depression was referred to the Older Adult Mental Health Social Worker Team by the Older Adult Mental Health Community Team due to increasing risk of further deterioration of his mental health. He was not taking his medication as prescribed, there was some self-neglect, his informal care support was at risk, and his physical health was significantly at risk due to the unhygienic and unsafe condition of his home. He had had a number of falls and was not attending to his personal care.

Bob agreed to move into a short-stay placement at a local care home and for improvements to be made to his home environment to reduce risk. Bob's mental wellbeing improved significantly in the care home, he engaged with care staff and professionals, ate well, slept better, kept active and was accepting personal care. A re-assessment recommended that a full-time residential placement would be appropriate to support his needs, but Bob wished to return home. A Mental Capacity Assessment was completed which determined that he had the capacity to that decision.

Now home, Bob has shared his appreciation for the social work intervention, and returning home has provided him with a fresh start in a safe environment where he can live a rich and fulfilled life within his own home whilst still mitigating risk. Delivering the Oxfordshire Way and applying a person-centred approach, enabled Bob to voice his wishes to return home and for this to be achieved.

*Name altered to anonymise

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In addition to formal supervision of individual AMHPs, AMHP reports are scrutinised on a continuous and on-going basis by the management team for quality, as are supervision records. Every AMHP is required to complete a report on our case management system of each MHA assessment they undertake, recording the reason for the assessment, the assessment itself, the risks to the patient and capacity of that patient to make decisions, and the outcome of the assessment.

Our AMHPs work well with our partners including Oxford Health NHS Foundation Trust, Oxford University Hospital NHS FT, Thames Valley Police, and South-Central Ambulance Service and have worked to develop and sustain positive multi-disciplinary relationships.

Contingency and Emergency Preparedness

Our Emergency Duty Team (EDT) comprises 10 adult social care social workers and 10 children's social workers. They provide an out of office hours social work response and are co-located with Thames Valley Police, a collaboration which has enhanced working practices around safeguarding children and vulnerable adults.

We have business continuity plans in place across the directorate, as well as a council-wide incident management framework. We have a bank of volunteers from across our staff who form a core team to respond to unexpected incidents and support people with an adult social care need.^{xvi}

Provider Monitoring and Provider Exits

Latest published data shows that 72.6% of people who use services in Oxfordshire feel safe, compared to 70.9% in the region and 69.7% nationally. A further question which asked specifically if our services make people feel safe found that 85.7% said that they did compared to 86.8% in the region and 87.1% nationally.^{xvii}

The CQC provider ratings evidence that that 90% of social care providers in Oxfordshire are good or outstanding compared with 83% nationally.

The safeguarding team works closely with the quality improvement team to identify risks. Strategy discussions occur early in the process and a multi-disciplinary approach is taken where appropriate. We have a Multi-Agency Risk Management (MARM) process for high-risk cases. MARM meetings are well-supported by ASC and health partners working together to provide professional expertise. MARM demonstrates a strong collaborative approach to working with the individual to reduce risks in their lives, working preventatively to ensure people remain autonomous and feel empowered in their lives. Work is in progress around transitional safeguarding. Serious Concerns meetings and our Care Provider Governance Board are further examples of partnership working, learning and quality assurance.

We have recently refreshed our serious incidents process and guidance to provide clear guidance and a governance structure for all staff. Our serious incidents are to be reviewed via the Internal Assurance and Governance Board. Our serious

CQC Theme 3: Ensuring safety within the system

concerns process is established through our Quality Improvement Protocol which has been recently refreshed.

The council has developed a clear approach to provider handbacks and contract terminations. Where contracts are ended the quality improvement team work with operational colleagues and other stakeholders to ensure that each person continues to receive the care that they need. They do this through a multi-disciplinary meeting to address each person's needs in turn and take appropriate action to review their needs and resource care where required. For example, a large home care provider failure to assure the council of its ability to provide safe care for the 130+ people they supported. The concerns included mistreatment of overseas workers, recording errors and invoicing discrepancies. After following the traffic lights process a decision was made to terminate all of the care packages and resource care. As a result of the process outlined above all packages were resourced within 2 weeks.^{xviii}

Case Study – managing provider failure

In December 2022 'Homecare Company A' approached the Council to advise that they couldn't continue to operate their homecare business without significant investment. This would have meant increasing their per hour rates well above the established baseline for homecare in the county. This would not have provided good use of budgets to meet the needs of all our residents and we reached a **mutual agreement** that 'Homecare Company A' would **exit the market**. The council worked with the provider to ensure that there was no gap in care delivery while alternative providers were sourced, and reviews were undertaken with people who were being supported **working collaboratively** with them to agree on next steps. This approach allowed us to **put the resident at the heart of everything** that we did and ensured that an ongoing working relationship with the wider organisation behind 'Homecare Company A' could be maintained.

Safeguarding Adults Board

We have a robust Safeguarding Adults Board (OSAB). We commission an annual self-assessment and peer review which includes feedback from partner agencies. The engagement sub-group is active and includes our advocacy provider and similar organisations, such as My Life, My Choice. Through them and the partner agency's existing engagement mechanisms the subgroup aims to gather the voices of those with lived experience.

Safeguarding thresholds are clearly set out in OSAB procedures and the matrix is used for referrals. Referral data is analysed and identified trends are addressed with the agencies through information sharing meetings and at the Board.

Safeguarding training begins at induction and the training subgroup of the SAB (joint with the OSCB) coordinate ongoing training. Training is evaluated through the subgroup. Education on the issue of modern slavery is included in pathways and training.

Case Study: Homeless Mortality Reviews

As a result of work through our Safeguarding Adults Board a Homeless Directors' Group was formed bringing together partners from the County Council, City and Districts, with key stakeholders including health and probation. This multi-agency approach has strengthened our oversight of this key area of work and has led to the creation of Oxfordshire's Homelessness and Rough Sleeping Strategy 2021-2026. Crucially, it has also led to a regular Homeless Mortality Review Meeting which has enabled us to get to root causes of homeless mortality with the aim of instigating preventative measures to support this vulnerable group within our population. Bringing people together for Homeless Mortality Review meetings enables partners to have open and honest discussions which drive forward learning in a safe space.

As a partnership we have also introduced a new role of Making Every Adult Matter Officer which has a key focus on identifying trends in homeless mortality and working with the most complex to support them and reduce and prevent further excess deaths.

Safeguarding

In 2022/23 Adult Social Care in Oxfordshire dealt with 6770 safeguarding concerns. Demand into the Safeguarding Team continues to increase as the number of concerns raised has increased by 14% from 2021/22 to 2022/23. Enquiries have also risen over the same period by 10.5% (Figure 6). We have working to reduce the number of inappropriate referrals received into the safeguarding team. This has included meeting with key partners to address the issue at source, such as South-Central Ambulance service (SCAS). SCAS has presented to the Board regarding work they are undertaking internally to reduce inappropriate referrals across authorities, such as delivering safeguarding training to their staff and undertaking routine auditing. Work is being piloted in Hampshire and we will be looking to evaluate the impact. Further work with other partners including the police and providers is planned. Our Safeguarding team operate a consultation line that is monitored by a manager who answers queries and signposts to relevant teams and services when not appropriate to for safeguarding.

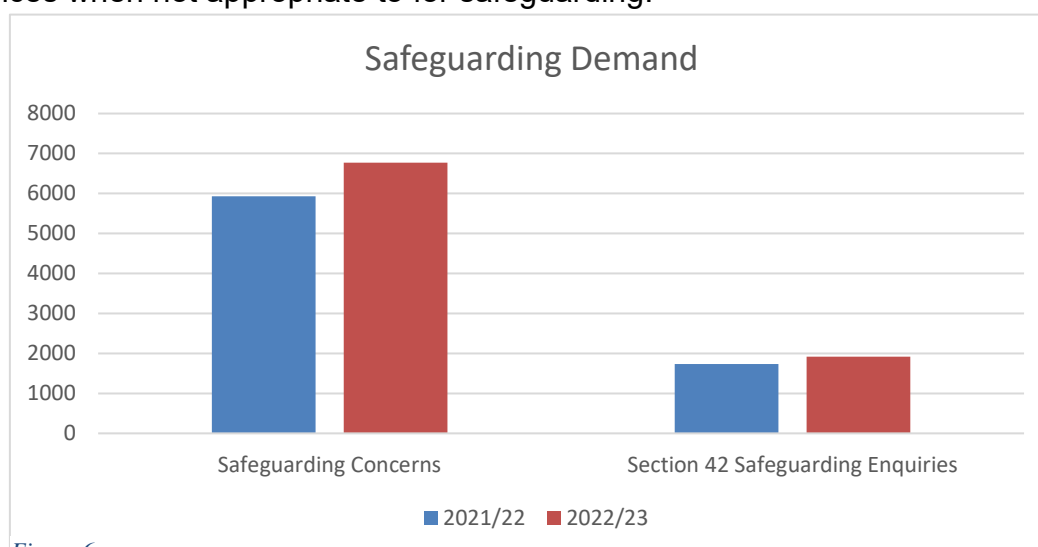


Figure 6

CQC Theme 3: Ensuring safety within the system

The Care Act does not define timescales for safeguarding, but we have set internal timescales based on the outcomes of a benchmarking exercise where timescales proposed by other local authorities were researched and considered:

- Concerns should be raised on the same working day
- Triage of concerns should be completed within 2 working days
- Allocation of enquiry to a worker within 10 working days from completion of triage
- Enquiries should be completed within 20 working days from allocation

These timescales provide a framework but are approached flexibly, for example where there are complex cases.

A new service manager for safeguarding is now in post and an action plan is in place to reduce waiting times and work together with partners to ensure partners are confident in raising appropriate safeguarding referrals.

A robust action plan has been implemented introducing a weekly meaningful measures meeting between the Deputy Director, Service Manager and the safeguarding leadership team to support staff to develop practice, increase oversight and awareness on cases. A planned trajectory to decrease open triage cases and open enquiries is being closely monitored and is demonstrating impact (see **Error! Reference source not found.**). It should be noted that triage numbers increased in November due to fluctuations in staff resource which have now been addressed. The fluctuations in staffing created temporary shortages resulting in delays in the Triage pod. To respond to this, we have increased staffing and in December, we adopted an all staff on duty approach. All safeguarding staff work in the office to support peer to peer learning. This has led to improvements and in recent weeks the numbers of referrals are stabilising, and timeliness has improved in cases opened over 5 days. We anticipate that further improvement in triage pod will be gained through close monitoring both within the meaningful measures and weekly meetings with Practice Supervisors.

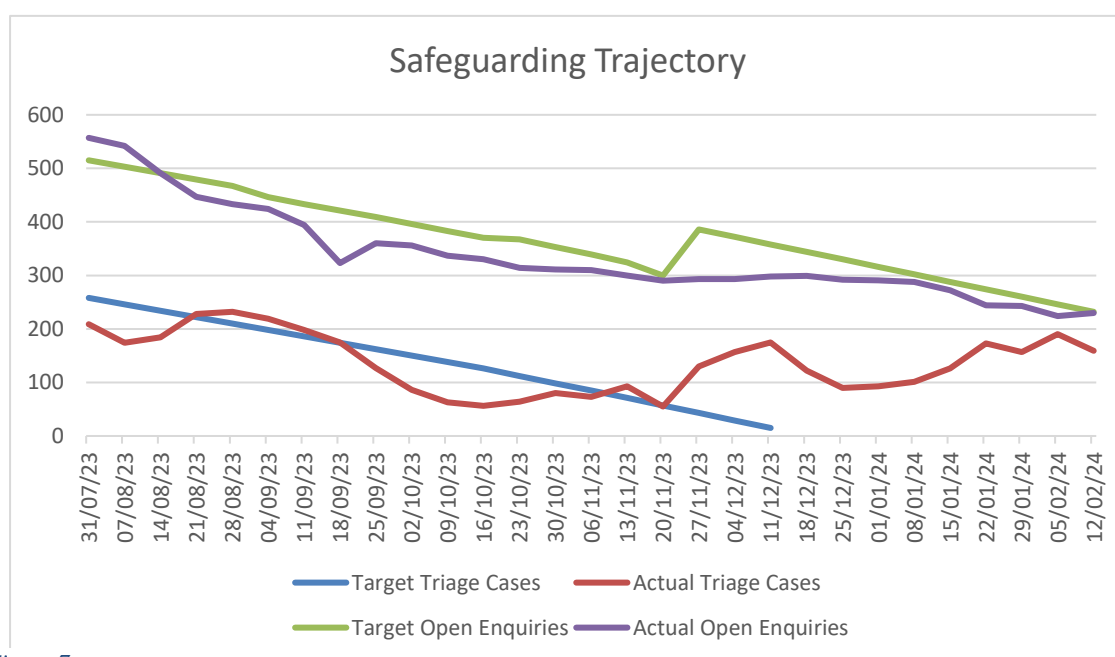


Figure 7

Particular focus has been given to unallocated cases. In June 2023 this stood at 322 people. On 12th February 2024 unallocated cases currently stand at 29 people with a median waiting time over the last 12 months of 10 days. There is more work to be done in this area with the action place to support this.

Making Safeguarding Personal

Making Safeguarding Personal (MSP) is embedded in the team practice and procedures and refresher learning sessions are delivered by the Principal Social Worker. People going through the safeguarding process are asked what outcome they want to see, and this is recorded and later reviewed to monitor if it is achieved. The percentage of section 42 safeguarding enquiries where the desired outcomes were asked for and expressed and were then achieved was slightly higher than the England average for 2022/23. Outcomes were fully achieved for 63% of people in 2021/22 rising to 68% in 2022/23 of those who expressed a desired outcome. Nearly all (98%) had their outcomes either fully or partially met in both 2022 and in 2023.^{xix}

Auditing of safeguarding practice is feeding into action planning to ensure that desired outcomes are asked for at the earliest stage. The service manager and operations manager are currently completing a number of audits to see if MSP remains embedded in practice as well as timelier decision making whilst ensuring that desired outcomes are achieved.

Deprivation of Liberty Safeguards (DoLS)

The Deprivation of Liberty Safeguards (DoLS) is the procedure prescribed in law when it is necessary to deprive of their liberty a resident or patient who lacks capacity to consent to their care and treatment in order to keep them safe from harm.

Councils in England have significant backlogs in processing DoLS applications, and the requirement to complete a standard DoLS authorisation within 21 days and urgent authorisations within 7 days is frequently not being met. In 2022-23 Oxfordshire completed 352 applications per 100,000 population compared to an average in England of 638 and the percentage of DoLS authorisations completed within 21 days was lower than the England average, and the average time from receiving an application to last assessment was also significantly higher.²

Due to unforeseen changes in service management arrangements in 2022 and a delay in the Liberty Protection Safeguards being implemented, gaps in staffing highlighted the need for a review of existing staffing levels. This has led to a business case and procurement piece to reduce 500 of the longest waiting cases in this financial year, and in Q1 of 24/25 an action plan to further reduce the DoLS waiting list is also being introduced. An ADASS rag rating tool is used when all authorisation requests are received ensuring that a clear procedure is in place to determine urgency and risk.

² For details of the average, median and longest waits over the last 12 months see IR29 in the Local Authority Information Return.

Mental Capacity Act and Best Interest

We adhere to the Mental Capacity Act and associated Best Interest principles in the Code of Practice in all areas of adult social care practice. The DOLS Team provides support and guidance in implementing the Mental Capacity Act to teams and individual practitioners. All staff complete necessary e-learning as part of their induction training and additional refresher training is available. Staff are supported to develop their assessment skills via supervision, reflective discussion and observation within their teams. Occupational Therapists complete the core e-learning sessions available to all staff. In addition to this we have recently embedded additional learning and development sessions to focus specifically on Mental Capacity/ Best Interest in relation to Occupational Therapy. This gives the staff examples which they can apply to practice.

The DoLS team supports teams with targeted CPD sessions on request. Practitioners consult with the team with queries and dilemmas. Work has started to support teams to recognise when a deprivation of liberty is occurring and to ensure that appropriate referrals are made in a timely manner. The team works with partner agencies, care providers and carers representatives to increase knowledge and understanding of the Mental Capacity Act and DOLS.

Mental Capacity Assessments and Best Interest decisions are a key part of safeguarding safety planning. We undertake mental capacity assessments to identify whether people referred to safeguarding can make a decision about their desired safeguarding outcomes, or whether that decision will need to be made in their best interests. Where the person is assessed as lacking mental capacity, it is ensured that they have advocacy support, either through an informal route or through formal advocacy services. The Mental Capacity Assessment also underpins the right of people with capacity's right to make their own choices.

Complex Needs

We have a Dynamic Support Register in place for those with high complex needs with learning disability and autism. We have strong partnership working around the (Learning Disability Mortality Review) LeDeR process which provides a thorough multi-agency review of how all organisations have worked with an adult with a learning disability who has died, regardless of cause of death. Health and Social Care organisations come together to pool their collective knowledge of the person and scrutinise the practice of organisations and how they worked with the person to determine if this was of a good standard. These reviews have led to challenging but constructive conversations between partners holding each other to account without blame that have improved the outcomes for adults living with a Learning Disability. This was demonstrated during COVID, where the rate of deaths amongst the LD population was the same as the general population, despite reports from other areas that adults with LD were disproportionately affected. Equally, this joint working and scrutiny has led to the leading cause of death for an adult with LD in Oxfordshire to be the same as an adult in the rest of the population ([VAM \(LeDeR\) Panel Annual Report 2021-22](#)).

Quality of Practice

Our Quality Assurance Framework drives a focus on quality practice and continuous improvement and assurance outcomes are scrutinised by Internal Assurance and Governance Board.

Our Practice Standards describe the way that we work in Oxfordshire Adult Social Care and the expectations for the quality of practice. They describe the processes, principles and standards of practice that can be expected by the residents of Oxfordshire, our colleagues and our partners. They support us to ensure safe, ethical and effective practice, keeping the people we work with at the heart of all we do. The practice standards are linked to our corporate values and our vision for adult social care, including “The Oxfordshire Way”. They are derived from legislation, statutory guidance, and professional standards. The Practice Standards are newly published, and we are in the process of socialising the document with staff and ensuring it is a useable tool to support practice development.

Recent practice audits have been completed for locality teams and the safeguarding team. Both results highlighted the need to focus on the voice of the person, their desired outcomes and timely contact from the service. Feedback and learning sessions led by the Principals have been delivered alongside the implementation of the Practice Standards.

The Principals also audited the waiting list to identify areas of practice development and how we can best manage the risk. As a result, Locality One Page Screening Guidance has been developed in consultation with staff. This provides support and structure for the management of locality waiting lists and supports staff to make decisions, involve the person and record in a consistent manner. This work has supported the teams to manage risk within their waiting lists, reduce the number of people waiting via screening practice and ensure consistent practice across the teams. The Principal Social Worker and Principal Occupational Therapist have reviewed our audit and quality assurance processes and refreshed audit tools are currently in development.

CQC Theme 4: Leadership

Our Ambition

We have a clear strategic vision for Adult Social Care set out through the Oxfordshire way. Our ambition is to embed and promote a culture of continuous learning and improvement across our workforce. We want to build a modern service that promotes innovative solutions to the needs of our residents.

Our Strengths

- There is strong leadership with clear vision, well understood roles and practice leadership
- We are actively involved in sector-led improvement locally, regionally and nationally
- We have a strong commitment to innovation and continuous improvement

Areas for improvement and development

- Improving our use of data to strengthen monitoring of performance and quality
- Expanding our sources of continuous feedback from people who use our services to drive learning and development
- Principal-led learning through audits to drive ongoing practice improvement

Key Statistics

Activity	Working Well	Priority Area
Over 300 staff in 14 teams gained professional development through team-led transformation approach	95% of staff agree they feel confident the work they do has a positive impact on citizens	264 audits completed on people on waiting lists

Well-led

We have a clear, strategic vision for Adult Social Care established through the Oxfordshire Way.

The Oxfordshire Way is underpinned by the strategic intentions set by our Corporate Plan and the directorate has a service plan with clearly identified priorities and plans that are monitored on a quarterly basis by our Directorate Leadership Team.

Oxfordshire's political and executive leaders are well informed about the potential risks facing adult social care and governance arrangements are in place to ensure they are kept updated on issues. There are regular briefings with the Cabinet and portfolio holder and wider Members. People's Scrutiny are briefed regularly on issues including budgets, risk, and assurance.

We do however recognise that our recent workforce survey highlighted that for our staff, and particularly those at team manager level across the directorate, leadership is seen as an area for further development. We are addressing this through a variety of means including staff listening events, drop-in sessions, increased visibility of leaders in our offices.

Risk Management and Assurance

We have robust risk management processes in place through risk registers and performance monitoring arrangements. We have an Internal Assurance and Governance Board that meets monthly and reviews areas such as complaints, serious incidents and concerns and safeguarding.

A new data reporting and analysis approach has been developed that will further strengthen strategic oversight, inform prioritisation and drive continuous improvement through internal and external benchmarking. Adult Social Care are also working alongside public health to utilise data effectively in order to tackle inequalities.

Oxfordshire's Internal Assurance and Governance Board and 3Ps extended leadership sessions both meet monthly and provide internal scrutiny and challenge and report to ASC Directorate Leadership Team.

The ASC Staff Forum has been refreshed and feedback from staff is being captured and shared with Internal Assurance and Governance Group through regular reports from the Principal Social Worker and Principal Occupational Therapist.

Sector Leadership

We are actively involved in national and regional learning and improvement demonstrated by our role as a trailblazer for the charging reforms. Through this programme we worked alongside the DHSC and 5 other Local Authorities to shape reform implementation

Financial Strategy

There is a clear Medium Term Financial Strategy in place and Adult Social Care (ASC) has a clearly developed savings plan which demonstrates its understanding of the savings targets for ASC as well as the approach it takes to oversight of delivery and realisation of benefits. Savings plans are aligned with our overall priorities and are transformational. There is clear governance for this process through the '3Ps' and DLT.

Transformation

There is a transformation programme in place with project management and strategy support from a dedicated Strategy and Innovation team. The transformation programme is reviewed monthly through Transformation Directorate Leadership Team meetings.

Living our Values

Our Delivering the Future Together Programme is firmly embedded in all our Council teams including Adult Social Care. The values of integrity, equality and diversity are a strong focus of the programme. The senior leaders have completed training in the programme and live the values alongside the workforce. Our supervision guidance which has been refreshed over summer 2023 refers to the programme and the values base, it encourages managers to consider members of the team who may have protected characteristics and how any support may need to be adapted to accommodate this. The guidance asks for feedback to be shared and to actively encourage staff to give and receive feedback, and staff have received a learning session with a focus on supervision.

We are a Disability Confident Employer and Stonewall Diversity Champions and hold gold status Armed Forces Covenant. We have a range of staff groups to connect, empower and champion for staff including the LGBTQI+ awareness network, the Carers' Network, and the Race Equality and Cultural Heritage Network (REACH). A new Women's Network was launched in September 2023, and our Young People's Network is relaunching in February 2024.

Learning from feedback

Over the past year Adult Social Care has been developing its approach to gathering, triangulating and responding to feedback from people who use our services and local residents. Learning from this feedback enables us to improve the ways we work with Oxfordshire residents as part of our continuous improvement journey.

During 2023 Adult Social Care piloted and then rolled out across the service a survey for people who use adult social care services that is issued at key trigger points along their care and support journey. Between 9th January and 14th December 2023, 357 people completed our ASC survey. We make the survey available online and the majority (70%) accessed it in that way, but over 100 people chose to complete and return a hard copy by post. Internal Assurance and Governance Board has initiated receiving monthly updates on the outcomes of the survey, via the Principal Social Worker report. The Board also receives quarterly Complaints Reports and the Voice of the Customer Manager attends the Board in order to discuss key themes, trends and learning. On average there are 45 complaints received each quarter and a similar number of lower-level issues which are classed as service requests or concerns. The majority are coded as 'multiple issues' reflecting the often-complex nature of people's complaints. However, other common issues are disputes over financial or funding issues, service failure, and lack of contact or action.^{xx} Our complaints policy is published on our [website](#).

Embedding Co-Production

Underpinning all our work is a focus on the impact we have on people's lives and the outcomes for our residents. We recognise that working in co-production is vital to ensure that people with lived experience work alongside us to shape services.

We have recent, encouraging examples of good practice in this area. For example, our new [All-Age Unpaid Carers Strategy](#) has been launched having been designed hand in hand with carers through co-production. Officers worked in partnership with carers from the outset ensuring carers' experiences and expertise drove the development of the strategy to make it meaningful and beneficial. Partners from health, education and social care, city and district councils and voluntary organisations including Carers Oxfordshire were also involved.

Case Study – Coproducing our new All-Age Unpaid Carers Strategy

Oxfordshire County Council has developed a new all-age unpaid carers strategy directly with people who have real life experiences of being an unpaid carer. During the initial stages the council heard from 1,600 carers of different ages and faiths and from various locations across Oxfordshire. Partners in health, education and social care (HESC), city and district councils and voluntary organisations such as Carers Oxfordshire have also been helping to create the final version of the strategy for consultation.

Elsa Dawson a carer from Oxfordshire was central in developing the strategy, using her own experience and talking to other carers about how they can be better supported. Working alongside carers in this way has strengthened our strategy ensuring it will help to support them better in future. Elsa reflected that "It is so important that carers are given the support they need, helping them to live a life alongside caring. We've listened to more than one and a half thousand carers, each with a different story to tell, and brought this all together to form the strategy."

As well as driving our strategic direction, we also work directly with people with lived experience to co-design the frontline services they require. A new pub room '[Cheers M'Dears](#)' has opened in Banbury for people who use the Council's community support service. The space was co-designed with the people who use the service and created in partnership with the local community who provided donations and funding from the Friends of Redlands charity. The new space provides a social setting and also opportunities to learn new skills and experience to support meaningful employment in the future.

We take a continuous learning approach to co-production to embed this good practice and staff are offered regular training opportunities on co-production as well as having a wide range of tools to gather feedback, engage with people and hear their views. Our [Let's Talk](#) platform provides us with a channel to share engagement opportunities with people and to provide feedback through 'You Said We Did' reports, such as recent work to update our [care home standards](#) based on engaging directly with care home residents. During co-production week in early July 2023 there were daily talks from external speakers highlighting the power of co-production

practice including discussion of digital exclusion for older people and carers' experiences.

We have a corporate [consultation and engagement strategy](#) and our [Working Together](#) guide sets out our service approach to co-production. Adult Social Care has a co-production advisory board (Team Up Board) with representation from a wide range of people with lived experience. The Board has recently recruited additional members improving its diversity and representative reach, with people with lived experience of homelessness, the criminal justice system and domestic violence. This diversity of experience is supporting our work to strengthen our reach to wider community organisations, and we have worked with Team Up Board to update our network of local community groups who we already work with or where there may be future opportunities for co-design. Working in this way with Team Up Board enables us to widen our reach into the community and recent work to co-design a refresh of the ASC Customer Portal provided a positive example of working collaboratively with Team Up Board members to support co-design.

We are working with Team Up Board to continue to develop the way in which we work collaboratively to embed co-production consistently across Adult Social Care. We have a senior leader who is the champion for co-design for Adult Social Care to ensure that its importance is visible throughout the directorate.

Practice Leadership

The creation of Principal roles for both social work and occupational therapy have been implemented in recognition of the importance of professional leadership and development for the workforce in a large County.

Our Quality Assurance Framework has a strong focus on practice review and audit, with a clear feedback loop to the workforce and strong links to how that learning will inform training and development opportunities. Assurance activity is overseen by Internal Assurance and Governance Group.

Continuous Learning and Improvement

We are committed to continuous development and have undertaken an extensive programme of team-led transformation, involving over 300 staff in 14 teams working

Case Study: Team-Led Transformation

Over 300 staff in 14 teams developed through our Team-Led Transformation approach. Each team invested time in building skills and capabilities across 12 elements including unlocking opportunities, empowering communities and forward planning. Staff reported real change:

"Team-led Transformation gave us the ownership to create and drive the change. To think outside of the box and step back to improve the team's current practice."

"As a team, we are more focussed on keeping our allocation list tidy, early signposting and involving Voluntary Sector Providers."

together to allow each team to build skills and capabilities across 12 elements including unlocking opportunities, empowering communities, and forward planning.

We promote and support apprenticeships to ensure staff have opportunities to learn and develop and to support career progression. We have worked with providers to open access to the social worker degree apprenticeship to the external market which is promoted via webinars and school engagement events. We offer student placements across adult social care teams with practice educator support. We have developed our [recruitment webpages](#) in order to attract people to work with us in delivering adult social care differently and have developed a Return to Social Work/OT pathway for people who are qualified but have not been registered for some time. We have adopted a buddy system for professional staff and co-ordinators which supports staff learning and inspires progression into professional occupations by increasing their skill mix and giving them experience of other roles. This enhanced skill-mix improves the experience of people who use services and supports continuity.

The Principal Social Worker and Principal Occupational Therapist continue to drive forward practice development with a series of learning sessions established on areas such as supervision practice, safeguarding and mental capacity. Learning sessions are response led and are scheduled to support specific areas of practice based on audit outcomes, staff requests or areas of interest highlighted by staff or in response to learning outcomes.

Staff Surveys

Glass Door reviews for the whole council show an overall rating of 3.9 out of 5, and we undertake regular staff surveys in order to review staff wellbeing and help us to identify and act on areas of improvement. The most recent council-wide staff survey undertaken through Best Companies Limited identified some areas where we recognise that we need to work together with staff to improve their experience and engagement. Whilst in areas such as personal growth, relationship with a person's direct manager and their team, and fair pay we perform better or the same as other 1 Star companies, in some areas such as leadership it was notable that staff's feedback was somewhat lower. Feedback was particularly challenging from people working at a Team Manager level across the Directorate. This included feedback from some that leadership of the organisation could be more inspirational and that they believe they could have more confidence in the leadership skills of senior management. Some also reported pressures of work impacting on their health. The Directorate Leadership Team together with the wider Council take this feedback very seriously and immediately implemented a series of staff engagement and listening exercises in order to develop an action plan. A follow up pulse survey will shortly test whether this has been effective in driving improvement and the plan will then be adjusted accordingly.

Driving Innovation

Through our Innovation Hub (iHUB) we are driving forward cutting-edge technology and innovation. In 2018-19 we piloted voice enabled technology to support older people with eligible needs in support of homecare, testing the use of digital

CQC Theme 4: Leadership

technology for medicine prompting. We have recently launched smart medicine boxes as a 6-month project to remind older people to take their medicine and completed a 17-month project exploring the use of virtual reality in care homes to improve wellbeing through exercise and social engagement.

We work with the Better Care Fund to invest in innovation, for example we are currently exploring the possibility of implementing a technology-enabled service to assess and monitor the risk of falls in older people. We have recently completed a remote ECG monitoring project and we undertake evaluation of our work to review its impact for our residents.

The Council has launched a data and digital skills academy for staff which will promote and improve our data and digital capabilities including an online library with helpful learning opportunities and a data and analytics community.

ⁱ See IR30, Local Authority Information Return

ⁱⁱ Feedback Analysis 2023 summary, See IR2, Local Authority Information Return

ⁱⁱⁱ Feedback Analysis 2023 summary, See IR2, Local Authority Information Return

^{iv} See for example Feedback Analysis 2023 summary in IR2, Local Authority Information Return

^v See IR6, Local Authority Information Return

^{vi} [Microsoft Power BI](#)

^{vii} [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)

^{viii} Feedback Analysis 2023 summary, See IR2, Local Authority Information Return

^{ix} See IR5, Local Authority Information Return

^x [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)

^{xi} See Direct Payments Improvement Plan, IR7, Local Authority Information Return

^{xii} [Adult Social Care Activity and Finance Report, England, 2022-23 - NHS Digital](#)

^{xiii} Feedback Analysis 2023 summary, See IR2, Local Authority Information Return

^[i] [Our impact - Dementia Oxfordshire](#)

^{xiv} See IR18, Local Authority Information Return

^{xv} Feedback Analysis 2023 summary, See IR2, Local Authority Information Return

^{xvi} See IR25, Local Authority Information Return

^{xvii} [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)

^{xviii} ASC Handbooks & Care Provider Exit Guide, See IR25, Local Authority Information Return

^{xix} LG Inform Preparing for Adult Social Care Assurance – informing councils' self-assessment (Pilot data pack)

^{xx} Feedback Analysis 2023 summary, See IR2, Local Authority Information Return

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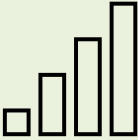







Oxfordshire County Council Adult Social Care Self-Assessment Executive Summary

This is Oxfordshire: Oxfordshire has around 725,300 residents, and our population is growing faster than elsewhere. Between the 2011 and 2021 census the population grew by 10.9% compared to 6.6% in England, and the number of people aged over 65 grew by 25%. Oxfordshire is the most rural county in the Southeast region but 60% of the population live in the city of Oxford or other main towns. Life expectancy and healthy life expectancy in Oxfordshire are each significantly higher than national and regional averages for both males and females. Oxfordshire is ranked the 10th least deprived of 151 upper-tier local authorities in England. [Oxfordshire Insight](#) has more information and data about Oxfordshire and the people who live here.

The Oxfordshire Way is our vision for Adult Social care to support people to live happy, healthy lives here in Oxfordshire. It brings together the council, health and care organisations and voluntary sector groups and is focused on ‘what’s strong rather than what’s wrong’. You can see a video about the Oxfordshire Way in practice here:



Adult Social Care

 6550 people receiving ongoing care	 52,674 people who say they provide care and support to a family member or friend	 100+ providers of care in people’s own home – 31,539 hours of care per week in January 2024 up 11.3% since January 2023	 6713 Safeguarding Concerns last year (2023)
 133 residential and nursing homes with 455 permanent admissions last year	 23.2% of residents are from non-“white British” backgrounds	 23% of people have a disability	 127,000 hits on our Live Well Oxfordshire website over the last year

Assessing Needs	
Strengths	Areas for Development
<p>89.5% of issues resolved by customer service centre at first point of contact - signposting people to e.g., Community Links Oxfordshire</p> <p>Demonstrating reduction in waiting times for assessment and review and people on waiting list screened and prioritised to ensure risk is managed using prioritisation tool.</p> <p>Strengths-based practice at the heart of our approach from induction</p> <p>Unpaid carers supported by Carers Oxfordshire through strengths-based guided conversation to identify and manage their own needs.</p>	<p>Further reducing the number of people waiting for assessment and improving timeliness of assessment.</p> <p>Giving people more options for self-assessment. Online Financial Assessment now live. Online Care Act self-assessment pilot underway</p> <p>Audits show need to focus on embedding and evidencing strength-based practice – need to focus on voice of the person, their desired outcomes and timely contact from service.</p> <p>Redeveloping our audit tool to further strengthen</p>
Supporting people to live healthier lives	
Strengths	Areas for Development
<p>The Oxfordshire Way drives prevention, innovation and partnership working with the voluntary sector and other partners, e.g. Communities of Practice bring together front-line workers from local charity, voluntary and community organisations.</p> <p>Assistive technology helping people stay at home and reduce formal care. New digital tool for people to order daily living aids (link here).</p> <p>Live Well Oxfordshire attracted 127k visits between April 23 and Jan 24 – up by 115% - information on how to find community resources.</p> <p>Working with partners such as Age UK and Public Health to promote and support wellbeing</p>	<p>We continue to work to make our information easier to access. We are improving our website and launched a refreshed co-design customer portal – will make our website easier to navigate.</p>
Equity in Experiences and Outcomes	
Strengths	Areas for Development
<p>Oxfordshire affluent but pockets of deprivation. Public health working with communities on community profiles identifying needs and assets.</p> <p>Health and Wellbeing Strategy renewed working with diverse communities.</p> <p>Including Everyone framework setting our vision and equality objectives reviewed at least 4 yearly and action plan annually.</p> <p>Equality Impact assessments on care and support policies</p>	<p>Continuing to embed co-production and equality, diversity and inclusion more consistently.</p> <p>Working with Team Up Board to update network of local community groups to reach wider into community.</p> <p>Have been analysing how our services meet needs of our diverse population to address any gaps</p>

Care provision, integration and continuity	
Strengths	Areas for Development
<p>Robust joint commissioning arrangements with significant pooled budgets, and co-designed strategies</p> <p>Support in communities e.g., commissioned Community Catalysts to grow micro-enterprises: 86 micro-enterprises supporting 1264 people.</p> <p>Community capacity grants to support people through small grass roots organisations such as Gig Buddies or Daybreak</p> <p>Worked with care providers on cost of care exercise, market sustainability plan, workforce strategy and new recruitment site</p> <p>Carers Oxfordshire reach large number of Oxfordshire unpaid carers through a variety of means including a helpline and website.</p> <p>Experts by experience review services and respite for people with learning disabilities and autism</p>	<p>Further developing relationship with care market</p> <p>Further developing commissioning strategies with focus on specific care need / communities of interest and supporting early intervention where possible</p> <p>Continuing to work with market to develop local provision and support – commitment to ensure wherever possible that people are able to stay independent in their own homes and to decrease number of people placed out of county.</p> <p>Exploring the possibility of working with our care providers to include people who use care, support and housing services in quarterly contract meetings.</p>
Partnership and communities	
Strengths	Areas for Development
<p>Strong partnership working through Oxfordshire Way, voluntary sector supporting and driving delivery of prevention agenda.</p> <p>Good joint working e.g., home first pathway and Transfer of Care Hub delivered with health – better discharges.</p> <p>Investing in the market - £5m for 25 extra supported living placements and 3 new extra care schemes with 235 new units</p> <p>Shared Lives programme supporting people with short stays and longer-term places to live</p>	<p>Have commissioned a specialist housing & supported living needs assessment which will report in March this year.</p>
Safe systems, pathways and transitions	
Strengths	Areas for Development
<p>Work collaboratively to manage provider failure to ensure residents kept at the heart of response.</p> <p>Good transition pathways for young people aged 16 to 25 through Moving into Adulthood team.</p> <p>Hospital discharge pathways significantly developed with 10% increase in people entering reablement who are fully reabled</p>	<p>Continuing to develop good practice in seamless transfers between teams.</p>

Safeguarding	
Strengths	Areas for Development
<p>Safeguarding Adults Board ensuring learning from adverse events – e.g., Homeless Directors’ Group formed as a result of SAR.</p> <p>Safeguarding thresholds developed by partners set out in OSAB procedures and matrix used for referrals.</p> <p>Safeguarding training begins at induction with sub-group of OSAB co-ordinating ongoing training.</p> <p>Making Safeguarding Personal embedded in team practice and procedures</p>	<p>Managing demand into safeguarding and reducing waiting times – action plan ensure triage cases and open enquiries are dealt with faster.</p> <p>DoLS waiting list figures are high – action plan being developed to address this.</p>
Governance, management and sustainability	
Strengths	Areas for Development
<p>Strong leadership and performance management, clear vision, well understood roles, practice leadership. Strategy set by Oxfordshire Way in context of Corporate Plan, and ASC service plan.</p> <p>Strong risk management and quality and continuous improvement driven through Quality Assurance Framework and overseen by Internal Assurance and Governance Board</p> <p>Regular briefings with Cabinet, Portfolio Holder and People’s Scrutiny</p> <p>Transformational savings plans aligned with our priorities.</p> <p>Delivering the Future Together programme embedded across the council</p>	<p>Improving how we use data to strengthen monitoring of performance and quality.</p> <p>Improving audit methodology to ensure practice-based learning drives strengths-based practice.</p>
Learning, improvement and innovation	
Strengths	Areas for Development
<p>Team Up Board: people with lived experience steering co-production. Strong examples of co-production, e.g., new All-Age Unpaid Carers Strategy designed together with unpaid carers.</p> <p>Active in sector led improvement locally, regionally and nationally.</p> <p>Transformation programme owned by Directorate Leadership Team</p> <p>Learning sessions led by PSW and POT</p> <p>Innovation Hub (iHub) driving cutting edge technology and innovation, e.g., smart medicine boxes.</p>	<p>Rolling out our adult social care survey across all teams so people who use services can give us rapid feedback.</p> <p>Learning through audits</p>

Work Programme 2024/2025 People Overview and Scrutiny Committee

Cllr N Simpson, Chair | Richard Doney, Scrutiny Officer, richard.doney@oxfordshire.gov.uk

COMMITTEE BUSINESS

Topic	Relevant strategic priorities	Purpose	Type	Report Leads
27 June 2024				
19 September 2024				
7 November 2024				
16 January 2025				

SUB GROUP / WORKING GROUP

SUB GROUPS / WORKING GROUPS				
Name	Relevant strategic priorities	Description	Outcomes	Members

BRIEFINGS FOR MEMBER INFORMATION

BRIEFINGS				
Name	Relevant strategic priorities	Description	Outcomes	Members

Strategic Risk Management Overview

18. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.
19. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed monthly as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.
20. Update following the 2024/2025 budget being agreed by Council. The 2024/2025 budget has been agreed by Council on 20 February 2024. This has seen an improvement in the residual risk score and residual risk rating of the strategic risk 08 'The Inability to seek agreement in relation to the policy and budget framework from a minority administration' from 20, Red status in January 2024 to 12, Amber status in February 2024.

Risk Name	Risk Description	31 Jan 2024				
		Inherent Score	Previous Residual Risk Score	Current Residual Risk Score	Current Residual Risk Rating	Direction of Travel
01. Financial Resilience	The council is not financially sustainable in the immediate/medium term.	25	12	12	●	➡
02. Cyber security	A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15	15	●	➡
03. HIF1&HIF2	HIF1 and HIF2 become undeliverable and/or potential financial risk to the council	16	12	12	●	➡
04. Managing Demand across Adult's and Children's Services	Fluctuating demand of community across Oxfordshire can result in varying requirements in resource.	15	12	12	●	➡
05. Special Educational Needs and Disability (SEND)	Local area SEND partnership inspection outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally).	25	16	16	▲	➡
06. Oxford Core Schemes	Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	16	16	▲	➡
07. Strategic Workforce Planning	A risk that the county council's workforce does not have capacity, capability or resilience to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met. Further, that the diversity of the workforce satisfies statutory requirements.	16	12	12	●	➡
08. Policy & Budget	Inability to seek agreement in relation to the policy and budget framework from a minority administration.	25	20	12	●	✅
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	16	16	▲	➡

Table 9: Strategic Risk Overview for January 2024. Please note that a strategic risk regarding resilience in the face of climate change will be forthcoming early in 2024. The 2024/2025 budget has been agreed by Council on 20 February 2024. This has seen an improvement in the residual risk score and residual risk rating of the strategic risk 08 'The Inability to seek agreement in relation to the policy and budget framework from a minority administration' from 20, Red status in January 2024 to 12, Amber status in February 2024.

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CABINET
19 MARCH 2024

BUSINESS MANAGEMENT AND MONITORING REPORT
January 2024
Report by the Executive Director of Resources & Section 151 Officer

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - a) note the report and annexes.
 - b) note the virements in Annex 2b
 - c) approve the supplementary estimate request of £0.2m as set out in paragraph 92 of Annex B.
 - d) approve the eleven debt write offs totalling £0.2m as set out in paragraph 122 of Annex B.

Executive Summary

2. The business management reports are part of a suite of performance, risk and budget documents which set out the council's ambitions, priorities, and financial performance. The [2022 – 2025 Strategic Plan](#) sets out the Council's ambitions. It also shows our priority activities for the current financial year.
3. This report presents the January 2024 performance, risk, and finance position for the council.
4. Further information is provided in the following annexes to the report:

Annex A: Performance as at January 2024

Annex B: Finance as at January 2024

Annex C: Homes for Ukraine

Annex D: Cost of living update

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

Performance Overview

6. The Outcomes Framework for 2023/2024 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the customer contact centre and measures included in the council's Financial Strategy. The Outcomes Framework which sits underneath the strategic priorities is comprises monthly, quarterly, termly, six monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

7. As at the end of January 2024 the indicators were rated as follows:

January 2024	Green		Amber		Red		Monitoring Only/Data Unavailable		Total
Monthly	24	56%	8	19%	4	9%	7	16%	43
Annual (January)	2	100%	0	0%	0	0%	0	0%	2
Total	26	58%	8	18%	4	9%	7	15%	45

Table 1: Summary of January 2024 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin.

8. A total of 45 measures reported in January 2024 (Table 1) 43 monthly measures and two annual measures (OCC01.05 (Progress of application for Local Electrical Vehicle Infrastructure) and OCC05.05 (Number of cycling trips)).

- 26 (58%) of the measures were reported as Green (meeting or exceeding target) in January.
- Eight (18%) were rated as Amber (misses target by narrow margin), of which were Amber or Red for 2+ months.
- Four (9%) were rated as Red (misses target by a significant margin).

9. This bi-monthly Cabinet report is the fifth of 2023/2024. The table (Table 2) below compares monthly measures for the 2023/2024 reporting year, please note the numbers of reported measures fluctuates throughout the year.

Reporting Month	Green		Amber		Red		Monitoring Only/ Data Unavailable		Total
April 2023	12	38%	5	16%	4	12%	11	34%	32*
May 2023	27	61%	6	14%	4	9%	7	16%	44
June 2023	17	52%	6	18%	4	12%	6	18%	33*
July 2023	27	57%	8	17%	7	15%	5	11%	47
August 2023	18	56%	4	13%	4	13%	6	19%	32
September 2023	26	60%	6	14%	5	3%	6	19%	43
October 2023	19	59%	5	16%	2	6%	5	16%	32
November 2023	30	63%	5	10%	8	17%	5	10%	48
December 2023	20	63%	5	16%	1	3%	6	19%	32
January 2024	26	58%	8	18%	4	9%	7	15%	45

Table 2: Comparison of monthly reporting measures for Financial Year 2023/2024. *April, June, August, October and December 2023 do not include measures from priority OCC11 (finance).

10. Table 3 lists the performance measures reporting as Red at the end of January 2024. Full details can be found in Annex A.

Performance measures reporting Red for January 2024
OCC11.02 Achievement of planned savings

OCC11.04 Directorates deliver services and achieve planned performance within agreed budget
OCC11.06 Total Outturn variation for DSG funded services (high needs)
OCC11.11 Debt requiring impairment - ASC contribution debtors

Table 3: Red RAG Status Measures January 2024 Reporting Period.

11. This table indicates the direction of travel of measures compared to December (monthly) 2023.

Status changes – December 2023 to January 2024	
Red to Green	Not applicable
Amber to Green	OCC01.02 Total No. of streetlights fitted with LED Lanterns
Red to Amber	OCC11.03 General balances are forecast to remain at or above the risk assessed level
Green to Amber	OCC07.07 % of Education Health & Care Plans completed within 20 weeks OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre
Amber to Red	Not applicable
Green to Red	Not applicable

Table 4: Change in Performance across December 2023 to January 2024.

Performance Exceptions

12. This section of the report details all measures reporting Red or Amber status (*consecutive for two months or more*) with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A. The exception report focusses on the ten exceptions, four measures have a Red rating and the six measures that have reported an Amber rating for two months or more.

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

This priority has three measures being reported in January 2024: two are Green and one Amber.



Figure 1: Priority OCC01 Monthly performance for 2023/2024 financial year

Measure:	December Status:	January Status:	Director:
OCC01.07 Total % of household waste which is reused, recycled, or composted	Amber	Amber	Bill Cotton

Table 5: Priority OCC01 Measure Exceptions - January 2024

OCC01.07: Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. The forecasts are variable and may go up or down.

On 31 January 2024 Defra published statistics for Waste Disposal Authorities for

2022/23, confirming Oxfordshire remains first nationally for the overall percentage of waste reused, recycled or composted for the tenth year in a row with a recycling rate of 57.2%.

This is a great achievement and testament to the great partnership working between Oxfordshire County Council and the City and District Councils through the Oxfordshire Resources and Waste Partnership, and of course our residents.

However, most local authorities including Oxfordshire saw recycling rates decrease from 2021/22, and Oxfordshire's forecast recycling rate for 2023/24 remains below target. This is because for some time recycling rates have plateaued despite continued behavioural change campaigns and encouraging residents to use the existing recycling collections better. This could be due to a number of factors in combination, for example lighter weight packaging materials, new housing growth, and changing behaviours due to the current economic conditions.

To meet Oxfordshire Joint Municipal Waste Management Strategy targets a step change is needed which can only be made by the district councils and the county council acting together. However, nationally local authorities have been unable to commit investment in significant changes in waste services because anticipated Government waste policy changes have been repeatedly delayed by Defra.

Locally, campaign work to inform residents and encourage behaviour change is continuing. For example, an Oxfordshire Reuses event is to be held in Oxford in March promoting reuse, composting, and recycling.

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

This priority has eight measures being reported in January 2024: four Green, two Amber and two monitoring only.



Figure 2: Priority OCC04 Monthly performance for 2023/2024 financial year

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

Table 6: Priority OCC04 Measure Exceptions - January 2024

OCC04.04: Performance remains in line with the national position. 12 people would need to transfer to Direct Payments in the year to be on target.

There are three key actions to stabilise this measure:

1. Review of individual team performance at the monthly performance board.
2. The Adult Social Care forum asks if a direct payment has been considered for each new service recipient and this data is used to understand barriers to the uptake of direct payments.

3. Increased communications to social care teams to actively promote direct payments.

OCC04.05: The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is 2% points below the 60% target, but this is not a significant concern as some fluctuation is expected. The number of older people supported to live at home is 3.9% more than 12 months ago, compared to a 1.1% increase in people in care homes. The council is currently supporting 3,653 older people with long term support of whom 2,118 are being supported to remain living in their own home.

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

This priority has seven measures being reported in November 2023: one Green, two Amber, zero Red, and four monitoring only/data unavailable.



Figure 3: Priority OCC07 Monthly performance for 2023/2024 financial year

Measure:	December Status:	January Status:	Director:
OCC07.04 Increase the % of children in foster care	Amber	Amber	Lisa Lyons

Table 7: Priority OCC07 Measure Exceptions - January 2024

OCC07.04: 486 children (62.4%) are currently supported in foster care out of a total of 795 cared for children (including unaccompanied asylum-seeking children). This has improved for the second successive month, increasing by 1.4% since November 2023. The vast majority of occasions where the council seeks a foster care placement results in the child being placed in foster care.

A targeted campaign is in place to increase internal foster care looking at specific locality areas where we need to recruit foster carers.

The new South Central Independent Fostering Agency Framework is now in place to provide additional external foster placements. 62.4% of Oxfordshire children are looked after in foster placements whereas nationally the figure is 68%.

When a child needs a placement, we will always where possible prioritise foster family-based care over alternatives and within this are looking at how we support our foster families to care for more complex children and young people.

16. **Priority OCC11: Running the business - Finance.**

This priority has 15 measures being reported in January 2024: nine Green, two Amber and four Red.



Figure 4: Priority OCC11 Monthly performance for 2023/2024 financial year

Measure:	December Status:	January Status:	Director:
OCC11.02 Achievement of planned savings	Red	Red	Lorna Baxter
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Red	Amber	Lorna Baxter
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Red	Red	Lorna Baxter
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Red	Red	Lorna Baxter
OCC11.10 Debt requiring impairment - Corporate Debtors	Amber	Amber	Lorna Baxter
OCC11.11 Debt requiring impairment - ASC contribution debtors	Red	Red	Lorna Baxter

Table 8: Priority OCC11 Measure Exceptions - January 2024

Please refer to 'Financial Position' Section and Annex B for additional information relating to OCC11: Running the business - Finance.

Performance Highlights

17. This section of the report concentrates on several highlights achieved this period in delivering our strategic priorities.

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

Link: [Proposal to move county council offices to new carbon-neutral offices set to progress](#)

Proposals to move Oxfordshire County Council's headquarters from the new part of County Hall on New Road to a refurbished net-zero, green Speedwell House campus on Speedwell Street in Oxford are progressing. It is envisaged that the Speedwell Street offices would be an exemplar for carbon-neutral offices and providing exciting opportunities to deliver regeneration in Oxford.

Tackle inequalities in Oxfordshire

Link: [Council closes gender pay gap and betters national averages](#)

Oxfordshire County Council has further reduced the gap between what men and women are paid and remains better than the national average across public sector organisations.

A report to a meeting of full council in December reported that there had been a decrease in the mean gender pay gap from 2.3% in 2022 to 1.2% in 2023.

Since 2017, an employer that has a headcount of 250 or more employees on a 'snapshot date' has been required to comply with regulations on gender pay gap reporting. Gender pay gap calculations are based on employer payroll data drawn from a specific date each year. This specific date is called the 'snapshot date'. The 'snapshot date' for Oxfordshire County Council (as with most other public authority employers) is 31 March every year.

Prioritise the health and wellbeing of residents.

Link: [New strategy aims to improve health outcomes for all](#)

More than a thousand people in Oxfordshire have helped the county council prepare a new strategy to improve health outcomes for local people over the next five years. The new health and wellbeing strategy for Oxfordshire 2024–2030 has been developed by [Oxfordshire's Health and Wellbeing Board](#) – the partnership between local NHS services, the county council, the city and district councils and [Healthwatch Oxfordshire](#).

The strategy can be read in full by visiting [Oxfordshire County Council's website](#). This strategy has been informed by the themes in the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care System Strategy published in March 2023. Over 1,000 residents from many seldom heard communities were also engaged with to learn what challenges they face and what helps them stay well and healthy. Residents can find out more by reading [Healthwatch Oxfordshire's engagement report](#).

Support carers and the social care system

Link: [Supporting vulnerable people to find their voice](#)

Plans to improve the way vulnerable children and adults are supported to be heard during decisions around their own health and care took a step forward following a council meeting on Tuesday 19 December 2023.

Oxfordshire County Council's advocacy services help people understand their rights, communicate their needs and preferences and ensure that their voices are heard in decisions about their care and support.

The council's cabinet agreed to recommendations that lay the foundations to bring the council's advocacy services together for both children and adults. This will give providers the opportunity to put forward bids that enhance both services at the same time.

Funding is provided by the county council and Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board (BOB ICB), with BOB ICB responsible for the adult's health-related elements of the contract.

Invest in an inclusive, integrated, and sustainable transport network.

Link: [Road maintenance carried out in Oxfordshire using latest low carbon recycling technique](#)

A programme of resurfacing has been completed in Oxfordshire using an innovative technique which recycles the top layer of old road surfaces that are removed before new surfaces are put in place.

Oxfordshire County Council carried out the work using 'cold recycling' with its contractor Milestone Infrastructure and its supply chain partners Aggregate Industries, Drayton Construction, Hazell & Jeffries and OCL Regeneration in September and October 2023.

During this programme, over 4,000 tonnes of cold recycled material was laid, saving an estimated 75 tonnes of carbon – equivalent to 92 flights from London to New York. It also avoids the environmental impact of disposing of thousands of tonnes of waste planings and the need to extract virgin aggregates.

Preserve and improve access to nature and green spaces.

Link: [Cycling and walking improvements set to come to Didcot](#)

Didcot residents and visitors are set to benefit from potential improvements that will encourage cycling and walking in and around the town and neighbouring villages.

Oxfordshire County Council has approved the Didcot Local Cycling and Walking Infrastructure Plan (LCWIP), which will set out how to improve the town's active travel network, reduce the reliance on private motor vehicles and cut congestion.

The LCWIP will provide a ten year plan for the delivery of cycling and walking interventions to maximise the uptake of active travel to help meet the travel needs of the growing populations of Didcot and surrounding areas. It will be reviewed and updated regularly.

The Didcot plan is the seventh LCWIP to be approved in Oxfordshire, following on from Oxford, Bicester, Abingdon, Witney, Banbury, and Kidlington.

Creating opportunities for children and young people to reach their full potential.

Link: [Funding for new Didcot school for children with special educational needs and disabilities \(SEND\)](#)

Funding for a new school for children with special educational needs and disabilities (SEND) was approved by Oxfordshire County Council's cabinet on Tuesday 23 January 2024.

A total of £14.4 million will be invested in the planned school, which will be located in Didcot.

Initial design work has started and the education specification will be published for public consultation in February. It is intended that the school will have capacity to teach 120 children with special educational needs related to autism and/or social, emotional and mental health.

Subject to planning permission, construction work is scheduled to begin in 2025 with a projected opening date of 2026/27.

The proposal for the school in Didcot will be the first of two new special schools planned for the area, which will take the total number of Oxfordshire special schools to seventeen.

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

Link: [Launch of all-electric bus fleet to service Oxford passengers](#)

A partnership between Oxfordshire County Council and bus operators has launched what will be one of the biggest UK fleets of electric buses outside London.

The £82.5 million project will deliver 159 new battery buses on to the roads of Oxford – the first of which have already gone into service. It has also funded two associated electric charging hubs at the city's bus depots.

The bus fleet has been funded through a collaboration between the county council and Oxford Bus Company, owned by The Go-Ahead Group, and Stagecoach. The council was awarded £32.8m from the government's Zero Emission Bus Regional Areas (ZEBRA) scheme and contributed £6m directly, while bus operators invested £45m.

The groundbreaking infrastructure project is a huge boost to Oxford's vision to creating a more sustainable, decarbonised public transport system and improving air quality.

Strategic Risk Management Overview

18. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.
19. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed monthly as part of the Business management and monitoring process. Risks can be added and escalated at any time during the year.
20. Update following the 2024/2025 budget being agreed by Council. The 2024/2025 budget has been agreed by Council on 20 February 2024. This has seen an improvement in the residual risk score and residual risk rating of the strategic risk 08 'The Inability to seek agreement in relation to the policy and budget framework from a minority administration' from 20, Red status in January 2024 to 12, Amber status in February 2024.

Risk Name	Risk Description	31 Jan 2024				
		Inherent Score	Previous Residual Risk Score	Current Residual Risk Score	Current Residual Risk Rating	Direction of Travel
01. Financial Resilience	The council is not financially sustainable in the immediate/medium term.	25	12	12	●	➡
02. Cyber security	A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15	15	●	➡
03. HIF1&HIF2	HIF1 and HIF2 become undeliverable and/or potential financial risk to the council	16	12	12	●	➡
04. Managing Demand across Adult's and Children's Services	Fluctuating demand of community across Oxfordshire can result in varying requirements in resource.	15	12	12	●	➡
05. Special Educational Needs and Disability (SEND)	Local area SEND partnership inspection outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally).	25	16	16	▲	➡
06. Oxford Core Schemes	Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	16	16	▲	➡
07. Strategic Workforce Planning	A risk that the county council's workforce does not have capacity, capability or resilience to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met. Further, that the diversity of the workforce satisfies statutory requirements.	16	12	12	●	➡
08. Policy & Budget	Inability to seek agreement in relation to the policy and budget framework from a minority administration.	25	20	20	▲	➡
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	16	16	▲	➡

Table 9: Strategic Risk Overview for January 2024. Please note that a strategic risk regarding resilience in the face of climate change will be forthcoming early in 2024.

Homes for Ukraine

21. Annex C sets out an update on grant funding allocations for the Homes for Ukraine scheme and the use of that funding.

Since the Homes for Ukraine scheme launched in March 2022, the UK government has provided £1.1 billion to councils through a £10,500 tariff for each arrival in their area. The tariff reduced on 1 January 2023 to £5,900 for each new arrival in addition to the 'thank you' payment to sponsors. The original tariff allocation was intended to cover two years, this is now being stretched to cover three years, plus another 18 months following the recent announcement to extend visas for this longer period of time.

The overall grant funding to date (based on the number of arrivals) for the Homes for Ukraine programme in Oxfordshire is now £23m. The funding allocated across the county, city and district councils had increased to £20m by December 2023. The Oxfordshire Migration Partnership (known as 'Silver') has allocated this additional funding across a range of shared programmes and this is managed by the County Council's Programme Management Team (PMT) who provide a quarterly update to the Oxfordshire Migration Partnership.

A partnership delivery plan was approved by the district and county council Chief Executives in May 2023 and sets out the agreed priorities for the partnership. The plan is preventative in its approach, and our ambition remains to maintain an Oxfordshire refugee and asylum migration system that ensures a warm welcome for all new arrivals and embraces and supports independent living for those staying in the county. An outcomes framework is being finalised to measure progress against our key deliverables in the delivery plan. The partnership is committed to maximising the use of all available funding across the system to deliver the priorities.

Cost of Living

22. Annex D sets out an update on the Cost of Living Programme that was set out in a report to Cabinet in March 2023. The following actions are proposed to maximise the cost of living and financial inequality resource in 2024/25:

- £0.5m unspent funding from the 2023/24 cost of living programme will be used to fund equivalent holiday support for free school meals in the Easter 2024 school holiday.
- £0.054m not required to be drawn down from the Budget Priorities reserve in 2023/24 will be held in the reserve and used to increase the 2025/26 emergency welfare fund to £0.354m.
- A report to Cabinet in early 2024/25 will set out proposals for the use of the Household Support Fund as well as other opportunities for tackling financial deprivation and inequality, including an update on the use of additional funding included in the 2024/25 budget.

Financial Position

23. As shown below directorates are forecasting an overspend of £12.3m (2.1%).

After taking account of an increase in interest receivable on balances held by the council and the use of funding held in contingency and the COVID-19 reserve, the overall forecast is balanced to the net operating budget.

	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Jan-24 %	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Adult Services	229.3	229.3	0.0	0.0%	0.0	0.0
Children's Services	172.0	185.0	13.0	7.5%	12.8	0.1
Environment & Place	75.3	72.4	-2.9	-3.9%	-0.8	-2.1
Public Health	4.1	4.1	0.0	0.0%	0.0	0.0
Community Safety	27.7	28.1	0.4	1.4%	0.5	-0.1
Resources	73.5	75.4	1.9	2.6%	2.0	-0.1
Directorate Total	581.7	594.1	12.3	2.1%	14.4	-2.1
Budgets Held Centrally						
Capital Financing	28.4	28.4	0.0	0.0%	0.0	0.0
Interest on Balances	-16.6	-18.9	-2.2	13.5%	-1.8	-0.4
Contingency ¹ and Inflation	9.2	0.5	-8.7	-94.5%	-7.0	-1.7
Un-ringfenced Specific Grants	-44.0	-44.0	0.0	0.0%	0.0	0.0
Insurance	1.4	1.4	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-7.4	-8.8	-1.4	19.0%	-1.4	0.0
Contribution from Budget Priority Reserve	-2.4	-2.4	0.0	0.0%	0.0	0.0
Contributions to reserves	20.7	20.7	0.0	0.0%	0.0	0.0
Contribution to balances	7.6	7.6	0.0	0.0%	0.0	0.0
Total Budgets Held Centrally	-3.1	-15.4	-12.3	400.7%	-10.2	-2.1
Net Operating Budget	578.8	578.8	0.0	0.0%	4.2	-4.2
Business Rates & Council Tax funding	-578.8	-578.8	0.0	0.0%	0.0	0.0
Forecast Year End Position	-0.0	0.0	0.0		4.2	-4.2

24. As noted in previous reports, financial risks which include inflation and demand pressures for children's social care, as well as workforce shortages, make it much more challenging for the council to forecast activity and expenditure.

25. The overall forecast has reduced by £4.2m since November 2023. This reflects the reduction in the forecast directorate overspend and the use of contingency and additional interest on balances to manage the directorates pressures.

26. The forecast for Adult Services remains balanced to the budget. Risks within the council elements of the pooled budgets are being managed by the service.

¹ Includes £4.2m one – off funding as set out in the Financial Monitoring Report to Cabinet in May 2023.

27. The forecast overspend for Children's Services has increased by £0.1m since November 2023. Whilst the Home to School transport has remained unchanged from the £3.6m overspend reported to Cabinet in January 2024, additional unbudgeted expenditure of £0.9m is required to fund temporary senior management posts within Education. In addition, there is £0.5m pressure relating to the reallocation of staffing savings. As reported throughout the year on-going underlying pressures are driven by a combination of increased care placements costs, and reliance on agency staff to cover vacancies. Action continues to be taken through a range of organisational, governance and business process controls as well as market management activity to address the underlying pressures but it is taking time for these to have an impact.
28. There is a forecast overspend of £0.4m for Community Safety as a result of reallocated budgeted staffing savings and an increase in training costs. A one-off payment of £0.2m made for a disabling injury/illness is recommended to be funded by a supplementary estimate.
29. The forecast underspend for Environment & Place has increased by £2.1m compared to the November 2023 forecast. There is a reduction in energy costs from lower energy activity, a reduction in waste management costs and additional income from enforcement activity.
30. The forecast overspend for Resources has reduced by £0.1m, mainly due to a number of vacancies in Communications, Strategy and Insight.
31. 73% of the budgeted savings of £10.2m which were not achieved as planned in 2022/23 are currently assessed as delivered or are expected to be delivered in 2023/24. 27% are assessed as amber or red.
32. 81% of the 2023/24 savings are assessed as delivered or are expected to be delivered and 19% are still assessed as amber or red. Action is continuing to be taken to ensure that the delivery of both existing planned savings and new budget reductions is maximised in 2023/24. The anticipated achievement of savings is incorporated into the forecast directorate position. Where relevant savings that are not expected to be achieved have been considered through the Budget & Business Planning Process for 2024/25.
33. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £22.9m. This is £4.6m higher than the £18.3m forecast deficit approved by Cabinet in May 2023. The CIPFA code of practice currently requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £41.1m as at 31 March 2023 to £64.0m at 31 March 2024.
34. £0.5m continues to be held in corporate contingency to meet the cost of pay inflation for vacant posts as they are recruited to. The balance of £8.7m, which includes £4.2m one – off funding, has been used to support directorate pressures. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast position, as well as supplementary

estimates agreed earlier in the year balances would be £29.8m at year end, £0.4m lower than the risk assessed level of £30.2m.

Financial Implications

35. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2023. Strong and sustained financial management, collective action and oversight continues to be required to ensure that services are managed within budgets for the rest of 2023/24 and on-going in 2024/25.

Comments checked by: Lorna Baxter, Executive Director of Resource and Section 151 Officer.

Legal Implications

36. The Council's constitution at Part 3.2 (Budget and Policy Framework) and Part 3.3 (Virement Rules) sets out the obligations and responsibilities of both the Cabinet and the Full Council in approving, adopting and implementing the council's budget and policy framework.
37. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers. The report sets out as at January 2024 the performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

Comments checked by: Anita Bradley, Director of Law and Governance

LORNA BAXTER
Executive Director of Resources & Section 151 Officer

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Annex A - Performance - January 2024

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Key

Status Indicator	Status Description
	Misses target by significant margin
	Misses target by narrow margin
	Meets or exceeds target
	Data missing
n/a	Monitoring only

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

We will lead by example, setting ambitious targets to reduce our own carbon emissions and aligning our carbon net zero commitments to the principles of the Climate and Ecology Bill. Our environmental and planning ambitions will prioritise climate action and community resilience.

Status of Indicators	31/01/2024
OCC01 - Put action to address the climate emergency at the heart of our work	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC01.02 Total No. of streetlights fitted with LED Lanterns	<ul style="list-style-type: none"> Bill Cotton Paul Fermer 	Cllr A Gant	129	125	★	We have hit our target for the month. Overall programme still on track for year end target due to overachieves in targets in previous months.			2,866	3,950	▲
OCC01.05 Progress of application for Local Electric Vehicle infrastructure funding	Tim Spiers	Cllr L Leffman	Delivering to plan	Delivering to plan	★	We are awaiting comments from OZEV regarding the LEVI application submitted on 30/11/23. We have been informed that we should receive these by the middle of February.			Delivering to plan	Delivering to plan	★
OCC01.07 Total % of household waste which is reused, recycled or composted	<ul style="list-style-type: none"> Bill Cotton Rachel Wileman 	Cllr P Sudbury	57.34%	61.50%	●	<p>Waste performance is reported a month in arrears and the figure reported is the forecast end of year performance for 2023/24. The forecasts are variable and may go up or down.</p> <p>On 31 January 2024 Defra published statistics for Waste Disposal Authorities for 2022/23, confirming Oxfordshire remains first for the overall percentage of waste reused, recycled or composted for the tenth year in a row with a recycling rate of 57.2%. This compares to Devon and Surrey in joint second place at 54%, and West Sussex at 53.7%. This is a great achievement and testament to the great partnership working between Oxfordshire County Council and the City and District Councils through the Oxfordshire Resources and Waste Partnership, and of course our residents. However, most local authorities including Oxfordshire saw recycling rates decrease from 2021/22, and Oxfordshire's forecast recycling rate for 2023/24 remains below target. This is because for some time recycling rates have plateaued despite continued behavioural change campaigns</p>	The financial cost of waste disposal can be reduced by increasing reuse, recycling and composting. The main way of mitigating increased costs is through encouraging behavioural change to make more effective use of kerbside and HWRC recycling facilities until a step change can be achieved through partnership working and national waste policy changes. Payments to local authorities for	Target of recycling and composting at least 65% of household waste by 2025 in the Oxfordshire Joint Municipal Waste Management Strategy is unlikely to be achieved. The continued lack of clarity in some areas from Government about some elements of Simpler Recycling, the Government's response to the consultation on consistent collections published in	57.18%	61.50%	●

						<p>and encouraging residents to use the exiting recycling collections better. The trend this year reflects increased residual waste and reduced recycling being collected at kerbside from residents and through the HWRCs. It is difficult to establish the reasons for this as it could be due to a number of factors in combination, for example lighter weight packaging materials, new housing growth, and changing behaviours due to the current economic conditions.</p> <p>To meet Oxfordshire Joint Municipal Waste Management Strategy targets a step change is needed which can only be made by the district councils and OCC acting together, but local authorities nationally have been unable to commit investment in significant changes in waste services because anticipated Government waste policy changes have been repeatedly delayed by Defra.</p> <p>In January 2023 Defra published its consultation response on introducing a Deposit Return Scheme (DRS) for drinks containers from October 2025. In July Defra then announced the delay of Extended Producer Responsibility (EPR) for packaging until October 2025 to avoid the risk of causing inflationary pressures.</p> <p>Defra also confirmed the deferral of implementation of consistent collections changes until after the introduction of EPR, and published its consultation response on this, now named Simpler Recycling, in October 2023. While the response provides clarity in some areas, others are open to further consultation.</p> <p>Locally, campaign work to inform residents and encourage behaviour change is continuing. For example, an Oxfordshire Reuses event is to be held in Oxford in March promoting reuse, composting, and recycling.</p>	managing packaging waste under the EPR scheme will now not be received until after October 2025.	October 2023, continues to make investment decisions by local authorities in significant service changes very difficult. This is a national issue.			
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Tackle inequalities in Oxfordshire

We will work with our partners and local communities to address health, social and educational inequalities focusing on those in greatest need.

We will seek practical solutions for those most adversely affected by the pandemic.

We will support digital inclusion initiatives that give our residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.

Status of Indicators	31/01/2024
OCC02 - Tackle inequalities in Oxfordshire	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers)	Mark Haynes	Cllr N Fawcett	7,845	5,500	★	This figure continues to remain above target and demonstrates a clear ongoing demand for access to free public computers and internet.			71,990	58,000	★
OCC02.03 Number of physical visits to Libraries	Mark Haynes	Cllr N Fawcett	164,013	90,000	★	The number of physical visits to libraries remains well above target, and bounced back after the traditional dip in December. This continuing success is a result of the high number of activities (including school visits) that library staff have organised. This may also be a reflection of the growing demand on library services as the cost of living crisis deepens and customers seek free reading materials, free computers/internet access, and warm spaces (plus the full range of other library services).			1,575,242	1,150,000	★

Prioritise the health and wellbeing of residents

We will work with the health and wellbeing board and our partners to deliver and support services that make a vital contribution to our residents' physical and mental wellbeing.

We will support the wellbeing of those in our community who have been affected, physically and mentally, by the COVID-19 pandemic and will continue to support our volunteers and the voluntary sector.

Status of Indicators	31/01/2024
OCC03 - Prioritise the health and wellbeing of residents	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC03.09 No of people contacted via Making Every Conversation Count	Mark Haynes	Cllr N Fawcett	798	400	★	This figure remains significantly above target, and recovered to normal levels after December, which is traditionally the quietest month in terms of library business. This highly successful partnership with Public Health has seen training for library staff in order to facilitate informal and accessible discussions with customers about health issues, including recommendations, signposting, and referrals as part of libraries' Health and Wellbeing offer (Books on Prescription, healthy living, Reading Well for mental health etc). Anecdotally, this programme has also had an extremely high impact on a small number of individuals, with one customer reporting that he had sought a GP appointment as a direct result of his conversation with library staff, following which was diagnosed with (and successfully treated for) early stage cancer.			7,261	4,350	★

Support carers and the social care system

We will engage nationally to push for a fair deal for the funding of social care.

Locally, we will support carers, including young carers and help those who want to live independently.







We will work with communities and the voluntary sector to explore new ways to provide services and focus on preventative services, helping people to stay active and supported at all stages of their lives.

We will support intergenerational programmes to build strong and resilient communities.

We will work in collaboration across the health and social care system.

Status of Indicators	31/01/2024
OCC04 - Support carers and the social care system	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.01 No of people supported with on-going care	Karen Fuller	Cllr T Bearder	6,571		n/a				6,571		n/a
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller	Cllr T Bearder	88.29%	86.00%	★				88.29%	86.00%	★
OCC04.03 % of residents aged 65 plus receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	18.03%	15.50%	★				18.03%	15.50%	★
OCC04.04 % of residents aged under 65 receiving ASC who manage their care by using a direct payment	Karen Fuller	Cllr T Bearder	37.85%	38.40%	●	<p>Performance remains in line with the national position. 12 people would need to transfer to a direct payments in the year to be on target.</p> <p>There are 3 key actions to stabilise this measure</p> <ol style="list-style-type: none"> 1. Review of individual team performance at the monthly performance board 2. The Adult Social Care forum asks if a Direct Payment has been considered for each new service recipient and we use this data to understand barriers to uptake of direct payments 3. Increased communications to teams to actively promote direct payments 	There is no financial risk associated with this measure.	Increasing use of direct payments is seen as improving performance by the Care Quality Commission. Falling numbers could reflect a reputational risk	37.85%	38.40%	●

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC04.05 % of older residents who receive long term care and are supported to live in their own home	Karen Fuller	Cllr T Bearder	57.97%	60.00%		The number of older people supported to live at home continues to increase, as does the number of hours of support provided overall. Performance is 2% points below the 60% target but this is not a significant concern as some fluctuation is expected. The number of older people supported to live at home is 3.9% more than 12 months ago, compared to a 1.1% increase in people in care homes. We are currently supporting 3653 older people with long term support of whom 2118 are supported at home.	The financial risk associated with this would be placing people in more expensive care home placements. There is no evidence of this, but current levels of activity across the service are creating financial pressures.	This increase in the number of people supported at home is monitored closely in conjunction with the number of people entering care and contributes to our overall management of the risk related to demand.	57.97%	60.00%	
OCC04.06 No of residents who have received a formal assessment of their role as a Carer	Karen Fuller	Cllr T Bearder	592	197					6,039	1,970	
OCC04.07 No of Carers who have received a direct payment	Karen Fuller	Cllr T Bearder	1,504		n/a				1,504		n/a
OCC04.08 No of visits to Live Well Oxfordshire	Karen Fuller	Cllr T Bearder	14,083	6,000					127,038	60,000	

Invest in an inclusive, integrated and sustainable transport network

We will create a transport network that makes active travel the first choice for short journeys and invest in public transport to significantly reduce our reliance on car journeys. In areas of planned housing growth, we will prioritise active and public transport over road capacity for cars.

Status of Indicators	31/01/2024
OCC05 - Invest in an inclusive, integrated and sustainable transport network	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC05.03 91 KM (2%) of the highway to be treated	<ul style="list-style-type: none"> Bill Cotton Paul Fermer 	Cllr A Gant	0.00	0.00	★	The annual target for 2023/24 total surfacing programme has been firmed up as 2% of the network (excluding patching). As at 31st January, 86.7km has been treated as programmed. This is on track against the target of 2%. No surfacing works were programmed in January.			86.75	88.30	★
OCC05.05 Number of cycling trips	<ul style="list-style-type: none"> Bill Cotton Owen Jenkins 	Cllr A Gant	534,729.0	532,957.00	★	We have exceeded our target for November 2021 to November 2022 and are on track to meet our cycle trip target of 1 million per week by 2030. This is being achieved by a number of cycling initiatives.			534,729.00	532,957.00	★

Preserve and improve access to nature and green spaces

We will work with partners to provide safe and clean green spaces across the county that support the physical and mental wellbeing of our residents.
We will take action to protect and increase biodiversity, supporting nature recovery, in both rural and urban environments.

Status of Indicators	31/01/2024
OCC06 - Preserve and improve access to nature and green spaces	?

Measure	Director	Portfolio Holder	Period Actual	Period Target	Statu	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	<div><div>■</div> Bill Cotton</div> <div><div>■</div> Rachel Wileman</div>	Cllr P Sudbury	93.60%		n/a	No change. This figure will not shift before April 2024 as the trees will not be surveyed due to winter dormancy.	No change	No change	93.60%		n/a



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

We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future, including safeguarding, and supporting those more vulnerable and with additional needs.

We will continue to work with partners to provide help early so children and families are less likely to be in need.

Status of Indicators	31/01/2024
OCC07 - Create opportunities for children and young people to reach their full potential	

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.03 Number of multi-agency strength & needs assessment completed in Oxfordshire	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson		890	?					5,464	?
OCC07.01 Total number of children with an Education, Health and Care Plan	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr K Gregory	6,418		n/a				6,418		n/a
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<ul style="list-style-type: none"> Lisa Lyons Stephen Chandler 	Cllr J Howson	89		n/a				990		n/a

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.04 Increase the % of children in Foster Care	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson	62.38%	66.00%		<p>486 children are currently supported in foster care out of a total of 795 cared for children (including unaccompanied asylum seeking children) – 62.4%. This has improved for the second successive month. The vast majority of occasions where we seek a foster care placement result in the child being placed in foster care. A targeted campaign is in place to increase internal foster care looking at specific locality areas where we need to recruit foster carers. You will see adverts for foster carers on the sides of buses. The new South Central Independent Fostering Agency Framework is now in place to provide additional external foster placements. 62.4% of Oxfordshire children are looked after in foster placements whereas nationally the figure is 68%. When a child needs a placement we will always look where possible that we prioritise family based care over alternatives and within this are looking at how we support our foster families to care for more complex children and young people</p>		<p>The average cost of an external residential placement is around £6196 a week; the average cost of external foster care is around £1027 per week. If people are placed in residential care because of a lack of foster care (as opposed to it being the placement that is in the best interests of the child/young person) then there is a pressure on the budget.</p>	62.38%	66.00%	

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC07.05 The percentage of children in residential care	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson	16.9%		n/a	<p>The total number of cared for children has reduced from 881 (including unaccompanied children and young people) at the start of the year to 779 at the end of January a reduction of 12%. The number of children supported in residential care has reduced from 143 at the start of the year to 132 at the end of January, a fall of 8%. The reduction in the overall numbers of cared for children masks the improvement in terms of reducing the number of children in residential care.</p> <p>We are increasing the number of in-house children's homes from 4 homes to 9 by March 2025 with the support of the DFE capital grant and council capital resource. In addition, we currently have a block contract arrangement for 16 residential beds in Oxfordshire or within 10 miles of the border. We also have access to up to 15 beds as part of the Cross Regional Contract which offers a therapeutic model of care for children with more complex needs and includes education provision at an inclusive price. We are continually improving communications with block contract providers to ensure that we maximise the potential use of placements for Oxfordshire children. Currently around 70% of the residential placements we use are spot purchased which suggests that current frameworks and block contracts are not able to provide the number of placements required. The South Central residential framework is due to be recommissioned by October 2024 and the issues identified with the current framework such as the uplift controls will be addressed which should increase the number of providers who join which would further reduce the level of spot purchasing.</p> <p>Part of our financial plan is to ensure that we maximise the use of internal and block contract beds - by managing and reducing vacancies in Oxfordshire homes for Oxfordshire children.</p>		The average cost of an external residential placement is around £6196 a week; the average cost of external foster care is around £1027 per week. If people are placed in residential care because of a lack of foster care (as opposed to it being the placement that is in the best interests of the child/young person) then there is a pressure on the budget. We would always avoid considering residential for any child that should or could be cared for in family based care.	15.7%		n/a
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson	690	770	★				690	770	★
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson	48.2%	50.7%	●				61.4%	50.7%	★

Play our part in a vibrant and participatory local democracy

- We are committed to taking decisions in an open and inclusive way.
- We will engage and listen to Oxfordshire residents.
- We will be open to scrutiny and regularly provide progress updates.
- We will put the impact on the climate and future generations at the heart of decision making.
- We will manage our own resources carefully.

Status of Indicators	31/01/2024
OCC08 - Play our part in a vibrant and participatory local democracy	?!

This report does not contain any data

This priority has no measures to report in this reporting period

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

We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies.

We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.

Status of Indicators	31/01/2024
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire Page 104	Tim Spiers	Cllr N Fawcett	5.00	2.50	★	Successful bids in January 2024 Net Zero Mobility What: Looking at using existing data to detect and alert disruption to low-carbon transport modes (e.g. buses). Why: Accelerating Transport decarbonization, Unlocking value from existing data and feeding into the objectives of PAZCO. Funding: £59,880 for OCC Submitted bids in Jan 2024 Innovate UK - GapFinder for Livable Places What: The project focuses on building a new capability, an innovative self-service spatial decision support system, GapFinder Calibrator, to allow Local Authorities to develop and monitor plans for transport decarbonisation, exchange knowledge and calibrations, collaborate and allow replication of policies and best practices UK-wide. Why: To accelerate transport decarbonisation with intuitive geospatial solutions that can reduce up to 80% of the time spent by specialists on data analysis and modeling and reduce the £49.9 billion costs that the current transport system is placing on society (according to the Department of Transport). Reducing time spent of transport consultants. Funding: £125k for OCC Smart Grants			32.00	25.00	★

						<p>What: Innovate UK funding to use UTMCI/AI use to help define strategies to better manage the transport network.</p> <p>Why: Improve efficiency of the UTMCI, but helping automate some decision-making and reducing spend on incident management. Enable efficiencies in UTMCI using new innovation and technologies.</p> <p>Funding: £104K for OCC</p> <p>Narrow Street</p> <p>What: Innovate UK funding to demonstrate the use of flywheel energy storage for EV charging</p> <p>Why: Provides a possible solution to constrained electricity supplies - so aiding faster roll out of EV chargers in challenging locations.</p> <p>Funding: £37,800</p> <p>PINS - Private Infrastructure Network Solution</p> <p>What: Innovate UK to enable the sharing of charging in private fleet depots to form a shared private charging network.</p> <p>Why: Support for fleet operators enabling them to move to EVs – supporting the PAZCO ad OCC fleet requirements.</p> <p>Funding: £22,200</p>					

Running the Business - Customer Experience

Status of Indicators	31/01/2024
OCC10 - Customer Service	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony	Mark Haynes	Cllr N Fawcett	99%	80%	★	Latest satisfaction survey – In January 2024 22% of calls answered were surveyed (2,680 calls surveyed, which is 2,090 more than December 2023). 99.6% customers surveyed were satisfied or very satisfied, whilst 0.4% were unsatisfied. We continue to interrogate the data to understand the dissatisfied comments so that we can feed this back into the continuous improvement cycle.			99%	80%	★
OCC10.04 First contact resolution for customer enquiries received by the Customer Service Centre	Mark Haynes	Cllr N Fawcett	77%	75%	★	9,277 inbound phone contacts were resolved at first point of contact, with 3.4% of inbound phone contacts deemed avoidable.			77%	75%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.05 The percentage of customer telephone calls abandoned at the Customer Service Centre	Mark Haynes	Cllr N Fawcett	11%	10%		<p>In January 2024, the Customer Service Centre was offered 13,530 calls across all services. During the previous month, we were offered 9,018 calls which is an increase of 4,512 calls due mainly to the increased post-Christmas demand and poor weather. Compared to January 2023 there was an increase of 374 calls which is in line with our forecasts.</p> <p>The number of abandoned calls increased in January by 753 calls (from 647 calls in Dec to 1,400 in January).</p> <p>A total of 33,520 contacts were received during December, which is an increase of 36.0% compared to December (24,721). This consisted of 5,546 outbound calls, 8 webchats, 10 social media enquiries, and 15,876 emails. The latter is an increase of 34% from December 2023.</p> <p>Within the teams, the abandonment rate for Blue Badge has increased from 5% in December to 8% in January (464 more calls presented).</p> <p>Contacts for Concessionary Fares have increased by 67% compared to the previous month with an abandonment rate increase of 0.8% compared to December.</p> <p>Contacts for Children's Social Care has increased in January by 29% due to returning back after the Christmas break. The abandonment rate of 4.2% was slightly higher than December (3.1%).</p> <p>Contacts for School admissions increased by 656 compared to December, this is mainly due to the primary application process for September 2024 intake.</p> <p>Abandonment rate for Adult Social Care has increased in January (28.6%) compared to December (20%).</p>	Increased abandoned calls leads to increased turnover, increased recruitment costs, training times etc. this puts pressure on budgets.	If a higher number of calls are abandoned whilst waiting to be answered in the CSC, this can lead to reputational damage to the organisation, decreased advisor motivation therefore leading to greater turnover of staff and then increased abandoned calls. We have worked to have a greater focus on call handling, by removing the administration to a different team which has seen a positive reduction in abandoned calls. This is however due to a reduced number of offered calls and contacts over the summer period but this is in line with our staffing levels.	12%	10%	
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Mark Haynes	Cllr N Fawcett	100%	95%	★	<p>The service was delighted to have achieved 100% customer satisfaction in January. Below are a selection of comments received:</p> <ul style="list-style-type: none"> We wanted a small fuss-free ceremony with our witnesses, and the ceremony at Oxford was just right for us. The 			100%	95%	★

						<p>registrar was very lovely and made it a pleasure!</p> <ul style="list-style-type: none"> • Everything was well organised and we enjoyed our experience. • Incredibly kind and supportive when we had to move our ceremony date due to the passing of a very close family member. Such a lovely team of people from start to finish. • The staff were extremely friendly and very accommodating of our small child who was unsettled during our pre-wedding discussion. The registrar delivered a moving ceremony, commented on by several guests - she went far above and beyond the bare minimum of what is required, and they really enjoyed this (in contrast to others they had attended). Thank you! • This is my second child registration. I've had no issues with this service. It is quick, easy, and convenient. I am grateful for the service that I received. • We had the deputy registrar who was outstanding. Professional and thorough but also kind and compassionate which is exactly what was needed being a new parent out with my new baby. Thank you. • The process was very easy from start to finish, making things much easier to deal with given the very recent death of my mother. The facilities were good and the registrar and lady that greeted us were warm, friendly and understanding. It was also easy to park; given that I had travelled about an hour and a half, this was very helpful. • Every stage in the process was without fuss and it was easy to accomplish what we needed to do. • The Registrar who dealt with the registration of my mother's death was most professional, approachable and dealt with the matter in a friendly manner and made me feel at ease. 					
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Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Mark Haynes	Cllr N Fawcett	100%	99%	★	<p>We continue to receive overwhelmingly positive feedback, as below: Thank you very much to Stuart and Stephanie. You have made this journey so easy for me as you have looked after everything for me. Thank you to all involved. The whole experience was completed with empathy for the family. The Coroner's Office staff replied promptly to my queries and were courteous and sensitive. I would like to thank them for their support. No improvements. The level of service you provide is very good.</p>			100%	99%	★

Running the business - Finance

Status of Indicators	31/01/2024
OCC11 - Finance	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr D Levy	0.00%	0.00%	★				0.67%	0.00%	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr D Levy	81.00%	95.00%	▲				65.89%	95.00%	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr D Levy	£29,661,0	£30,200,00	●				£29,661,00	£30,200,00	●
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr D Levy	2.1%	0.0%	▲				2.2%	0.0%	▲
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	Lorna Baxter	Cllr D Levy	0.00%	0.00%	★				0.00%	0.00%	★
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr D Levy	5.50%	0.00%	▲				1.23%	0.00%	●
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr D Levy	95.00%	95.00%	★				95.00%	95.00%	★
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr D Levy	97.69%	95.00%	★				95.73%	95.00%	★
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr D Levy	97.43%	95.00%	★	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured invoices issued in October 2023. The collection rate was 97.43%, above the target of 95%.			97.12%	95.00%	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr D Levy	£566,882	£300,000	●	<p>Debt requiring impairment is the value of invoices with 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, we are required to top up the impairment balance.</p> <p>Consequently, this figure is tracked through the year.</p> <p>Debt requiring impairment this month is £0.567m. The top five cases account for 50% of the total bad debt and is being actively worked on. The top debtor is £0.158m and has gone into liquidation. A claim has been placed with the liquidators.</p>			£566,882	£300,000	●
OCC11.11 Debt requiring impairment - ASC contribution debtors	Lorna Baxter	Cllr D Levy	£4,894,000	£3,500,000	▲	<p>The 2022-23 year-end adults care contribution impairment for bad debt was £4.60m, bad debt at the end of December is £4.9m, £0.3m higher. However, although higher than last year's closing balances this is a £0.17m decrease since last month. As reported previously wider economic factors have had a significant effect on means tested social care contribution debt levels, as have delays with the court of protection and related activity, this tracks with other local authorities' experience. A bad debt task team has been operational since July 2022 with the objective to resolve £3.7m of historic debt. The service continues to track team performance closely in the lead up to the financial year end with a focus on resolving cases that contribute to bad debt. Additionally, a review of historic cases is underway to better inform the final year-end impairment risk assessment.</p> <p>In relation to the debt focus work the Adults' plan was to fund temporary income collection staff via a reduction in the bad debt impairment, to achieve this the ASC bad debt level needs to finish the year below the 2022-23 year end position. If the impairment is not reduced by year end there will be additional staffing pressures as well as a cost to top up the impairment, the return on investment will not be realised.</p>			£4,894,000	£3,500,000	▲

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	Finance Impact	Risk Impact	YTD Actual	YTD Target	YTD
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr D Levy	£489,826,	£480,000,0	★				£475,598,7	£480,000,0	★
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr D Levy	3.96%	3.00%	★				3.44%	3.00%	★
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr D Levy	3.75%	3.75%	★				3.75%	3.75%	★
OCC11.15 Invoice Collection Rate - ASC contribution debtors	Lorna Baxter	Cllr D Levy	90.98%	92.00%	★	The 120-day invoice collection rate remains at 90.98% this period, below the 92% target but above the average for 22/23, which was 89%. A development to redesign reminder letters went live in October 2023 and is expected to drive an improvement in collection rates by the end of the year. The target is to reach 92% by the end of the financial year 23/24.			90.57%	92.00%	★

Introduction

1. This annex sets out the fifth financial monitoring update for the 2023/24 financial year and is based on information to the end of January 2024. Key issues, as well as risks relating to inflation, demand and other factors, plus any areas of emerging pressure are explained below.

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

Annex B – 1 (a) to (e)	Detailed directorate positions
Annex B – 2b	Virements to note
Annex B – 2c	Supplementary estimate to approve
Annex B – 3	Earmarked reserves
Annex B – 4	Government grants
Annex B – 5	General Balances

Overall Financial Position

2. As shown below directorates are forecasting an overspend of £12.3m (2.1%). After taking account of additional interest receivable on balances held by the council and the use of funding held in contingency and the COVID-19 reserve, the overall forecast is balanced to the net operating budget.

	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Jan-24 %	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Adult Services	229.3	229.3	0.0	0.0%	0.0	0.0
Children's Services	172.0	185.0	13.0	7.5%	12.8	0.1
Environment & Place	75.3	72.4	-2.9	-3.9%	-0.8	-2.1
Public Health	4.1	4.1	0.0	0.0%	0.0	0.0
Community Safety	27.7	28.1	0.4	1.4%	0.5	-0.1
Resources	73.5	75.4	1.9	2.6%	2.0	-0.1
Directorate Total	581.7	594.1	12.3	2.1%	14.4	-2.1
Budgets Held Centrally						
Capital Financing	28.4	28.4	0.0	0.0%	0.0	0.0
Interest on Balances	-16.6	-18.9	-2.2	13.5%	-1.8	-0.4
Contingency ¹ and Inflation	9.2	0.5	-8.7	-94.5%	-7.0	-1.7
Un-ringfenced Specific Grants	-44.0	-44.0	0.0	0.0%	0.0	0.0
Insurance	1.4	1.4	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-7.4	-8.8	-1.4	19.0%	-1.4	0.0
Contribution from Budget Priority Reserve	-2.4	-2.4	0.0	0.0%	0.0	0.0
Contributions to reserves	20.7	20.7	0.0	0.0%	0.0	0.0
Contribution to balances	7.6	7.6	0.0	0.0%	0.0	0.0
Total Budgets Held Centrally	-3.1	-15.4	-12.3	400.7%	-10.2	-2.1
Net Operating Budget	578.8	578.8	0.0	0.0%	4.2	-4.2
Business Rates & Council Tax funding	-578.8	-578.8	0.0	0.0%	0.0	0.0
Forecast Year End Position	-0.0	0.0	0.0	0.0%	4.2	-4.2

¹ Includes £4.2m one – off funding as set out in the Financial Monitoring Report to Cabinet in May 2023.

3. As noted in previous reports, financial risks which include inflation and demand pressures for children's social care, as well as workforce shortages, continue to make it much more challenging for the council to forecast activity and expenditure.
4. The overall forecast has reduced by £4.2m since November 2023. This reflects the reduction in the forecast directorate overspend and the use of contingency and additional interest on cash and other balances to manage the directorate pressure.
5. The forecast for Adult Services remains balanced to the budget. Risks within the council elements of the pooled budgets are being managed by the service.
6. The forecast overspend for Children's Services has increased by £0.1m since November 2023. Whilst the Home to School transport has remained unchanged from the £3.6m overspend reported to Cabinet in January, additional unbudgeted expenditure of £0.9m is required to fund temporary senior management posts within Education. In addition, there is £0.5m pressure relating to the reallocation of staffing savings. As reported throughout the year on-going underlying pressures are driven by a combination of increased care placements costs, and reliance on agency staff to cover vacancies. Action continues to be taken through a range of organisational, governance and business process controls as well as market management activity to address the underlying pressures but it is taking time for these to have an impact.
7. There is a forecast overspend of £0.4m for Community Safety as a result of reallocated budgeted staffing savings and an increase in training costs. A one-off payment of £0.2m made for a disabling injury/illness is recommended to be funded by a supplementary estimate.
8. The forecast underspend for Environment & Place has increased by £2.1m compared to the November 2023 forecast. There is a reduction in energy costs from lower energy activity, a reduction in waste management costs and additional income from enforcement activity.
9. The forecast overspend for Resources has reduced by £0.1m, mainly due to a number of vacancies in Communications, Strategy and Insight.
10. 73% of the budgeted savings of £10.2m which were not achieved as planned in 2022/23 are currently assessed as delivered or are expected to be delivered in 2023/24. 27% are assessed as amber or red.
11. 81% of the 2023/24 savings are assessed as delivered or are expected to be delivered and 19% are still assessed as amber or red. Action is continuing to be taken to ensure that the delivery of both existing planned savings and new budget reductions is maximised in 2023/24. The anticipated achievement of savings is incorporated into the forecast directorate position. Where relevant savings that are not expected to be achieved have been considered through the Budget & Business Planning Process for 2024/25.
12. The forecast 2023/24 deficit compared to Dedicated Schools Grant (DSG) funding

for High Needs is £22.9m. This is £4.6m higher than the £18.3m forecast deficit approved by Cabinet in May 2023. The CIPFA code of practice currently requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative High Needs DSG balance held in this reserve from £41.1m as at 31 March 2023 to £64.0m at 31 March 2024.

13. £0.5m continues to be held in corporate contingency to meet the cost of pay inflation for vacant posts as they are recruited to. The balance of £8.7m, which includes £4.2m one – off funding, has been used to support directorate pressures. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast position, as well as supplementary estimates agreed earlier in the year balances would be £29.8m at year end, £0.4m lower than the risk assessed level of £30.2m.

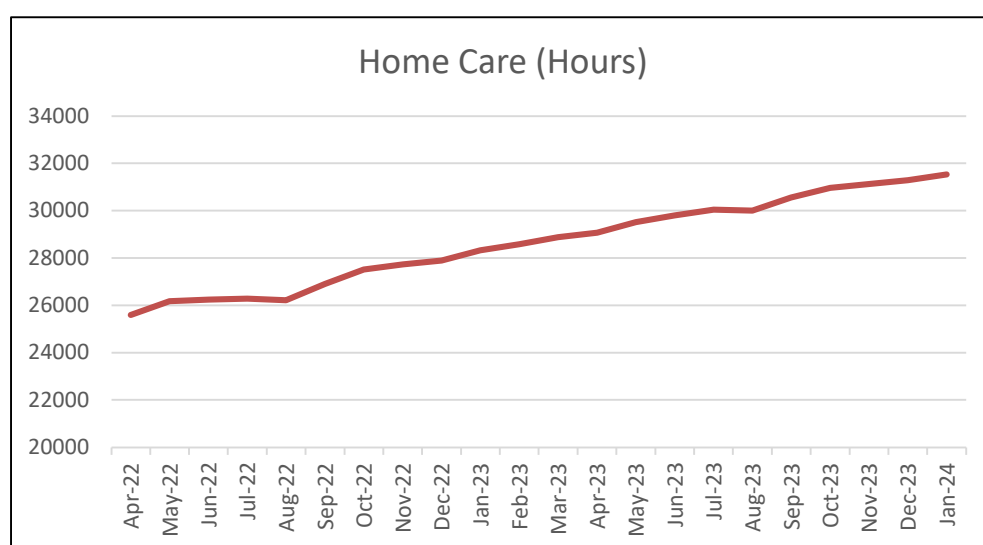
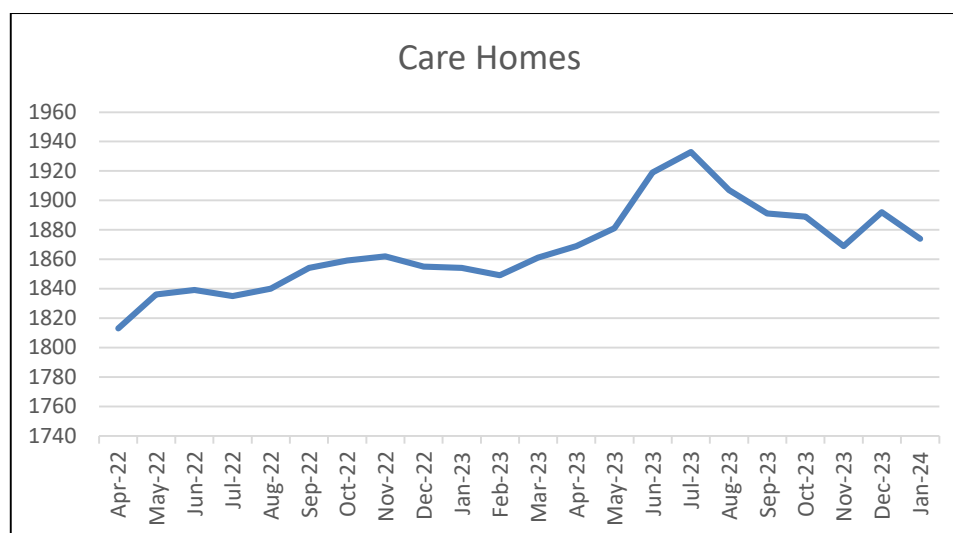
Directorate Forecasts

Adult Services

14. Adult Services is forecasting a breakeven position against a budget of £229.3m. This is unchanged from the November 2023 position.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Adult Social Care	25.8	26.4	0.6	0.8	-0.2
Health, Education & Social Care Commissioning	5.4	4.8	-0.6	-0.7	0.1
Housing & Social Care Commissioning	1.4	1.4	0.0	0.0	0.0
Business Support Service	1.1	1.0	-0.1	-0.1	0.0
Pooled Budgets	195.5	195.6	0.1	0.0	0.1
Total Adult Services	229.3	229.3	0.0	0.0	0.0

15. The forecast reflects an agreement on the sharing of costs for adults with Section 117 aftercare support under the Mental Health Act with the Buckinghamshire, Oxfordshire and Berkshire West Integrated Care Board, bringing the health and social care system funding more in line with other local authorities and care boards.
16. While the overall forecast is balanced forecast expenditure continues to be impacted by an increase in the number of care packages during the year. This has been particularly noticeable within care homes and home support as shown in the activity graphs below. Expenditure will increase further if demand continues to rise over the remainder of the year.



17. To address demand pressures, a number of actions continue to be taken. These include ensuring that all spend is aligned to the “Oxfordshire Way” approach through supporting people to remain in their own homes for as long as possible and the result of this is beginning to be seen in the care home graph above since July 2023.

Pooled Budgets

Age Well Pooled Budget

18. The Age Well pool combines health and social care expenditure on care homes, activity relating to hospital avoidance and prevention and early support activities for older people.
19. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB) so each partner is responsible for the variation against their element of the funding.
20. The council elements of the Age Well pool are forecast to overspend by £0.4m. Care Home activity has increased largely because of an increase of 32 backdated

threshold cases identified since the last report.

21. This position assumes that the required savings have been achieved and is after using the Market Sustainability and Improvement Fund (MSIF) grant of £3.4m.
22. The council's share of the Better Care Fund (BCF) being utilised within the pool is £29.4m.
23. While certainty has increased as the year has progressed, there are still risks and assumptions within the forecast. These include:
 - The level of backdated threshold cases continues to increase.
 - The level of client contribution is assumed at a consistent level for the remainder of the year based on past trends.
 - Growth in placements, particularly residential, through the remainder of the year. Although there is a seasonal trend, it is difficult to predict accurately how activity will move. There is also a risk relating to improvements in the timeliness of assessments which may increase the number of new placements in the remaining months of the year.

Live Well Pooled Budget

24. The Live Well pool supports a combination of health and social care needs for adults of working age with learning disabilities, acquired brain injury or mental health needs and adults with physical disabilities.
25. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
26. The council elements of the Live Well pool are forecasting a £0.3m underspend after taking account of the following:
 - A £3.0m underspend within the Higher Functioning Autism, Learning Disabilities and Acquired Brain Injury areas of the pool. This has increased by £0.3m since the last report as a result of changes in care packages.
 - A £2.7m overspend within Physical Disabilities relates to an increase in demand for both care homes and home support during late 2022/23 creating a pressure in 2023/24. Over the last 12 months, up to December 23, there has been a 12% increase in care home placements (10 placements) and a 9% increase in the number of homecare hours delivered per week (275 hours).

Risks or uncertainties in both service groups relate to:

- Growth in care packages, particularly for supported living and home support, through the year. Although there is a seasonal trend it is difficult to predict accurately how activity will move throughout the remaining months of the year. There is also a risk relating to the timeliness of assessments which may increase the number of new packages made in year.

27. Having overspent in 2022/23 it is anticipated that following changes to the budget and contracts for 2023/24, the Mental Health services provided through the Outcome Based Contract with Oxford Health will spend in line with budget this year.

Non-Pool Services

28. A breakeven position is forecast across all other services.

Reserves

29. £0.4m held in the Budget Priorities reserve for Adult Social Care as at 31 March 2023 is being used to fund intensive support costs and the wider directorate position in 2023/34.
30. Most of the £2.1m held as a result of additional contributions made by Oxfordshire Clinical Commissioning Group over the last three financial years is also committed to be used in 2023/24. £0.2m is committed against spend in 2024/25 and 2025/26. The ICB are working through a spending plan to utilise this funding.
31. £0.3m added to the Government Initiative Reserve in 2022/23 related to charging reform, reflecting elements of the Trailblazer programme where costs will continue to be incurred in 2023/24 and 2024/25 ahead of the revised date for charging reform in autumn 2025.

Ringfenced Grants

32. As set out in Annex 4, ring-fenced government grants expected to be received by Adult Services in 2023/24 total £21.1m.
33. The Improved Better Care Fund Grant is £10.7m, with no change since 2022/23. The conditions attached to the grant funding require it to be used for the purposes of meeting adult social care needs, including contributing to the stabilisation of local care markets and supporting the NHS in addressing pressures such as delayed discharges.
34. The Market Sustainability and Improvement Fund is £5.4m and is being used to support the provider fee uplift in 2023/24 in line with the terms of the grant, to enhance the uplift, and to maintain uplifts from 2022/23 funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.
35. The Market Sustainability and Improvement Workforce Fund is £3.5m and is being used to increase social care capacity through increasing social care workforce capacity and retention, reducing social care waiting times and increasing fee rates paid to social care providers.
36. The Adult Social Care Discharge Fund is £1.5m. This will be used to provide interventions that improve discharge of patients from hospital to the most appropriate location for their ongoing care.

Virements

37. Virements to note reflect budget movements within the pools and the realignment

of staffing budgets within Adult Social Care.

Children's Services

38. Children's Services is forecasting an overspend of £13.0m against a budget of £172.0m.

39. As reported throughout the year the underlying pressures in Children's Services highlighted in the overspend in 2022/23 reported to Cabinet in June 2023, have remained a significant challenge in 2023/24. These are driven by a combination of care placements costs, staffing, particularly the reliance on agency staff to cover vacancies, and Home to School Transport.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Education & Learning	39.7	43.9	4.2	3.6	0.6
Schools ²	0.2	0.2	0.0	0.0	0.0
Subtotal Education	39.9	44.2	4.2	3.6	0.6
Early Help, Front Door & Social Care	75.8	78.7	2.8	2.2	0.7
Provider Services & Safeguarding	44.8	50.0	5.2	6.0	-0.8
Children's Services Central Costs	11.5	12.1	0.6	1.0	-0.4
Subtotal Children's Social Care	132.1	140.8	8.7	9.3	-0.5
Total Children's Services	172.0	182.0	13.0	12.8	0.1
Overspend on High Needs DSG that will be transferred to the unusable reserve	265.3	288.2	22.9	21.2	1.7

Education & Learning

40. Within Education & Learning, the Home to School Transport and the Special Educational Needs (SEN) service continue to be high risk in terms of budget variance.

41. The £3.6m forecast overspend for Home to School transport remains unchanged from the position reported in November 2023. The pressure reflects higher activity in the service than was budgeted for and the impact of rolling annual tenders for bus routes. In addition, the service has reviewed a planned saving commitment of £1.0m and confirmed that it will not be delivered in year.

42. Additional unbudgeted expenditure of £0.6m is required to fund temporary senior management posts and SEND Transformation support within Education.

43. Within the Special Education Needs (SEN) service there are considerable ongoing pressures on the SEN casework team and Educational Psychologists due to the continued high number of Education, Health and Care Plan (EHCP) requests. An

² *Maintained Schools are funded by Dedicated Schools Grant

additional on-going investment of £0.5m was included in the 2023/24 budget to fund additional staff to manage demand for EHCPs.

Children's Social Care

44. Forecast pressures of £8.7m within Children's Social Care continue to be driven by a combination of care placement costs and staffing. This particularly relates to the reliance on agency staff to cover vacancies and an emerging gap relating to joint funding with Health Partners. £0.5m relates to the reallocation of budgeted agency staffing savings.

45. Underlying pressures remain despite additional budget added in 2023/24 and actions to prevent and reduce costs. This is due to a combination of:

- The on-going effect of the 2022/23 overspend. Because this increased in the last quarter of the year it was not fully anticipated in the Budget & Business Planning process for 2023/24.
- Changes in practice, interventions to prevent unnecessary referrals and reduce the number and cost of cases is taking more time to impact on expenditure than anticipated.
- The financial volatility in the market for care together with the impact of spiralling inflation and shortages in local capacity are undermining the service Sufficiency Strategy to manage the market. As a consequence, the service continues to experience an accelerating increase in placement fees especially 'Spot' rates.

46. The drivers of the pressures remain the same as in 2022/23 and include:

- Continued workload pressure, increased vacancies and recruitment difficulties within front-line services especially Family Solutions Plus.
- Though the number of children in care is reducing the rate of decrease is slower than anticipated and is being offset by increases in underlying unit cost rates especially the growing number of very complex cases.

47. The most significant variances include:

- Children with Disabilities: £2.4m forecast overspend due to £2.1m pressures on placement budgets (a combination of an increased more complex level of care and higher rates) and £0.3m pressures on team budgets. The improvement in the forecast overspend by £0.6m compared to the previously reported position is due to a combination of a reduction in the forecast of new placements and a reduction in the level of care required in existing placements.
- High Cost and Unregistered Placements: £4.5m forecast overspend including a reduction of £0.5m since the last report due to:
 - the anticipated impact of the introduction of a new framework contract to ensure compliance, standardise fees and deliver better value.
 - additional arrangements to monitor, track, control and forecast placements.

- Continued dependence on high-cost agency staff to cover vacancies due to shortages of staff in the marketplace: £2.1m
- Conversely the pressure has been mitigated to some extent by:
 - Substantial forecast underspends on staffing.
 - Underlying reductions in legal and transport costs
 - An increase in NHS Health partner joint funding for Continuing Healthcare and Mental Health (Section 117)
 - Progress in managing to reduce the scale of high-cost placements including unregistered placements during the year. These have reduced from 17+ in August 2022 to 6 and under throughout this year.

Children's Social Care: Pressures, Drivers, and Action Plan

48. Given the scale of the £19.1m overspend for Children's Social Care in 2022/23, the time needed for the actions taken to date to have an impact and the urgent need to address the shortfalls in market capacity, the service has undertaken a comprehensive review of its vision and strategy. The Financial Strategy sets out a new baseline and financial investment, cost reduction and timeline to bring spend within current budget and recover the overspend. The on-going impacts of the strategy have been considered through the Budget & Business Planning process for 2024/25.

Actions to Turn the Position around and Evidence of Improvement

49. The service has implemented organisational, governance and business process controls and market management actions to address the underlying pressures. These include:
- Continued scrutiny of spend by senior management and the leadership team.
 - Streamlining of referrals at the 'front door' (MASH) - revising thresholds & practices.
 - The Family Solutions Plus (FSP) teams are working to reduce the backlog of assessments and intervention measures.
 - Development of a robust recruitment and retention policy.
 - Working to reduce the number of children in care and tracking those where care placements are due to cease.
 - Ongoing reduction in the number of children living in high-cost placements.
 - Brokerage action plan to ensure timely, suitable, cost-effective placements are sourced.
 - A 'LEAN' review of the placement process and identification of efficiencies.
50. Evidence that the actions are having an impact is reflected in the number of Children We Care For (CWCF).

	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Aug 2023	Sept 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024
Oxfordshire born children	778	755	735	709	687	658	653	655	645	637
Disabled Children	61	62	58	56	49	49	49	51	50	49
Subtotal	839	817	793	765	736	707	702	706	695	686
Unaccompanied	69	73	108	100	91	99	107	110	108	93
Total	908	890	901	865	827	806	809	816	803	779

51. The downward trend in the number of CWCF is due to the above actions and in particular the use of strengths based proportionate assessment, resulting in a greater number of families and their children being supported in their own homes and fewer children becoming children we care for.

52. In addition, emphasis is also being placed on permanence planning and finding other more suitable (and usually more cost-effective) placements, including reunification to the family home and adoption.

53. Though the activity has reduced the underlying costs of care placements continue to rise and are offsetting and undermining the improvement in activity.

54. The forecast also reflects unachieved savings from previous years which have been considered through the Budget & Business Planning Process for 2024/25 plus £0.5m of re-allocated budgeted staffing savings.

55. The focus of the Financial Strategy is to ensure the improvements are continued and grown while also applying the same rigor and focus to managing the market, the escalation in rates, the challenge of greater complexity and encouraging joint partnership work to address Continuing Healthcare (CHC) needs and resource.

Children's Services Central Costs

56. £0.6m forecast overspend relating to a claim for historic legal fees.

Dedicated Schools Grant (DSG)

57. The forecast overspend against High Needs DSG funding is a deficit of £22.9m. This is £4.6m higher than the £18.3m forecast deficit approved by Cabinet in May 2023.

Summary of DSG funding	2023/24 Budget £m	2023/24 Projected Ottturn £m	Variance January 2023 £m
Schools block	131.2	131.2	0.0
Central Services Schools block	5.0	5.0	0.0
High Needs block	84.7	107.6	22.9
Early Years block	44.4	44.4	0.0
Total	265.3	288.2	22.9

58. Key issues impacting on spend that are impacting on and being managed as part of the forecast are the cost of placements from September 2023, tribunal challenges to placement decisions and the impact of inflation on providers' fees.

59. There is no change forecast on Central and Schools DSG.

60. The Chancellor announced significant changes to childcare arrangements in the Spring Budget 2023. This included:

- an uplift to rates payable for the period September 2023 to March 2024. The funding for this is received via a specific grant which will be subsumed within DSG from April 2024. The grant is in the region of £3.0m, and the exact amount will be known in June 2024, after the schools' census return. The council will need to pass the grant to providers in full.
- New Grant of £0.3m for Schools in Financial Difficulty. The grant was recently announced and has just been received. There is no criteria other than schools in financial difficulty for the allocation of this grant which must be spent in year. The service is considering the options for investing with the schools.

61. The DfE have announced support for the September 2023 Teachers Pay Award via the Teachers Pay Additional Grant. Of the 6.5% pay award, the DfE are providing 3%, based on the assumption that there is 3.5% within school budget. The grant will be passed on in full to establishments and will be subsumed within the DSG from 2025/26.

Environment & Place

62. Environment & Place is forecasting an underspend of £2.9m against a budget of £75.3m.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Transport& Infrastructure	13.6	12.3	-1.3	-0.6	-0.7
Planning, Environment & Climate Change	37.6	37.0	-0.6	0.1	-0.7
Highways & Operations	21.5	20.4	-1.1	-0.4	-0.7
Directorate Support	2.6	2.7	+0.1	0.1	0.0
Total Environment & Place	75.3	72.4	-2.9	-0.8	-2.1

Transport & Infrastructure

63. Transport & Infrastructure comprises Transport Policy, Place Making and Infrastructure Delivery. An underspend of £1.3m is forecast mainly due to a £1.0m underspend on community transport initiatives. More time is required to deliver on the on-going investment of £1.2m agreed in February 2023 due to a lack of interested operators for the new transport services in rural areas. The service is exploring other options for the provision of these services and is engaging with stakeholders on proposed schemes.

64. The Infrastructure Delivery and Place Making service areas are currently forecasting a £0.3m underspend as a result of funding received to support Programme Management Office costs and other specialist functions needed to support the delivery of the Major Infrastructure capital programme.

Planning, Environment & Climate change

65. The Planning, Environment & Climate change service area is made up of Strategic Planning, Climate Change and Environment & Circular economy. The service area is forecasting to underspend by £0.6m.

66. Strategic Planning are forecasting to breakeven. The overspend forecast previously has now been mitigated through an overachievement of income.

67. Climate Change is forecasting an underspend of £0.3m due to vacancies within the team.

68. Waste Management is forecasting an underspend of £0.3m. This has improved by £0.7m compared to the November 2023 position mainly due to service pressures being offset by underspends on the Lead Local Flood Authority initiative. Although the service is now fully resourced, it has taken time to utilise the investment in this financial year and the full effect will be reflected in 2024/25.

69. Issues which continue to impact on the service are:

- Tonnages at the Energy Recovery Facility are continuing to increase over and above historic trends and there are further pressures resulting from an increase in the volume of green waste due to a warmer than usual autumn. Kerbside residual waste recycling levels have decreased due to a decline in household recycling mirroring the national trend. These pressures are offset partially through underspends in staffing.
 - Implementation of the new legislative requirements for the Persistent Organic Pollutants (POPs) waste stream where a change in the law means the council needs to fund the cost of storing, shredding, and burning soft furnishings, as an alternative to landfill. An additional budget allocation of £0.2m to support this was included in the budget for 2023/24 but this is costing more than anticipated.
 - Legislative changes around DIY charges will create an additional pressure in the last quarter of the year which will be mitigated by the service.
70. The Waste team is continuing to work on waste prevention campaigns with the district and city councils. They are also monitoring the market, particularly around POPs, to ensure current prices are the best achievable and are planning as far as possible with the information available to mitigate the increased costs arising from changes to DIY charges.
71. There is a pressure in the Tree Service due to additional work associated with tree services in Oxford City. The service is mitigating the pressure through working with Oxford City partners, by moving the works schedule to a reactive programme to reduce the level of spend, as well as the utilisation of directorate reserves.
72. There are inflationary pressures within Public Rights of Way but it is anticipated that these can be managed within existing budgets.

Highways & Operations

73. Highways & Operations is forecasting an underspend of £1.1m due to an over achievement of income through enforcement in Network Co-ordination and a reduction in energy cost baskets provided by Crown Commercial Services.
74. Within the Highway Maintenance service there was a significant increase in highways defects that needed repair in the first quarter of the financial year. This was primarily attributable to the consequence of the bad weather on roads that are not in particularly good condition and is similar to higher levels of activity seen across the country. The number of defects reduced in the summer but increased in October, November and December and remains higher than the same month in 2022. Although the number of defects is greater than last year, the overall number of defects across the network is starting to level out.

Month	Defects 2022/23	Defects 2023/24	% Increase
April	3,320	4,143	24.8%
May	2,927	4,944	68.9%
June	2,212	4,695	112.2%
July	1,979	4,134	108.9%
August	1,888	2,553	35.1%
September	1,715	2,363	37.8%
October	1,650	2,927	77.39%
November	1,980	3,088	55.96%
December	1,840	2,837	54.18%
January	3,057	3,574	16.91%

75. Additional personnel continue to be deployed to manage the current defect volumes. The increase in defect numbers and the cost increase of associated repairs is currently being managed within the service area budgets through reduction on other operational spend where possible, though there remains a risk if activity increases in the remaining months of the year.

76. Energy for street lighting is obtained through Crown Commercial Services. An update received during the year set out a secured reduced energy price of £0.23, £0.26 lower than assumed when the budget was set. In addition to the reduction in energy prices, there is also a 38% reduction in consumption on the network as a result of the LED replacement programme. Taken together these mean there is a forecast underspend of £1.9m. However, energy prices remain volatile and there are also risks relating to unmetered energy consumption.

77. Network Management is currently forecasting an underspend of £0.9m due to income achieved through the enforcement on the network and staff vacancies. It is anticipated that this may increase if the volume of utility works on the network continues at the current rate. A further underspend is anticipated as a result of additional enforcement income on the network.

78. Supported transport is forecasting an overspend of £0.6m as a result of savings of £0.4m from 2022/23 plus a further saving of £0.2m in 2023/24 that are not expected to be delivered. The on-going impact has been removed through the Budget & Business Planning Process for 2024/25.

Directorate Support

79. The Directorate Support service area is currently forecasting an underspend of £0.1m due to staff vacancies as a result of service transformation. The teams will be fully resourced by the end of the financial year. This underspend is largely offset by the reallocation of additional staffing savings.

Budget Virements

80. Cabinet is asked to note virements relating to the allocation of transformation savings in line with the revised structure.

Public Health and Community Safety

81. Public Health and Community Safety are forecasting a £0.4m overspend against a budget of £31.7m.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Public Health Functions	37.8	37.8	0.0	0.0	0.0
Public Health Recharges	0.6	0.6	0.0	0.0	0.0
Other Income	-0.7	-0.7	0.0	0.0	0.0
Grant Income	-33.6	-33.6	0.0	0.0	0.0
Transfer to Public Health Reserve	0.0	0.0	0.0	0.0	0.0
Total Public Health	4.1	4.1	0.0	0.0	0.0
Total Community Safety	27.6	28.1	0.4	0.4	-0.1
Total Public Health & Community Safety	31.7	32.1	0.4	0.4	-0.1

Public Health

82. A break-even position is forecast for services funded by the Public Health grant after transferring a £0.2m underspend to the Public Health reserve at year end. The underspend is made up of:

- £0.2m overspend on the substance misuse service due to increased activity in residential rehabilitation and detoxification treatment service which improves outcomes for people with complex treatment needs. This is a £0.1m reduction from the previously reported overspend as the budget now reflects the virement from other public health services as noted in the previous report.
- £0.1m overspend on National Health Service health checks because of the high level of activity in primary care which is in line with the national trend post COVID-19; offset by
- £0.1m underspend reported within the obesity service as service delivery changes will not take place until 2024/25.
- £0.2m underspend on Sexual health services linked to activity levels.
- £0.1m underspend on staffing, linked to in-year delays in recruiting to vacant roles.
- £0.1m underspend within other public health services due to delayed implementation of access to nature programmes and the change in estimated costs of Better Housing Better Health work. This is a £0.3m reduction from the previous report as the budget has been moved to partly offset the financial pressure within the substance misuse services.

Community Safety

83. Community Safety are forecasting a £0.4m overspend as a result of the following:

- The reallocation of budgeted agency savings of £0.2m which are unlikely to be achieved by the end of the year.
- A one-off payment of £0.2m made for a disabling injury/illness which is recommended to be met by a supplementary estimate.
- £0.2m additional staff costs linked to the Botley Road closure and the Rewley Road property development.
- £0.1m linked to the impact of inflation on the cost of maintaining the services fleet of vehicles and an increase in the cost of training resulting from the need to provide training to new recruits following staff leaving unexpectedly. This has now been offset by a £0.1m underspend within trading standards relating to delays in recruitment, and the receipt of unexpected one-off income.

Ringfenced Government Grants

84. The ringfenced Public Health grant totals £33.6m in 2023/24. A 2.3% uplift has been confirmed for 2024/25.

Use of Un-ringfenced Government Grant Funding

85. Un-ringfenced grants held centrally and agreed to be used to support expenditure budgets within Public Health and Community Safety include:

- £1.2m Domestic Abuse Duty Grant supporting the provision of accommodation-based support to victims of domestic abuse and their children.
- £0.6m Substance Misuse Treatment & Recovery Housing Grant being used to deliver the Government's aim that by 2024/25 there will be more people recovering from addiction in stable and secure housing.
- £0.6m Supplementary Substance Misuse Treatment and Recovery grant. This is the second year of a three-year scheme where the Office for Health Improvement and Disparities (OHID) is working alongside other government departments to support a process of investment in a whole system approach to tackling illicit drug use, including enforcement, diversion and treatment and recovery interventions.
- £1.2m Rough Sleeping Drug and Alcohol Grant is being used to provide specialist support for rough sleepers and those at risk. This includes an increase of £0.1m for inpatient detox and residential rehabilitation.
- £1.3m Firefighter's Pension Fund Grant and £0.1m from the New Dimensions Fund
- £0.1m Firelink Grant - The council has been notified of a 20% reduction in this grant from the previous year and that this grant will continue to reduce by 20% in each of the next four years.

Reserves

86. £5.9m unspent grant funding was held in Public Health reserve at 1 April 2023. £1.9m is forecast to be spent in 2023/24, £1.8m in 2024/25 and £1.2m in 2025/26, leaving a balance of £1.0m. Options to utilise all the funding by 2027/28 in line with the grant requirements are being considered.

87. £2.7m is held in reserves for the renewal of fire and rescue vehicles and breathing apparatus equipment, this will increase by a further £0.3m during 2023/24. A fleet replacement strategy is being agreed which will require the use of this funding.

88. £0.9m is being held to cover the cost of the replacement of Airwave for Oxfordshire Fire and Rescue Service and the implementation of the new national Emergency Service Mobile Communications Programme.

89. £0.5m is being held in the Fire Uplift Grant reserve to fund employee costs expected to be incurred over the next three to five years.

90. £0.2m is being held to expand the Making Every Contact Count work programme in Oxfordshire; £0.1m will be spent in 2023/24 with the remaining balance being used in 2024/25.

91. £0.1m of the Community Outbreak Management Fund (COMF) allocated to Public Health will be used to part fund the healthy homes

Virements

92. Cabinet is recommended to approve a £0.2m supplementary estimate to Community Safety to cover the one-off payment made for a disabling injury/illness cost.

Resources and Law & Governance

93. The services within Resources are forecasting a combined overspend of £1.9m (3.0%) against a budget of £73.5m. This is a reduction of £0.1m compared to the November forecast.

Service Area	Latest Budget Jan-24 £m	Forecast Spend Jan-24 £m	Forecast Variance Jan-24 £m	Forecast Variance Nov-23 £m	Change Since Nov-23 £m
Corporate Services	2.3	2.3	0.0	0.0	0.0
Human Resources & Organisational Development	4.8	4.2	-0.5	-0.3	-0.2
Communications, Strategy & Insight	3.5	3.4	-0.1	0.0	-0.1
IT, Innovation & Digital	10.5	11.1	0.6	0.7	-0.1
Culture & Customer Experience	12.7	13.3	0.5	0.4	0.1
Finance & Procurement	8.9	9.4	0.5	0.4	0.1
Property, Investment & Facilities Management	19.7	20.2	0.4	0.4	0.0
Law & Governance	8.0	8.5	0.5	0.4	0.1
Delivery & Partnership	3.0	3.0	0.0	0.0	0.0
Total Resources	73.5	75.4	1.9	2.0	-0.1

94. **Corporate Services** are forecasting a breakeven position.

95. **Human Resources & Organisational Development (HR&OD)** is forecast to

underspend by £0.5m.

96. **Communications, Strategy & Insight** are forecasting to underspend by £0.1m due to a number of vacancies in the team.
97. **IT, Innovation & Digital** are forecasting an overspend of £0.6m, after taking account of a reduction of £0.1m relating to non-achievement of cross directorate savings agreed as part of the 2023/24 budget. Action to achieve these is at risk, due to the nature of the work and time taken to realise benefits.
98. **Culture and Customer Experience** are forecasting an overspend of £0.5m. This is mainly in the Coroners Service where the appointment of an Area Coroner has created an in-year pressure and the demand for coronial activity continues to increase year on year. There are also pressures in the Customer Service Centre where firm savings have not yet been identified in the corporate customer service consolidation programme. Additionally, increased income in Music Services has not materialised and the re-allocation of staffing savings has also contributed to the overspend. Work continues to ensure that the Music Services and Registration Services are able to maximise their income opportunities to meet customer demand.
99. **Finance and Procurement** are forecasting a £0.5m overspend due to the cost of agency staff being utilised to cover hard to fill vacancies, and an increase in staff costs following a job evaluation review.
100. **Property Services** are forecasting an overspend of £0.4m. The School Catering service is forecasting to overspend due to inflationary pressures, but this will be mitigated by savings in other areas. £0.5m funding for the Community Hub Strategy is assumed to be fully utilised by year end. Anticipated savings from vacating one of the council's office buildings will be offset by estimated dilapidation costs in 2023/24.
101. **Law and Governance** are forecasting an overspend of £0.5m. 2023/24 is a transition year for the new structures which were implemented in Governance in the second quarter of 2023/24 and are anticipated to be implemented in Legal Services in quarter four of 2023/24. As a result, higher locum costs in Legal Services are still expected to be incurred for most of the year.
102. **Delivery & Partnership** includes the delivery of cost-of-living measures and the council's migration and asylum programmes, including Homes for Ukraine. The budget is mainly funded from earmarked reserves and specific government grants and is forecast to break even.

Medium Term Financial Strategy Savings

103. After taking account of new and previously agreed savings the 2023/24 budget agreed includes planned directorate savings of £28.2m.
104. £10.2m of the 2022/23 savings were not achieved as planned in the last

financial year. 73% of these savings are assessed as delivered or are expected to be delivered. 27% are still assessed as amber or red. Any planned savings not delivered in 2022/23, where the on-going impact was not adjusted through the 2023/24 Budget & Business Planning Process, need to be achieved in 2023/24 as well as new savings agreed in February 2023.

105. 81% of the 2023/24 savings are assessed as delivered or are expected to be delivered. 3% are currently assessed as amber and 17% are assessed as red. Work is continuing to ensure that these savings are achieved.

	2023/24 Planned Savings	Forecast Delivery of 2023/24 Planned Savings	2022/23 Savings that need to be delivered in 2023/24	Forecast Delivery of 2022/23 Savings In 2023/24
	£m	£m	£m	£m
Adult Services	-18.4	-17.9	-4.0	-3.6
Children's Services	-3.9	-1.7	-1.9	0.0
Environment & Place	-1.6	-1.2	-2.3	-1.9
Community Safety	-0.4	-0.2	0.0	0.0
Resources & Cross Directorate	-3.9	-1.7	-2.0	-1.9
TOTAL	-28.2	-22.8	-10.2	-7.4
TOTAL DELIVERED		81%		73%

Adult Services

106. The 2023/24 budget includes planned savings of £18.4m. 97% of savings are forecast to be delivered. 2.5% are forecast as undeliverable in this financial year, although further work is being undertaken to look for alternative savings.

107. Undeliverable savings include reductions in the cost of vehicles used by council services expected to be achieved through the "One Fleet" Strategy and those which relate to managing demand, particularly in care homes.

108. There are also £4.0m of savings brought forward from 2022/23 to be delivered in 2023/24. 90% of these are expected to be delivered, but 10% of the savings are proving very challenging to deliver.

109. Some savings have overdelivered and will offset the undelivered savings.

Children's Services

110. The 2023/24 budget includes planned savings of £3.9m. 45% of these savings are forecast to be delivered. 55% of the savings are assessed as red and include £0.5m relating to service reviews of non-statutory / non-case holding areas, and £1.0m relating to reduction in agency staffing spend.

111. There are also £1.9m of savings brought forward from 2022/23 that need to be

delivered in 2023/24. All of these savings are assessed as red and include Home to school transport savings of £1m. The on-going impact has been considered through the Budget & Business Planning process for 2024/25.

Environment & Place

112. The 2023/24 budget includes planned savings of £1.6m. 75% are expected to be achieved. 16% assessed as red relate to savings on the use of technology to reduce costs relating to the home to school contract management and Countywide community transport initiatives schemes.
113. Whilst the directorate is currently working to deliver all savings, due to the timing of service transformation taking place part way through the financial year some of the savings will not be fully realised. Any resulting pressures are being managed within the overall budget for Environment & Place.
114. 85% of the £2.3m savings brought forward from 2022/23 are expected to be delivered in 2023/24. The on-going impact of a £0.6m unachieved saving relating to a home to school contract management system has been considered through the Budget & Business Planning Process for 2024/25.

Public Health & Community Safety

115. The 2023/24 budget includes planned savings of £0.2m. All savings are expected to be achieved.

Resources and Cross Directorate

116. The 2023/24 budget includes planned savings of £4.0m. 44% of these savings are forecast to be delivered following the reallocation of the £1.5m budgeted reduction in agency costs to directorates with the expectation that action will need to be taken by directorates to achieve this through reductions in employee costs. 42% savings assessed as red include agency staff savings and IT services digital transformation savings which haven't materialised.
117. 95% of the £2.0m savings not achieved in 2022/23 have been delivered in 2023/24.

Debt Management

Corporate Debtors

118. The combined collection rate, based on invoice volumes, for December 2023 and January 2024 was 97.4%, 2.4% above the 95% target. The collection rate based on the value of invoices for the same period was 98.8%. The year-to-date collection rates are 97.7% and 99.41% respectively.
119. Debt requiring impairment is currently £0.6m, £0.3m above the year-end target of £0.3m and the top five debt cases account for 50% of all bad debt. The highest debt, (28% of the total), is owed by a company in administration and recovery is not expected at this stage. The remaining four cases are being tracked and progressed by the corporate income recovery team.

Adult Social Care Debtors

120. The combined 120-day invoice collection rate for December 2023 and January 2024 was 91%, compared to the target collection rate of 92%. As reported changes to automated reminders were implemented in October and improvement to collection rates is expected by the last quarter of the year. The service continues to develop plans for improvements to business process and operations and an improvement project has been started.
121. The 2022/23 year-end adults care contribution impairment for bad debt was £4.6m. Projected bad debt as at the end of January is £4.8m, £0.2m higher than the current impairment balance. This has reduced by £0.2m since the last report. As reported previously the on-going impacts of COVID-19 and wider economic factors have had a significant effect on means tested social care contribution bad debt levels since 2020/21. The bad debt project, seeking resolution of £3.7m of historic debt, will conclude at the end of March 2024.
122. Cabinet is recommended to write off eleven Adult Social Care contribution debts totalling £0.2m. Six cases are those where arrears were not resolved before the person passed away and the estate was confirmed as insolvent. One case is a long running dispute linked to threshold dates, and the other three cases are circumstances where an individual has not managed their finances and have no available assets to settle the debts. In the final case the individual has been the victim of fraud; funds are not accessible for formal action to be taken.

Budgets Held Centrally

123. After taking account of the use of one – off funding and contingency to support the forecast directorate overspend, there is a combined underspend of £12.3m against budgets held centrally.

Capital Financing Costs

124. The borrowing costs and minimum revenue provision (MRP) for capital projects funded by Prudential Borrowing are either recharged to directorates where savings arising from the scheme are expected to meet them or met corporately from the budget for capital financing costs. It is anticipated that after taking account of recharges to directorates the actual costs of the capital financing will be broadly aligned with the budget in 2023/24.

Interest on Balances

125. The current forecast outturn position for in house interest receivable is £19m, which is £8.0m above budget. It is estimated that £2.0m of this will need to be applied to developer contributions at year end.
126. The additional interest is a result of higher than forecast cash balances coupled with higher than forecast deposit rates. Currently, every extra £5m within the cash balance forecast will earn approximately £0.25m of interest annually.

127. Interest payable is currently forecast to be £12.9m. This is £0.2m below budget, as a result of the early repayment of two £5m LOBOs in August and October 2023.
128. The forecast outturn position for external fund returns is £4.0m, which is £0.2m above budget.
129. £2.2m additional interest on balances is currently factored into the forecast and is offsetting the directorate overspend. Depending on the final year end position a decision on the use of any remaining funding to top up balances to the risk assessed level for 2024/25 and for other purposes will be made through the Provisional Outturn Report to Cabinet in June 2024 and/or the Business Management & Monitoring Reports to Cabinet in 2024/25.
130. Cash balances for the year are forecast to be £51.9m lower than they would otherwise have been as a result of negative DSG balances (see paragraph 136). The impact of this is an estimated opportunity cost of £1.5m in unearned interest during 2023/24.

Pay Inflation and Contingency

131. The £12.4m contingency budget for 2023/24 included £4.2m one- off council tax and business rates funding agreed to be added as part of the Provisional Outturn Report 2022/23 to Cabinet in June 2023.
132. Virements reflecting the impact of the 2023/24 pay award were actioned at the end of December 2023. Further virements will be transacted to add funding for the pay award to vacant posts when those are recruited to and £0.5m has been held to meet possible costs relating to this in 2023/24.
133. The underspend against the remaining contingency budget is forecast to be £8.7m at 31 March 2024 after taking into account the pay award virements and estimated provision for inflation on vacant posts.

Reserves

134. As set out in Annex B - 3 Earmarked Reserves are forecast to be £167.4m at 31 March 2024.
135. **Business Rates Reserve** – This reserve is held to manage fluctuations in Business Rate income that the Council receives. In March 2024, the Department for Levelling Up, Housing and Communities (DLUHC) notified the council of a Section 31 business rate relief outturn adjustment payment due of £0.6m relating to the financial years prior to and including 2022/23, and an additional grant of £0.1m to offset business rates reliefs for the green plant and machinery exemption. £0.6m additional funding relating to the distribution of the surplus Business Rates levy for 2023/24 was also notified by DLUHC in February 2024. The net increase of £0.1m will be added to the Business Rates Reserve.
136. An unusable reserve was created in 2020/21 to hold **negative High Needs DSG balances** in line with a change to the CIPFA code of practice on DSG High Needs

deficits. The net deficit of £22.9m for 2023/24 will increase the total High Needs deficit held in the reserve to £64.0m as at 31 March 2024. The regulations which require the negative balance to be held in an unusable reserve will come to an end on 31 March 2026. The impact of the unusable reserve on the council's ability to set a balanced budget over the medium term will need to be considered through the Budget & Business Planning Process for 2024/25.

137. As part of the Spring Budget 2024 the government announced £0.500m funding nationally for a six-month extension of the Household Support Fund at the current level from April to September 2024. Further information is awaited on the council's allocation and grant conditions.

138. Annex D sets out an update on the Cost of Living Programme that was set out in a report to Cabinet in March 2023. The following actions are proposed to maximise the cost of living and financial inequality resource in 2024/25:

- £0.5m unspent funding from the 2023/24 cost of living programme will be used to fund equivalent holiday support for free school meals in the Easter 2024 school holiday.
- £0.054m not required to be drawn down from the Budget Priorities reserve in 2023/24 will be held in the reserve and used to increase the 2025/26 emergency welfare fund to £0.354m.
- A report to Cabinet in early 2024/25 will set out proposals for the use of the Household Support Fund as well as other opportunities for tackling financial deprivation and inequality, including an update on the use of additional funding included in the 2024/25 budget.

Grants

139. As set out in Annex B - 4 government grants totalling £472.4m are expected to be received by the Council during 2023/24. This includes £15.5m in schools grants for additional mainstream funding, early years funding and pupil premium, plus Adult Social Care Market Sustainability and Improvement Fund - Workforce Fund (£3.5m).

Homes for Ukraine

140. At the end of 2022/23 £16.9m unspent grant funding for the Homes for Ukraine scheme and £2.1m unspent funding for education costs relating to the scheme was held in the Grants & Contributions Reserve.

141. Funding was initially provided as a one-off payment of £10,500 per guest and then reduced to £5,900 for arrivals from 1 January 2023 onwards. For eligible minors the tariff remains at £10,500.

142. A further grant claim up to the end of December 2023 was submitted in January 2024. Based on the position as at the end of January 2024, £20.2m of the grant

funding received to date has now been allocated and £3.0m remains unallocated. A further £1.0m funding is expected to be received following the quarter 3 claim.

143. The use of funding received to date to support the on-going operation of the scheme in Oxfordshire is set out in Annex C.

General Balances

144. The risk assessed level of balances for 2023/24 is £30.2m. During the year £0.2m has been agreed to be used to fund a supplementary estimate for staffing costs to support development of One - Fleet approach to the council's vehicles and £0.2m has been used to fund a supplementary estimate to fund a deficit budget for a school with a forced academisation.
145. Cabinet are recommended to approve a further £0.2m Supplementary Estimate request to meet one-off ill health/injury costs incurred in Community Services in 2023/24.
146. After taking account of the use of contingency and funding from the COVID-19 reserve to support the overall forecast breakeven position, balances would be £29.8m, £0.4m below the risk assessed level of £30.2m at year end.

Business Management & Monitoring Report
Position to the end of January 2024
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Adult Services	229,257	229,257	0	0.00%	0	0	G
Children's Services	172,007	184,961	12,954	7.53%	12,818	136	R
Environment and Place	75,342	72,395	-2,947	-3.91%	-847	-2,100	G
Public Health	4,076	4,076	0	0.00%	0.0	0	G
Community Safety	27,656	28,056	400	1.45%	485.0	-85	A
Resources	73,496	75,389	1,893	2.58%	1,976	-83	R
Directorate Total Net	581,834	594,134	12,300	2.11%	14,432	-2,132	R

Business Management & Monitoring Report
Position to the end of January 2024
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	£000	%	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Budget held Centrally						0	
Capital Financing	28,402	28,402	0	0.00%	0	0	
Interest on Balances	-16,629	-18,869	-2,240	13.47%	-1,821	-419	
Contingency and Inflation	9,160	500	-8,660	-94.54%	-7,000	-1,660	
Unringfenced Specific Government Grants	-43,954	-43,954	0	0.00%	0	0	
Insurance	1,436	1,436	0	0.00%	0	0	
Contribution from COVID-19 Reserve	-7,380	-8,780	-1,400	18.97%	-1,400	0	
Contribution from Budget Priorities Reserve	-2,370	-2,370	0	0.00%	0	0	
Contributions to (+)/from (-)reserves	20,665	20,665	0	0.00%	0	0	
Contribution to (+)/from(-) balances	7,600	7,600	0	0.00%	0	0	
Total Budget held Centrally	-3,069	-15,369	-12,300	400.79%	-10,221	-2,079	
Net Operating Budget	578,765	578,765	0	0.00%	4,211	-4,211	
						0	
Business Rates & Council Tax Funding	-578,765	-578,765	0			0	
Forecast Year End Position	0	0	0	0	4,211	-4,211	

Business Management and Monitoring Report: Adult Services
Position to the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
SCS1	Adult Social Care	25,846	26,446	600	800	-200
SCS2	Other Adult Social Care Services	5,425	4,825	-600	-700	100
SCS3	Housing & Social Care Commissioning	1,378	1,378	0	0	0
SCS4	Business Support Service	1,141	1,041	-100	-100	0
SCS5	Pooled Budget Contributions	195,467	195,567	100	0	100
Total Adult Services		229,257	229,257	0	0	0

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CEF1	<u>Education & Learning</u>					
CEF1-1	Management & Central Costs	199	1,039	840	234	606
CEF1-2	SEND	7,499	7,499	0	1	-1
CEF1-3	Learning & School Improvement	1,345	1,345	0	0	0
CEF1-4	Access to Learning	30,378	33,678	3,300	3,300	0
CEF1-5	Learner Engagement Service	282	382	100	99	1
Total Education & Learning		39,703	43,943	4,240	3,634	606
CEF2	<u>Early Help, Front Door + Social Care</u>					
CEF2-1	Family Help	9,962	8,876	-1,086	-812	-274
CEF2-2	Front Door	5,295	5,082	-213	110	-323
CEF2-3	Childrens Social Care - NEW	60,167	64,461	4,294	2,881	1,413
CEF2-9	Change - NEW	407	260	-147	0	-147
Total Early Help, Front Door + Social Care		75,831	78,679	2,848	2,179	669

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CEF3	<u>Provider Services & Safeguarding</u>					
CEF3-1	Provider Services	40,867	45,794	4,927	5,690	-763
CEF3-2	QA Safeguarding + Recruit & Retention	3,899	4,217	318	332	-14
CEF3-3	Services for Disabled Children - OLD	0	0	0	0	0
CEF3-4	Youth Offending Service - OLD	0	0	0	0	0
	Total Provider Services & Safeguarding	44,766	50,011	5,245	6,022	-777
CEF4	<u>Schools</u>					
CEF4-1	Delegated Budgets	0	0	0	0	0
CEF4-2	Nursery Education Funding (EY)	0	0	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	216	216	0	0	0

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
CEF5	<u>Children's Services Central Costs</u>					
CEF5-1	Management & Administration	8,280	8,828	548	863	-315
CEF5-2	Premature Retirement Compensation	3,211	3,284	73	120	-47
CEF5-3	Commissioning Recharge - OLD	0	0	0	0	0
Total Children's Services Central Costs		11,491	12,112	621	983	-362
Total Children's Services		172,007	184,961	12,954	12,818	136
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
	Schools DSG	131,169	131,169	0	0	0
	High Needs DSG	84,694	107,694	23,000	21,200	1,800
	Early Years DSG	44,435	44,435	0	0	0
	Central DSG	4,992	4,992	0	0	0
Total DSG Funded Expenditure		265,290	288,290	23,000	21,200	1,800

Business Management & Monitoring Report: Environment and Place
Position to the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
EP1	Transport & Infrastructure	13,587	12,287	-1,300	-600	-700
EP2	Planning, Environment & Climate Change	37,600	37,000	-600	100	-700
EP3	Highways & Operations	21,530	20,430	-1,100	-400	-700
EP4	Directorate Support	2,625	2,678	53	53	0
TOTAL ENVIRONMENT AND PLACE		75,342	72,395	-2,947	-847	-2,100

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
PH 1 & 2	Public Health Functions					
PH1-1	Sexual Health	6,440	6,240	-200	-200	0
PH1-2	NHS Health Check Programme	645	745	100	100	0
PH1-3	Health Protection	8	8	0	0	0
PH1-4	National Child Measurement Programme	150	150	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	1,324	1,224	-100	-100	0
PH2-2	Physical Activity	420	420	0	0	0
PH2-3	Public Health General	2,536	2,436	-100	0	-100
PH2-4	Smoking and Tobacco Control	615	615	0	0	0
PH2-5	Children's 5-19 Public Health Programmes	2,297	2,297	0	0	0
PH2-6	Other Public Health Services	1,734	1,634	-100	-100	0
PH2-7	Drugs and Alcohol	10,517	10,717	200	300	-100
PH2-8	Domestic Violence	1,448	1,448	0	0	0
	Total Public Health Functions	37,132	36,932	-200	0	-200
PH3	Public Health Recharges	576	576	0	0	0
PH4	Grant Income	-33,632	-33,632	0	0	0
	Transfer to Public Health Reserve	0	200	200	0	200
	Total Public Health	4,076	4,076	0	0	0

Business Management & Monitoring Report : Public Health & Community Safety
Position to the end of January 2024
Revenue Budget Monitoring

		Change in Variance	Variance Last Cabinet Reporting Month	Projected Year End Variance	Projected Full Year Spend	Net Budget (Latest Estimate)
		£000	£000	£000	£000	£000
				underspend- overspend+		
CDA3	Community Safety	-85	485	400	28,056	27,656
Total Community Safety		-85	485	400	28,056	27,656

Business Management & Monitoring Report: Resources
Position to the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend- overspend+ £000	£000	£000
COD1	Corporate Services	2,334	2,334	0	0	0
COD2	Human Resources & Organisational Development	4,797	4,248	-549	-273	-276
COD3	Communications, Strategy & Insight	3,470	3,372	-98	25	-123
COD4	ICT & Digital	10,520	11,102	582	657	-75
COD5	Culture & Customer Experience	12,734	13,282	548	402	146

Business Management & Monitoring Report: Resources
Position to the end of January 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Cabinet Reporting Month	Change in Variance
		£000	£000	underspend-overspend+	£000	£000
COD6	Finance	8,919	9,399	480	347	133
COD7	Property, Investment & FM	19,743	20,173	430	371	59
COD8	Law & Governance	8,016	8,516	500	447	53
COD9	Delivery & Partnership	2,963	2,963	0	0	0
Total Resources		73,496	75,389	1,893	1,976	-83

Business Management Report
Position to the end of January 2024

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
Grand Total							0	0

Business Management Report
Position to the end of January 2024

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	Supporting families PBR Q3 23.24	CEF3-2	QA Safeguarding + Recruit + Retention	T	173	0
				VSMGT	Strategic Measures	T	0	-173
			Budget moved in 2022-23. Virement for NI adjustment this year	COD6	Finance & Procurement	P	1	0
				SCS1	Adult Social Care	P	-1	0
			Knights Court budget closure - budget relocation	COD7	Property, Investment & FM	P	0	0
				SCS1	Adult Social Care	P	0	0
			2024 Gold Pay Award 3 mths part year Jan-Mar	COM4-2	Fire & Rescue	T	5	0
				VSMGT	Strategic Measures	T	-5	0
			SLT Move to their respective CC	COD1	Corporate Services	P	-574	0
				COD4	ICT & Digital	P	-18	0
				COD8	Law & Governance	P	187	0
				EP4-1	Records & Systems	P	214	0
				SCS1	Adult Social Care	P	191	0
CS	Mar	Dec	DSG Contribution re Teachers Pay Awards 2023-23	CEF1-2	SEND Service	T	0	0
				CEF1-5	Learner Engagement	T	2	-2
				CEF4-3	Non-Delegated Schools Costs	T	-2	2
			EY DSG contribution re pay award 2023-24 Children	CEF1-2	SEND Service	P	2	-2
				CEF1-3	Learning & School Improvement	P	13	-13
				CEF1-4	Access to Learning	P	17	-17
				CEF4-2	Early Years Funding Formula	P	-34	34
				CEF5-1	Management & Admin	P	2	-2
			Pay Award 2023-24 HN DSG Contribution - Green Book Leavers	CEF1-2	SEND Service	T	0	0
				CEF1-5	Learner Engagement	T	0	0

Business Management Report
Position to the end of January 2024

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

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			HN DSG Contribution re Pay Award 2023-24 - Green Book Filled Posts	CEF1-2	SEND Service	P	-54	54
				CEF1-3	Learning & School Improvement	P	9	-9
				CEF1-5	Learner Engagement	P	8	-8
				CEF3-2	QA Safeguarding + Recruit + Retention	P	3	-3
				CEF5-1	Management & Admin	P	33	-33
			CB DSG contribution re pay award 2023-24 Children re Green Book Filled Posts	CEF1-3	Learning & School Improvement	P	0	0
				CEF1-4	Access to Learning	P	39	-39
				CEF1-5	Learner Engagement	P	24	-24
				CEF4-3	Non-Delegated Schools Costs	P	-101	101
				CEF5-1	Management & Admin	P	39	-39
			DSG Central Block Pay Award 2023-24 Arrears re leavers Apr-Oct 2023	CEF1-5	Learner Engagement	T	1	-1
				CEF4-3	Non-Delegated Schools Costs	T	-1	1
			Dedicated Recruitment Officer Roles	CEF2-9	Change	P	-80	0
				CEF5-1	Management & Admin	P	80	0
			Amendment to ESFA funded places	CEF1-2	SEND Service	P	-30	30
			Permanenet funding for shortfall in Childrens Housing	CEF2-3	Childrens Social Care	P	-100	0
				CEF3-1	Provider Services	P	70	30
		Jan	MASH, IAS, Strengthening Families re-align	CEF2-1	Early Help	P	30	0
				CEF2-2	Front Door	P	692	0
				CEF2-3	Childrens Social Care	P	-190	0
				CEF2-9	Change	P	-532	0
			QA, Safeguardng, R&R re-alignment	CEF2-3	Childrens Social Care	P	-125	0
				CEF2-9	Change	P	-394	0
				CEF3-2	QA Safeguarding + Recruit + Retention	P	519	0
			Additional Funding 23-24 YJ Grant	CEF3-1	Provider Services	T	7	-7
			Create income & Expenditure budget for S31 Grant	CEF3-1	Provider Services	P	299	-299
		Implementation of Supported Accommodation						

Business Management Report
Position to the end of January 2024

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

AS	Mar	Dec	ASC Inflation Budget Realloc 23/24	ACSNPOOL	Live Well Pool	P	434	-434
				BCFPOOL	Age Well Pool	P	12	-12
				SCS5	Pooled Budget Contributions	P	0	0
			Health Reserves Drawdown	ACSNPOOL	Live Well Pool	T	52	-52
				SCS5	Pooled Budget Contributions	T	0	0
			23AS19 saving realignment	ACSNPOOL	Live Well Pool	P	1,100	-1,100
				SCS5	Pooled Budget Contributions	P	0	0
			CQC Review and Assessment Grant 2023/24	SCS1	Adult Social Care	T	27	-27
		Jan	HESC adjustments	SCS2	Other Adult Social Care Services	P	-6	6
			24AD4 Saving stretch move to Live Well	ACSNPOOL	Live Well Pool	P	-500	500
				SCS5	Pooled Budget Contributions	P	0	0
RES	Mar	Jan	reallocate budgets to align with expenditure	COD7	Property, Investment & FM	P	44	-44
EP	Mar	Jan	TRO and Traffic signals from Ops to Network	EP3-1	Highway Maintenance	P	-430	0
				EP3-2	Network Management	P	430	0
Grand Total							1,581	-1,581

Business Management Report
Position to the end of January 2024

CABINET IS RECOMMENDED TO APPROVE THE SUPPLEMENTARY ESTIMATE 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	March	Jan	Supplementary estimate to cover the one-off ill health/injury costs incurred during 2023/24 in Community Services	COM4-2	Fire & Rescue	T	159	
				VSMMGT	Strategic Measures	T	-159	
Grand Total							0	0

Business Management & Monitoring Report
Position to the end of January 2024
Earmarked Reserves

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
Revenue Grants Unapplied				
Grants and Contributions Reserve	37.0	-16.9	20.1	This reserve holds unspent ring-fenced grants and contributions committed to be spent in future years. This includes the Public Health ringfenced grant and funding for the on-going cost of the Homes for Ukraine Scheme.
COVID-19 Reserve	15.4	-9.3	6.1	This reserve is set up to meet ongoing and emerging pressures and longer term service demands arising from the COVID-19 Pandemic. The use of £13.4m funding from the reserve is built into the council's Medium Term Financial Plan agreed in February 2023. After taking account of the additional £1.6m use of the reserve in 2023/24 £0.4m remains uncommitted.
Government Initiatives Reserve	2.3	-0.5	1.8	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Subtotal Revenue Grants Unapplied	54.8	-26.7	28.0	
Corporate Priorities				
Budget Priorities Reserve	11.4	-9.8	1.6	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Strategy.
Transformation Reserve	1.5	0.0	1.5	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Zero Emissions Zone	0.5	0.0	0.5	This reserve holds surpluses generated by Network Coordination for the development and expansion of the ZEZ in the future years.

Business Management & Monitoring Report
Position to the end of January 2024
Earmarked Reserves

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
Youth Provision Reserve	0.3	-0.3	0.0	Funding for locality based youth provision
Subtotal Corporate Priorities	13.7	-10.1	3.6	
Funding for Risk				
Insurance Reserve	12.9	0.0	12.9	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.
Demographic Risk Reserve	13.0	4.0	17.0	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.
Council Elections	0.4	0.2	0.6	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.
Redundancy Reserve	2.4	0.0	2.4	This reserve is available to fund redundancy costs arising from Transformational Change.
Trading Accounts	0.2	-0.2	0.0	This reserve holds funds relating to traded activities to help manage volatility year to year or future investments.
Council Tax Collection Fund Reserve	3.0	0.0	3.0	This reserve holds any surplus/ deficit as a result of income from council tax being more or less than originally estimated
Business Rates Reserve	9.5	0.1	9.6	This reserve is to smooth the volatility of Business Rates income and to mitigate risk around future changes to Business Rates. The use of the reserve will be considered through the Budget & Business Planning Process for 2024/25.
Subtotal Risk	41.3	4.1	45.4	

Business Management & Monitoring Report
Position to the end of January 2024
Earmarked Reserves

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
Capital & Equipment				
Capital Reserves	67.8	0.3	68.1	This reserve has been established for the purpose of financing capital expenditure in future years. Drawdown will be confirmed later in the year.
Vehicle and Equipment Reserve	3.4	0.3	3.7	This reserve is to fund future replacements of vehicles and equipment.
Investment Pump Priming Reserve	2.0	-1.9	0.1	Funding held to meet the costs of self-financing schemes which require pump priming until the funds are returned. Agreed to be used to support the following schemes as part of the 2023/24 budget: Low Carbon Business Travel Project (grey fleet) £0.8m, Energy Efficiency Recycling Fund for OCC Maintained Schools £0.8m, Initial funding to develop plans for the workplace charging levy £0.2m.
Subtotal Capital & Equipment	73.2	-1.3	72.0	
Other Reserves				
Schools' Reserves	12.9	0.0	12.9	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools. Other School Reserves cover a number of miscellaneous education activities, including amounts loaned to individual schools against school reserves, and School Partnership Accounts which are operated in respect of inter-school activities.
Partnership Reserves	1.9	-1.6	0.3	This relates to funding for the Growth Deal
On Street Car Parking Reserve	4.9	0.2	5.1	This surplus has arisen under the operation of the Road Traffic Regulation Act 1984 (section 55). The purposes for which these monies can be used are defined by statute.
Subtotal Other Reserves	19.7	-1.4	18.4	
Total Earmarked Reserves	202.7	-35.4	167.4	

Business Management & Monitoring Report
Position to the end of January 2024
Earmarked Reserves

	2023/24			Description
	Balance at 1 April 2023	Forecast Movement	Forecast Balance at 31 March 2024	
	£m	£m	£m	
DSG Unusable Reserve *	-41.1	-22.9	-64.0	
DSG High Needs deficit within Unusable Reserve *	-46.8	-22.9	-69.7	
Total Earmarked Reserves after DSG Unusable Reserve	161.6	-58.3	103.4	

Business Management Report
Position to the end of January 2024
Government Grants 2023/24

Ringfenced	Directorate	Issued By	Estimate 2023/24	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
Page 157	Adult Services					
	R Improved Better Care Fund	DHSC	10,705	0	0	10,705
	R Adult Social Care Market Sustainability and Improvement Fund	DHSC	5,366	0	0	5,366
	R Adult Social Care Discharge Fund	DHSC	1,501	0	0	1,501
	R Adult Social Care Market Sustainability and Improvement Fund - Workforce Fu	DHSC	0	3,485	27	3,512
	TOTAL ADULT SERVICES		17,572	3,485	27	21,084
	Children's Services					
	Dedicated School Grants					
	R Dedicated Schools Grant (DSG) - Schools Block	DfE	131,138	31	0	131,169
	R Dedicated Schools Grant (DSG) - Central Block	DfE	4,992	0	0	4,992
	R Dedicated Schools Grant (DSG) - Early Years Block	DfE	44,341	94	0	44,435
	R Dedicated Schools Grant (DSG) - High Needs Block	DfE	85,288	-564	0	84,724
	Subtotal DSG Grants		265,759	-439	0	265,320
	School Grants					
	R Pupil Premium	DfE	7,663	531	0	8,194
	R Teacher's Pension Grant	DfE	274	-264	0	10
	R Teacher's Pay Grant	DfE	95	-95	0	0
	R Coronavirus (COVID-19) National Testing Programme	DfE	0	0	0	0
	R Coronavirus (COVID-19) Alternative Provision Y11 Transition	DfE	0	0	0	0
	R Coronavirus (COVID-19) Education Recovery NQT	DfE	0	0	0	0

Business Management Report
Position to the end of January 2024
Government Grants 2023/24

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Ringfenced	Directorate	Issued By	Esimate 2023/24	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Coronavirus (Covid-19) Schools Fund	DfE		0	0	0
R	National Professional Qualification Grant	DfE	0	15	0	15
R	Early Career Framework - Mentor	DfE	0	93	0	93
R	Early Career Framework - Off Timetable	DfE	0	161	0	161
R	Education Funding Agency - Sixth Form Funding and Threshold	DfE	280	39	0	319
R	Coronavirus (COVID-19) Recovery Premium	DfE	0	462	0	462
R	Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	408	0	408
R	PE and Sport Grant	DfE	2,266	-49	0	2,217
R	Teacher's Pay Additional Grant	DfE	0	1,404	0	1,404
R	Universal Infant Free School Meals	DfE	3,938	109	0	4,047
R	Early Year Supplement Grant	DfE	0	2,978	0	2,978
R	Mainstream Schools Additional Grant	DfE	0	4,285	0	4,285
	Subtotal School Grants		14,516	10,077	0	24,593
	Other Children's Services Grants					
R	School Improvement Monitoring & Brokering Grant	DfE	0	0	0	0
R	Additional support for schools in financial difficulty	DfE			331	331
R	Youth Justice Board	YJB	674	30	7	711
R	Asylum (USAC and Post 18)	HO	3,997	2,580	0	6,577
R	Afghan Resettlement Education Grant	DfE	0	0	0	0
R	Afghan Settler Holding Hotel Grant	DfE	0	0	0	0
R	Extension of Virtual School Heads - children with social worker	DfE	0	135	0	135
R	Extension of Virtual School Heads - previously looked after children	DfE	0	66	0	66
R	Pupil Premium Plus Post 16 pilot	DfE	0	45	0	45

Business Management Report
Position to the end of January 2024
Government Grants 2023/24

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Ringfenced	Directorate	Issued By	Esimate 2023/24	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Extended Personal Adviser Duty Grant	DfE	103	9	0	112
R	Leaving Care Allowance Uplift	DfE			136	136
R	Staying Put Implementation Grant	DfE	288	0	0	288
R	Remand Framework	YJB	72	-36	0	36
R	Reducing Parental Conflict Workforce Development Grant	YJB	0	48	0	48
R	Supported Internships for Young People with SEND	DWP	54	0	0	54
R	Holiday Activities and Food Programme	DfE	296	1,203	0	1,499
R	Attach ASF	DfE	0	15	0	15
R	Intervention Delivering Better Value in SEND - Grant for Data Analysis	DfE	0	0	1,000	1,000
R	Fam Grp Conferences	DfE	0	54	0	54
R	Multiply	DfE	899	0	0	899
R	Home for Ukraine Education	DfE	0	0	0	0
R	Turnaround Programme	YJB	64	63	0	127
R	Strengthening Multi-Agency Leadership for reform	DfE			47	47
R	Implementation of Supported Accommodation Reforms	DfE			299	299
	Subtotal Other Children's Services Grants		6,447	4,212	1,820	12,479
	TOTAL CHILDREN'S SERVICES		286,722	13,850	1,820	302,392
	Environment & Place					
R	Bus Service Operators Grant	DfT	514	0	0	514
R	Natural England	DEFRA	227	0	0	227
R	Energy Mapping	DEFRA	0	0	0	0
R	COVID BSSG	DFT	0	48	0	48
R	Biodiversity Net gain Grant	DEFRA	0	27	0	27

Business Management Report
Position to the end of January 2024
Government Grants 2023/24

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Ringfenced	Directorate	Issued By	Estimate 2023/24 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
R	Woodland Creation Accelerator Fund (WCAF)	DEFRA	0	75	0	75
R	Air Quality SSCL Grant	DEFRA			127	127
R	Capability Fund	DFT			260	260
R	Zero Emission Zone Pilot	DEFRA	0	0	0	0
	TOTAL ENVIRONMENT & PLACE		741	150	387	1,278
R	Public Health					
	Public Health Grant	DHSC	33,632	0	0	33,632
	TOTAL PUBLIC HEALTH		33,632	0	0	33,632
	Community Safety					
R	Fire Fighter's Pension Fund Grant	DLUHC	1,361	0	0	1,361
R	Fire Protection Uplift Grant	DLUHC	0	303	0	303
R	Fire Fighter's New Dimensions Grant	DLUHC	40	0	0	40
	TOTAL COMMUNITY SAFETY		1,401	303	0	1,704
	Resources					
R	Homes for Ukraine *	DLUHC	6,503	0	0	6,503
R	Music Service	AC	844	0	0	844
R	MaaS:CAV	Innovate UK	313	0	0	313
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 Gravitometer	Innovate UK	69	0	0	69

Business Management Report
Position to the end of January 2024
Government Grants 2023/24

Ringfenced	Directorate	Issued By	Esimate 2023/24	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
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 RESOURCES		8,219	0	0	8,219
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45		-45	0
U	Extended Rights to Free Travel	DfE	278	531		809
U	Firelink	DLUHC	213	-83		130
U	Local Authority Delivery Support Funding	DLUHC	0	123		123
U	Key Stage 2 Moderation & Phonics	DLUHC	0	21		21
U	Supporting Families - previously Troubled Families	DLUHC	1,048	204	173	1,425
U	New Homes Bonus	DLUHC	1,700			1,700
U	Local Reform & Community Voices	DfE	328			328
U	Social Care in Prisons Grant	DfE	187			187
U	Social Care Support Grant (including Independent Living Fund)	DLUHC	32,669			32,669
U	Services Grant	DfE	2,800			2,800
U	Domestic Abuse Duty Grant	DLUHC	1,141		26	1,167
U	Supplementary Substance Misuse Treatment & Recovery Grant	OHID	0	635		635
U	Supplementary Substance Misuse Treatment & Recovery Housing Grant	OHID	0	641	-19	622
U	Supplementary Substance Misuse Inpatient Detox & Rehabilitation	OHID	0	80		80
U	Rough Sleeping Drugs & Alcohol Grant	DLUHC	0	1,140		1,140
U	Rough Sleeping Strategy - care leavers	DLUHC	0	95		95

Business Management Report
Position to the end of January 2024
Government Grants 2023/24

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Ringfenced	Directorate	Issued By	Estimate 2023/24 £000	In year Adjustments / New Allocations previously reported £000	In year Adjustments/ New Allocations reported this time £000	Latest Allocation £000
U	Dual Running & Client Level Data	DHSC	0	20		20
	Subtotal Strategic Measures		40,409	3,406	135	43,950
	Business Rates					
U	Section 31 Grant for Business Rate Compensation	DLUHC	14,427	4,671		19,098
U	Business Rates S31 Grant Top-Up	DLUHC	42,662	-2,686		39,976
	Subtotal Business Rates		57,089	1,985	0	59,074
	Grants held on behalf of Local Enterprise Partnership					
R	Oxford Innovation Business Support	BEIS	205		0	205
R	European Regional Development Fund		900		-900	0
R	DCLG (Local Enterprise Partnership Funding)	DLUHC	500		335	835
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	0	-565	1,040
	TOTAL STRATEGIC MEASURES		99,103	5,391	-430	104,064
	Total All Grants		447,390	23,179	1,804	472,373

R	Ringfenced grant	DLUHC	Department for Levelling Up, Housing and Communities
U	Un-ringfenced grant	BEIS	Department for Business, Energy & Industrial Strategy
	<u>Issued by</u>	OHID	Office for Health Improvement and Disparities
HO	Home Office	DEFRA	Department for Environment, Food and Rural Affairs
DHSC	Department of Health & Social Care	AC	Arts Council
DfT	Department for Transport	YJB	Youth Justice Board
DfE	Department for Education	NDTi	National Development team for Inclusion

Business Management & Monitoring Report
Position to the end of January 2024
General Revenue Balances

	Forecast 2023/24	
	£m	£m
General Balances: Outturn 2022/23	22.643	
County Fund Balance		22.643
Planned Contribution to Balances (February 2023)		6.800
Planned Contribution from Balances (June 2023)		0.800
Original forecast outturn position 2023/24		30.243
Additions		0.000
Calls on balances deducted		
Staffing costs to support development of One - Fleet approach to the council's vehicles (Supplementary Estimate agreed May 2023)		-0.180
Supplementary estimate for a school with a forced academisation that has a deficit budget		-0.200
		-0.380
Automatic calls on/returns to balances		0.000
Additional Strategic Measures		
Forecast Strategic Measures Overspend /Underpend		0.000
Net General Balances		29.863
Calls on / returns to balances requested in this report		0.000
Forecast Variation at Year End		
Less forecast overspend (as set out in Annex 1)		0.000
Forecast Outturn position		29.863
Risk Assessed Level of Balances for 2023/24		30.200
Surplus/(deficit) balances compared to risk assessed level		-0.34

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Annex C

Homes for Ukraine funding: to report updated spending and additional allocations

Following the launch of the Homes for Ukraine (HfU) scheme by the UK government in March 2022, upper tier councils have been in receipt of a tariff fund for individual arrivals in their area of responsibility. Funding is provided as a one-off payment at the level of £10,500 per guest, falling to £5,900 for all new arrivals from 1 January 2023. For eligible minors the tariff will continue at £10,500.

This funding is to support Ukrainian guests and their hosts. Oxfordshire residents have been exceptionally welcoming, with Oxfordshire's per-resident population hosting levels been amongst the highest in the country.

In two-tier areas it is a condition of the funding that councils must agree a plan locally to:

- make prompt payments to lower-tier councils in relation to all the services which they provide to guests under the scheme, during the full duration of the scheme, including for services such as homelessness assistance for which lower-tier councils are responsible
- make an immediate payment to lower-tier councils in relation to any upfront costs.

This tariff funding is in addition to separate funding received for: education, payments to host households and the specific funding to reduce homelessness, including the capital funding through the Local Authority Housing Funding (LAHF), for the city and district councils.

Response in Oxfordshire

Oxfordshire's councils, supported by statutory services including Thames Valley Police, OxLEP and the NHS, organised a Homes for Ukraine response through the Oxfordshire Migration Partnership ('Oxfordshire Silver'). Over the past year, the partnership has moved from an initial focus on basic welfare and safeguarding, to managing the transition of guests into sustainable accommodation through support for employment, skills and access to accommodation.

Working through the Migration Partnership, Oxfordshire councils - represented by their chief executives - agreed an outline allocation of tariff funding early in the scheme. The funding was apportioned based on the costs incurred by each council and for specific cross-cutting programmes led by either the county council or by one of the city and district councils, on behalf of all partners.

These schemes have been overseen and managed through the decision making, finance and procurement processes of the relevant organisations.

Formal grant agreements for the funding were allocated to the city and district councils, which was apportioned in outline before the volume of Ukrainian guests in Oxfordshire was known – the number of guests drives the tariff funding we receive. The level of the funding, given the numbers of guests in the county, meant that the conclusion of the grant agreements was a key decision. Initial allocations were agreed by Cabinet in July 2023 with further allocation to be agreed by the County Council's Executive Director for Finance and Resources, in consultation with district and city Section 151 officers. This Annex is provided to Cabinet to give an update on further allocations up to January 2024.

Original and additional allocations

The table below presents the original allocations, alongside the new allocations as of January 2024.

Programme element - allocations	Allocation at July 2023 £ m	Allocation at Jan 2024 £ m
Guest payments, DBS etc.	0.6	0.6
Wraparound support	0.4	0.6
Community Liaison Officers	0.3	0.5
Rematching resources (lead authority: Oxford City Council)	0.2	0.4
Funding allocated to County, City and Districts	5.8	7.4
Top-up payments for hosts	1.6	1.8
Bus passes	1.0	1.0
Move-on (lead authority: South Oxfordshire and Vale of White Horse District Councils)	6.0	6.2
Employment and Skills programme (lead authority: Oxfordshire County Council)	1.2	1.6
Football Inclusion Officer (Lead authority: Cherwell)		0.035
Community Grants (Lead authority: Cherwell)		0.050
Aspire Employment Project (Lead authority: OCC)		0.013
Impact Assessment (Lead authority: OCC)		0.020
Total allocated funding (May 2023/ Dec 2023)	16.9	20.2
Total tariff funding (May 2023/ Dec 2023)	21.0	23.0
Unallocated funding (May 2023/ Dec 2023)	4.1	3.0

Guest Payments

£482,600 spend by Jan 2024 – no increase in allocation.

£200 paid to Ukrainian guests when they arrive at host accommodation in Oxfordshire. This is a one-off 'welcome' payment managed by Oxfordshire County Council.

Wraparound support for Ukrainian guests

£362,162 spend by Jan 2024 – allocation increased to £0.6m (new contract awarded)

Support provided through a contract with a community/ voluntary sector provider to provide a range of interventions, activities and events to support Ukrainians living in Oxfordshire, as well as helping new arrivals settle in and find their bearings. The support included help to access to suitable accommodation, finding employment, supporting volunteering and training opportunities and accessing vital support/ health/ welfare services. A new one-year contract (option to extend for another year – included in costings) will start in March 2025 and will focus more on signposting to existing services, as well as providing additional health and wellbeing support.

Community Liaison Officers

£229,262 spend by Jan 2024 - allocation increased to £0.5m (resource extended to March 2025)

These officers are linked to city and district council areas and work closely with the wrap around support provided through the contract above. The officers provide support for Ukrainian hosts and guests in their localities and provide an overview of community services and support.

Rematching resources

£202,481 spend by Jan 2024 - allocation increased to £0.4m (resource extended to March 2025)

Led by a team located in Oxford City Council, this partnership work enables a county-wide approach to prevent Ukrainian guests from becoming homeless by rematching them with hosts, when necessary. This reduces the risk of homelessness and the need for emergency temporary accommodation. By working together across Oxfordshire, this enables strategic policies and processes to be put in place to support consistency across the county.

Initial funding allocated for Administration/ discretionary costs

£3,869,077 spend by Jan 2024 – allocation increased to £7.4m resource extended to March 2025)

Funding for city, district and county councils to cover the costs of administering the Homes for Ukraine scheme. This work delivers the objectives of the Oxfordshire Migration Partnership, which is to ensure a warm welcome for all new arrivals and embrace and support independent living for those staying in the county.

Administration costs include:

- Communications
- Finance/payment provision
- Customer contact centre
- Housing support
- Social care support (adults and children)

An initial payment of £500,000 was made to each district / city area with additional funding being paid according to costs and need from the unallocated funded.

Top up for host payments

£678,100 spend by Jan 2024 - allocation increased to £1.8 (host top-up payments)

On-going, additional payment made to hosts as a 'top up' over and above Government agreed payments. Each sponsor (host) in Oxfordshire receives £550 per month. The reason for increasing the payments to all hosts is to encourage on-going hosting arrangements and maintain a consistent payment level through variably national offers.

Government 'standard' payments are £350 a month during the first 12 months of guest's stay, increasing to £500 once the guest has been in the UK for 12 months, for a duration of a further 24 months.

System partners have agreed that the locally funded host payment top-ups will continue at least until March 2025 with eligibility in-line with the national scheme.

Bus passes for Ukrainian guests

£769,835 spend by Jan 2024 – no additional allocation

A 12-week free bus pass scheme was introduced for Ukrainians guests, to help them travel in Oxfordshire during their first few months in the UK. The initial scheme (introduced in June 2022) was extended by another 12 weeks, so all guests could apply for free bus passes for a period of up to 24 weeks. The free bus pass scheme has ended, with individual requests being considered on a case-by-case basis.

Move on: Staffing support and to Private Rented Sector (PRS)

£454,443 spend by Jan 2024 – total allocation is £3.9m (Resource agreed to March 2025)

The Housing Capacity Team cross-county team works to ensure the smooth transition of Ukrainian guests from their hosts into independent accommodation. Led by a team allocated in South Oxfordshire and Vale of White Horse Councils, this partnership work encompasses a range of activities covering:

- Staffing support
- Moving on private rental support
- Moving on guest support
- Moving on Homes for Multiple Occupancy (HMO) license application support.

Whilst current spend is very low there are significant risks related to rising homelessness across all cohort groups and therefore it is essential to have the budget available to reduce the risk of homelessness and support Ukrainians to move into settled accommodation. The cost

Employment support

£464,800 spend by Jan 2024 – increased allocation to £1.6m (if the project is extended to 24 months, rather than current 18 months) – any extension will require approval by Gold (Oxfordshire Chief Executives)

This is a new scheme, being led by Oxfordshire County Council, working closely with partners across the county.

Stable employment is critical for Ukrainian guests to be able to access sustainable accommodation and minimise homelessness. The new support includes:

- Preparing for work in the UK
- Into work (including the securing of jobs, childcare, transport)
- Work experience
- Voluntary work
- Training and conversion courses
- Courses for English Speakers of Other Languages (ESOL) and work based ESOL (WBESOL)
- Self-employment
- Information and signposting.

District and City Council grant agreements

The additional funding allocation is set out in the table below, with further funding as required by each council within the overall Homes for Ukraine envelope, agreed by the Director of Finance on the presentation of a business case, in consultation with city and district councils s151 officers.

Initial spending was agreed in outline by Chief Executive's in compliance with the funding scheme requirement to passport funding from upper tier to lower tier authorities in two tier areas, as set out above and therefore significant elements of this funding is being provided in retrospect.

Funding element	County	City	CDC	SODC	VOWH	WODC
Guest payments, DBS etc.	650312					
Wraparound contract	625495					
Community Liaison Officers 12 months		50000	50000	50000	50000	0
Community Liaison Officers extension		71137	78153	84653	49873	22459
Rematching resources		429330	0	0	0	0
Admin/Discretionary (initially capped at £500k)	3578840	1050000	500000	1019000	670000	500000
Host payment top ups	1800000					
Bus passes	1029000					
Football Inclusion Officer			35000			
Employment and Skills Programme	1600000					
Aspire Employment Project	13060					
Community Grants Scheme			50000			
Impact assessment	20000					
Moving on staffing support		0	0	404000	0	0
Moving on Private Rental Support		633000	544000	977000	693000	655000
Moving on - not yet allocated	2330000					
Total funding	£11,646,707	£2,233,467	£1,257,153	£2,534,653	£1,462,873	£1,177,459

The reason there is a discrepancy between the admin/discretionary allocations is because some districts have budget remaining from their original allocations which will cover their requests for additional funding for staffing to March 2025. Ongoing monitoring will enable us to check whether further funding will be required beyond this.

Finance plan

A finance plan is in place to maintain oversight of the funding and manage payments to the District/City councils.

Draw down of additional funding is via issuing of a letter that acts as an additional schedule to the existing grant agreement.

Quarterly finance reports are presented to the partnership to maintain oversight of the HfU funding.

Additional funding is being sourced via the city and district councils' wider asylum resettlement funds to finance the adaptation of HfU services to support other refugees and asylum seekers in the county, as requested by chief executives. For 2024-25, it was agreed that 20% (£13,326.67 from each district) of the staff costs for the central system support teams - the Programme Management Team based in the County Council, and the Housing Capacity Team based at South & Vale District Councils – will be financed using this resettlement funding. A process has been set up to claim this funding back from the city and district councils through the new round of grant funding letters associated with the HfU agreement – this will avoid the need for a separate 'reverse' grant agreement.

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Cost of Living Update and Proposed Use of Funding in 2024/25 and 2025/26

The 2024/25 cost of living programme has successfully delivered £9m cost of living funding to Oxfordshire residents. This has included launching a new Resident Support Scheme, providing £0.610m crisis grants to 1,100 households up to January 2024. In addition, £1.550m cost of living support was paid to 3,400 qualifying residents who missed out on national funding, a take up rate of over 84%.

In the last three years funding has been provided in the form of the Household Support Fund (HSF), with the fourth iteration providing £6.7m grant funding for the current financial year. In 2023/24 this has been supplemented by £2.3m one – off funding agreed as part of the council's budget in February 2023 as well as £0.5m from the emergency welfare fund (funded from the COVID-19 reserve), to create the 2023/24 Cost of Living programme as set out in the report to Cabinet in March 2023.

As part of the Budget Statement on 6 March 2024 the government announced £0.500m funding nationally for a six month extension of the Household Support Fund at the current level from April to September 2024. Further information is awaited on the council's allocation and grant conditions.

Monies provided through the 2023/24 Household Support Fund (HSF4) are required to be spent by 31 March 2024 or otherwise returned to government so priority has been given to ensuring this funding is fully spent. In the absence of any previous information about further funding in 2024/25, projects within the programme have been prudently managed in 2023/24 to minimise the need to draw down from the emergency welfare fund, rather than being recycled into other projects on the basis that this would mean there was some resource for welfare projects in 2024/25 when the HSF was expected to have ended.

The extension of the HSF means that plans can be made for a new programme of expenditure in the first half of 2024/25. The largest item of expenditure in the Cost of Living programme has been support with food costs for families of children entitled to Free School Meals (FSM), at £3.5m. Given that the announcement of a fifth round of HSF (HSF5) provides more cost of living funding in 2024/25 than previously anticipated, it is proposed to use £0.5m from the 2023/24 Cost of Living programme to meet the costs of providing FSM equivalent support during the 2024 Easter Holidays. This funding will be provided to schools ahead of the Easter holiday period to allow them to purchase the support.

A £0.380m allocation from the Budget Priorities reserve to match fund council tax discount schemes for people on low incomes was agreed by Cabinet on 20 September 2022. Based on take up across all the districts £0.054m of this funding was not needed in 2023/24.

The following actions are proposed to maximise the cost of living and financial inequality resource in 2024/25:

- £0.5m unspent funding from the 2023/24 cost of living programme will be used to fund equivalent holiday support for free school meals in the Easter 2024 school holiday.
- £0.054m not required to be drawn down from the Budget Priorities reserve will be held in the reserve and used to increase the 2025/26 emergency welfare fund to £0.354m¹.
- A report to Cabinet in early 2024/25 will set out proposals for the use of HSF5 as well as other opportunities for tackling financial deprivation and inequality, including the utilisation of additional funding included in the 2024/25 budget.

The table on the next page provides a summary of the financial position for the funding included in the 2023/24 budget.

¹ £0.2m funding that was originally expected to support the emergency welfare fund in 2025/26 was brought forward into 2022/23 by a Cabinet decision in September 2022 in order to accelerate cost of living support during the most acute period of inflation and uncertainty related to the anticipated end of the energy price cap.

Expenditure	Amount	Funding Source	Purpose	23/24 Outturn projection	Action Required
Emergency Welfare Fund (£2,000,000 over 22/23 to 25/26)	£500,000	Covid Reserve	Provide financial support for household essentials	£500,000 available to fund FSM Holiday Support at Easter. The balance is available from the original allocations as follows: Take up of Cost of Living payment to people in receipt of Housing Benefit (£100,000) Holiday food vouchers for families of children entitled to FSM (£320,000) Returned credit from Post Office in relation to 2022/23 pensioner Cost of Living (CoL) payment	Expenditure to be reclaimed from Household Support Fund for 2024/25
Accelerated cost of living support (2022/23)	£200,000	Emergency Welfare Fund (25/26)	Cost of Living Support delivered by VCS organisations	Spent in full	None, but note that this is part of the £2m in the above line
Household Support Fund (23/24)	£6,720,000	DWP Household Support Fund (23/24)	Cost of Living (CoL) support for vulnerable households	Spent in full	
Additional CoL measures (23/24)	£2,300,000	Base budget	Cost of living support to be delivered by District Councils and VCS organisations	Spent in full	
Additional CoL measures (22/23)	£380,000	Budget Priorities Reserve	To provide matched funding to Districts Council Tax hardship schemes	£54,000 not drawn down by Council Tax authorities	£54,000 to remain earmarked in budget priorities reserve for draw down to top up emergency welfare fund in 2025/26



**OXFORDSHIRE
COUNTY COUNCIL**

Forward Plan

May - August 2024

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Liz Leffman
Leader of the Council
County Hall, Oxford OX1 1ND

Date Issued: 2 April 2024

The Cabinet's Forward Plan: Introduction

This Forward Plan outlines the decisions which are expected to be made over the coming four-month period by or on behalf of the County Council's Cabinet. **NB Also included, for ease of reference, are items for the current month.**

The Plan is arranged in Committee date order, Cabinet or Delegated Decision by Cabinet Member. (The members and their portfolios are listed in the table on the next page.) Each entry briefly describes the subject and scope of the decision; indicates the "target date" on which the decision is expected to be taken and by whom (eg whether the full Cabinet or an individual Cabinet Member); what documents (normally a report by an officer) are expected to be considered; and contact details for the officer(s) dealing with the matter.

Where consultation is being carried out prior to the decision being taken, the principal consultees are specified. The method of consultation will normally be by letter or – where the views of the wider public are to be sought – by press coverage, supplemented by local notices if the decision affects a particular area. Other methods, such as exhibitions, opinion surveys, community forums etc, may be used to supplement these.

The lists include any "key decisions" - those which are "significant" under the terms of government regulations. In general, a key decision may not be taken unless notice of it has been included in the Forward Plan. More detailed information on what is a key decision can be found in the Council's Constitution on the Council's website.¹ This can also be inspected at County Hall.

However, the Council has decided that Oxfordshire's Forward Plan should include all those matters which are expected to come before the Cabinet in the period of the Plan, whether or not they may give rise to key decisions.

If any key decisions are expected to be taken by officers within the Plan period under powers delegated by the Cabinet, these are included in the Plan.

Unless of a confidential nature, reports and other documents for any meeting can be inspected, from approximately a week before the meeting, at County Hall and online². Copies can be supplied on request, at a charge to cover copying costs.

Making Representations about Forward Plan Items

Anyone who wishes to make representations about a particular matter listed in the Plan should send their comments so as to reach the County Council at least a week before it is due to be considered. Comments should be either:

Posted to "Forward Plan", Law & Governance (Democratic Services), Corporate Services, County Hall, Oxford OX1 1ND, delivered in person to the same address or e-mailed to forward.plan@oxfordshire.gov.uk.

There is also a facility for making a short address to the Cabinet or Cabinet Member in person. The deadline for any request to do this is 9.00 am on the fourth working day before the matter is due to be considered. Requests should be emailed to committeesdemocraticservices@oxfordshire.gov.uk or a form is available from Democratic Support Team, Law & Governance (Democratic Services), (contact as above, or telephone Oxford 810806) or online³.

¹ [Decision Making including Key Decisions](#) – Main Menu > About your Council > Meetings > The Constitution > Part 2, Article 14 – Decision Making

² [Agendas, Minutes & Reports](#) – Main Menu > About your Council > Meetings > Browse Committee Papers

³ [Get Involved in Meetings](#) – Main Menu > About your Council > Meetings > Get involved in meetings

Members of the Cabinet

[Oxfordshire's Cabinet | Oxfordshire County Council](#)

The Forward Plan

Cabinet Meetings

23 April 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Approval of new managed service recruitment contract (Ref: 2023/343) Follow the retender exercise of the current Comensura contract and evaluation of bids for the new contract, we would like to seek cabinet approval to proceed to award stage	Cabinet (23 April 2024)	Yes - Revenue Expenditure > £500,000	None	N/A		Cabinet Member for Community & Corporate Services	Sue Galvin, Administrative Officer Support Tel: (01865) 328547	Director of Human Resources
Future Generations (Ref: 2023/361) For Cabinet to agree to the adoption of a Future Generations	Cabinet (23 April 2024)	No	None	N/A		Cabinet Member for Climate Change Delivery & Environment	Elena Grant, Policy Officer Tel: 07825 403173	Executive Director: Resources

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
mission statement								
Biannual Climate Action Report <i>(Ref: 2024/024)</i> This report updates Cabinet on progress on Climate Action.	Cabinet <i>(23 April 2024)</i>	Yes - Affects more than 1 division	None			Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations	Sarah Gilbert, Climate Action Team Leader Tel: 07867 467797	Corporate Director Environment & Place
Vision Zero Strategy <i>(Ref: 2023/317)</i> To seek approval of the Vision Zero Strategy	Cabinet <i>(23 April 2024)</i>	Yes - Affects more than 1 division	None	There will be a public consultation held via Lets Talk Oxfordshire	Decision due date for Cabinet changed from 27/02/2024 to 23/04/2024. Reason: Further work required	Cabinet Member for Highway Management	Caroline Coyne, Assistant Project Manager	Corporate Director Environment & Place
Customer Experience Strategy <i>(Ref: 2024/029)</i> To approve the Council's Customer Experience Strategy	Cabinet <i>(23 April 2024)</i>	No	None			Cabinet Member for Community & Corporate Services	Mark Haynes, Director for Customer & Culture Services Tel: 07586 479051	Executive Director: People
Capital Programme Approvals - May 2024 <i>(Ref: 2024/059)</i> Report on variation to the capital programme for approval (as	Cabinet <i>(23 April 2024)</i>	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Finance	Natalie Crawford, Capital Programme Manager	Executive Director: Resources

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
required).								
PSTN Withdrawal Programme <i>(Ref: 2024/109)</i> Approval to proceed with this programme to reduce risks and mitigate the impacts of the withdrawal of Public Switched Telephone Network (PSTN) Services. This is the legacy telephony network that connects calls via physical copper phone lines.	Cabinet <i>(23 April 2024)</i>	Yes - Affects more than one division and Capital Expenditure >£1m	None	N/A		Cabinet Member for Community & Corporate Services	Tim Spiers, Director of IT, Innovation, Digital & Transformation Tel: 07753 243223	Executive Director: Resources
Delegated Powers Report for January to March 2024 <i>(Ref: 2024/110)</i> To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated	Cabinet <i>(23 April 2024)</i>	No	None	N/A		Leader	Colm Ó Caomhánaigh, Democratic Services Manager Tel: 07393 001096	Director of Law & Governance and Monitoring Officer

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
under the terms of Part 7.2 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c). It is not for Scrutiny call-in.								

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14 May 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Oxfordshire Councils Charter <i>(Ref: 2023/351)</i> Adoption of a charter to underpin our ways of working and commitment with Town and Parish Councils across Oxfordshire. This is a	Cabinet <i>(14 May 2024)</i>	Yes - Affects more than 1 division	None	N/A	Decision due date for Cabinet changed from 19/03/2024 to 23/04/2024. Reason: Further work required Decision due date for Cabinet changed from 23/04/2024 to 14/05/2024. Reason: Further	Leader	Emily Schofield, Acting Head of Strategy Tel: 07881 311707	Chief Executive

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
joint charter with Districts and City Councils and OALC.					work required			
Workforce Report and Staffing Data - Quarter 4 - January to March 2024 <i>(Ref: 2023/279)</i> Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.	Cabinet <i>(14 May 2024)</i>	No	None	N/A		Cabinet Member for Corporate Services	Cherie Cuthbertson, Director of Workforce and Organisational Development	Director of Finance
Cost of Living programme for 2024/25 <i>(Ref: 2024/069)</i> To agree an expenditure programme following the government's announcement of a six month extension to the Household Support Fund	Cabinet <i>(14 May 2024)</i>	Yes - Revenue Expenditure > £500,000	None	N/A		Cabinet Member for Public Health, Inequalities & Community Safety	Paul Wilding, Paul Wilding, Programme Manager (Cost of Living)	Executive Director: People

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Financial Monitoring Report <i>(Ref: 2024/060)</i> To note and seek agreement of the report and any recommendations.	Cabinet <i>(14 May 2024)</i>	Yes - Revenue Expenditure > £500,000	None	N/A		Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Executive Director: Resources

18 June 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Business Management & Monitoring Report - Annual Report, Provisional Revenue Outturn 2023/24 Provisional Capital Outturn 2023/24 and Outcomes Framework 24/25 <i>(Ref: 2024/061)</i> To note the report and agree the recommendations	Cabinet <i>(18 June 2024)</i>	No	None	N/A		Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Executive Director: Resources

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Modern Slavery Statement <i>(Ref: 2024/002)</i> Raising awareness and visibility of our newly-written Modern Slavery Statement.	Cabinet <i>(18 June 2024)</i>	No	None		Decision due date for Cabinet changed from 19/03/2024 to 23/04/2024. Reason: Further work required Decision due date for Cabinet changed from 23/04/2024 to 18/06/2024. Reason: Further work required	Leader	Serin Gioan, Policy Officer	Chief Executive
Capital Programme Approvals - June 2024 <i>(Ref: 2024/062)</i> Report on variation to the capital programme for approval (as required).	Cabinet <i>(18 June 2024)</i>	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Finance	Natalie Crawford, Capital Programme Manager	Executive Director: Resources

The Forward Plan

16 July 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Business Management & Monitoring Report - May 2024 <i>(Ref: 2024/063)</i> To note the report and approve the recommendations	Cabinet <i>(16 July 2024)</i>	No	None	N/A		Cabinet Member for Finance	Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163	Executive Director: Resources

The Forward Plan

Cabinet Member Decision Meetings

Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations

25 April 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
<p>Household Waste Recycling Centres (HWRC) - New CCTV provision with ANPR camera's. (Ref: 2024/056)</p> <p>To approve installation of new enhanced CCTV system across all HWRC's. including new ANPR (Automated Number Plate Recognition)</p>	Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations (25 April 2024)	Yes - Capital Expenditure >£1m	None	N/A		Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations	Steve Burdis, Group Manager Waste Contracts	Corporate Director Environment & Place

The Forward Plan

Cabinet Member for Children, Education & Young People's Services

10 April 2024

<p>Family Safeguarding Plus Model (FSPM) - Domestic Abuse. (Ref: 2024/047)</p> <p>Seek approval to proceed with the retender of the Family Safeguarding Plus Model (FSPM) Domestic Abuse service, and the application of the preferred option (Option 2) as outlined in the Business Case and presented at DLT 11th January 2024.</p>	<p>Delegated Decisions by Cabinet Member for Children, Education & Young People's Services (10 April 2024)</p>	<p>Yes - Revenue Expenditure > £500,000</p>	<p>None</p>	<p>Approach consulted on as part of Partnership agreement and the requirement to re-commission the FSPM service.</p>	<p>Decision due date for Delegated Decisions by Cabinet Member for Children, Education & Young People's Services changed from 10/04/2024 to 15/05/2024. Reason: Further work required</p> <p>Decision due date for Delegated Decisions by Cabinet Member for Children, Education & Young People's Services changed from 15/05/2024 to 10/04/2024. Reason: Brought forward</p>	<p>Cabinet Member for Children, Education & Young People's Services</p>	<p>Caroline Kelly, Lead Commissioner Start Well, Kerrie Evans, Commissioning Officer Start Well</p>	<p>Corporate Director for Children's Services</p>
<p>Renewal of Language contracts: Interpretation, translation and BSL (Ref: 2023/203)</p> <p>To seek approval on the approach to renew the Interpretation, translation and BSL contracts which</p>	<p>Delegated Decisions by Cabinet Member for Children, Education & Young People's Services (10 April 2024)</p>	<p>Yes - Revenue Expenditure > £500,000</p>	<p>None</p>	<p>Internal staff user survey. Exploring the potential to engage residents groups who use the services.</p>	<p>Decision due date for Cabinet changed from 21/11/2023 to 27/02/2024. Reason: further work required.</p> <p>Decision due date for Cabinet changed from 27/02/2024 to 23/04/2024. Reason: Further work required</p>	<p>Cabinet Member for Children, Education & Young People's Services</p>	<p>Louise McMartin, Joint Senior Commissioner Start Well</p>	<p>Corporate Director for Adults Services</p>

The Forward Plan

expire in mid 2024.								
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15 May 2024

Aston Rowant CE Primary School - Change of Category <i>(Ref: 2024/088)</i> Whether to approve the Governing Body's request to change category from Voluntary Controlled to Voluntary Aided.	Delegated Decisions by Cabinet Member for Children, Education & Young People's Services <i>(15 May 2024)</i>	No	None			Cabinet Member for Children, Education & Young People's Services	Barbara Chillman, Pupil Place Planning Manager Tel: 07554 103418	Corporate Director for Children's Services
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12 June 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Didcot Special School - Education Specification and Approval to Start LA Presumption Process <i>(Ref: 2024/089)</i> Whether to approve the education specification for a	Delegated Decisions by Cabinet Member for Children, Education & Young People's Services <i>(12 June 2024)</i>	No	None			Cabinet Member for Children, Education & Young People's Services	Barbara Chillman, Pupil Place Planning Manager Tel: 07554 103418	Corporate Director for Children's Services

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
new special school, and move forward with identifying an academy sponsor								

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Cabinet Member for Community & Corporate Services

14 May 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Re procurement of CCaaS platform <i>(Ref: 2024/087)</i> To seek approval to procure a replacement to the	Delegated Decisions by Cabinet Member for Community & Corporate Services <i>(14 May 2024)</i>	Yes - Revenue Expenditure > £500,000	None	N/A		Cabinet Member for Community & Corporate Services	Clare Martin, Quality and Performance Manager	Executive Director: People

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
current 8x8 telephony platform for contact centre function enabling an improved customer experience in line with the Customer Experience Strategy								

18 June 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
DSIT 5G Innovation Regions project - England's Connected Heartland <i>(Ref: 2024/050)</i> DSIT have grant funded OCC with £3.8m. OCC needs to procure two contracts, each estimated at c £1.5m, using the DSIT grant. Decision will be required for award of contracts	Delegated Decisions by Cabinet Member for Community & Corporate Services <i>(18 June 2024)</i>	Yes - Capital Expenditure >£1m	None	N/A	Decision due date for Delegated Decisions by Cabinet Member for Community & Corporate Services changed from 23/04/2024 to 18/06/2024. Reason: Further work required.	Cabinet Member for Community & Corporate Services	Craig Bower, Programme Director Tel: 07711 411744	Director of Digital & ICT

The Forward Plan

Cabinet Member for Transport Management

25 April 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Oxford: Proposed Parking Permit Eligibility & CPZ Admin Amendments <i>(Ref: 2024/025)</i> Minor amendments to parking permit eligibility for properties within Oxford City. These changes are generally required to meet planning conditions associated with new developments and change of use.	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management		Corporate Director Environment & Place
Ardley with Fewcott: 20mph and 30mph Speed Limit Proposals <i>(Ref: 2024/019)</i>	Delegated Decisions by Cabinet Member for	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel:	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Part of County-wide 20mph Speed Limit Project	Transport Management (25 April 2024)						07740 779859	
Wheatley Waiting Restriction Review 23/24 (Ref: 2024/017) Officers have been working with the Parish Council to bring forward proposals for waiting restrictions which better manage the demand for parking, improve road safety and reduce incidents of obstruction.	Delegated Decisions by Cabinet Member for Transport Management (25 April 2024)	No	None	Standard traffic scheme consultation	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 21/03/2024 to 25/04/2024. Reason: Further work required	Cabinet Member for Transport Management	Mike Horton, Technical Officer - Traffic & Road Safety Tel: 07912 474356	Corporate Director Environment & Place
Aston Tirrold/Upthorpe: 20mph Speed Limit Proposals (Ref: 2024/026) Part of County-wide 20mph speed limit project.	Delegated Decisions by Cabinet Member for Transport Management (25 April 2024)	No	None.	Standard traffic scheme consultations.		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Eaton Hastings: A417 - 40mph Speed Limit Proposals <i>(Ref: 2024/028)</i> Part of County-wide 20mph speed limit project.	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultations.		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
North Leigh: Village 20mph Limit & A4095 40mph Limit Proposals <i>(Ref: 2024/031)</i> Part of County-wide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Blackbird Leys District Centre, Oxford - Proposed Highway Waiting Restrictions and Highway Improvements <i>(Ref: 2024/053)</i> As part of the planning approval for the development, Condition 44 states The development shall not be occupied	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Julian Richardson, Senior Engineer (Road Agreements Team C&W) Tel: 07825 052736	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
<p>until double yellow lines have been painted on both sides of Blackbird Leys Road for the entirety of the section between the northern most extent of Blackbird Leys Road, as shown on approved plan DC_00_DR_A_1210 P20 to the junction between Blackbird Leys Road and Pegasus Road. These should also continue for 10m along any side road which adjoins this land. In the interests of Highway Safety.</p>								
<p>Proposed Permit Parking Zone - Main Road (Access Road), Long Hanborough (Ref: 2024/051)</p> <p>A proposal is being brought forward to</p>	Delegated Decisions by Cabinet Member for Transport Management (25 April 2024)	No		Standard traffic scheme consultation		Cabinet Member for Transport Management	James Whiting, Principal Officer - Parking Tel: 07584 581187	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
change the parking restrictions in the access road, close to Long Hanborough train station. The current single yellow line restrictions impact residents living in the road who have no off-street parking and so the restrictions can be properly enforced a change to permit holders parking is being promoted to better fit the needs of residents.								
Steeple Aston: 20 Mph Speed Limit Proposals <i>(Ref: 2024/048)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Iffley Road, Oxford - Safer Roads Project <i>(Ref: 2024/046)</i> A traffic calming consultation will be required to improve safety for active travel users at priority junctions where number of accidents and collisions are high. Traffic calming consultation is required for the implementation of raised tables at junctions which will act as a speed hump to slow drivers down when approaching the junctions.	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Claire Springett	Corporate Director Environment & Place
Middleton Stoney: 20 Mph Speed Limit Proposals <i>(Ref: 2024/043)</i> To determine speed limits after consideration of any formal consultation	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
responses								
Little Faringdon: 20 Mph Speed Limit Proposals <i>(Ref:)</i> To determine speed limits after consideration of any formal consultation response	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No		Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Proposed banned turns - Skimmingdish Lane, Bicester <i>(Ref: 2024/041)</i> To seek approval for the introduction of banned right turns from a development access onto Skimmingdish Lane, Bicester	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Adam Barrett, Senior Engineer (Road Agreement Team - Cherwell & West) Tel: 07919 175889	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Proposed shared footway/ cycleways - East Carterton <i>(Ref: 2024/040)</i> To seek approval for the introduction of shared use footway/ cycleways associated with a S106 agreement for a development site	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Julian Richardson, Senior Engineer (Road Agreements Team C&W) Tel: 07825 052736	Corporate Director Environment & Place
Proposed 18t structural weight limit - Mill Lane Highway over Railway Bridge, Henley-on-Thames <i>(Ref: 2024/038)</i> To seek approval for a change to the existing 17t weight limit to be increased to 18t	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Robin Calver, Principal Officer (Structures) Tel: 07741 607453	Corporate Director Environment & Place
Shipton under Wychwood: Village 20mph Limit Proposals <i>(Ref: 2024/036)</i> To consider any comments arising	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
from consultation and determine amended limits accordingly								
Road Safety - RAF Barford St John <i>(Ref: 2024/082)</i> Key Decision required to approve OCC expenditure of £1.36m DfT grant for highway safety improvements in vicinity of RAF Barford St John	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Transport Management	Matt Archer, Portfolio Manager	Corporate Director Environment & Place
Proposed two way cycling - Sheep Street, Bicester (experimental order) 2024 <i>(Ref: 2024/070)</i> To seek approval to proceed with an experimental order which allows cyclists to proceed along Sheep Street, Bicester	Delegated Decisions by Cabinet Member for Transport Management <i>(25 April 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Hanai Faour, Assistant Transport Planner	Corporate Director Environment & Place

The Forward Plan

23 May 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Thame: Radial Routes & Heythrop Way - 20mph & 30mph Speed Limit Proposals <i>(Ref: 2024/027)</i> Part of County-wide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultations.	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required.	Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Wallingford: Radial routes & Hithercroft Road - 20mph Speed Limit Proposals <i>(Ref: 2024/018)</i> Part of County-wide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation.	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required.	Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Proposed Raised Table Mini-Roundabout - Coxwell Road, Faringdon <i>(Ref: 2024/044)</i> Scheme is being proposed in conjunction with planning permission	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required	Cabinet Member for Transport Management	Ryan Moore, Senior Engineer (Road Agreement Team - S&V) Tel: 07557 082568	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
reference: P17/V1082/O This is required in order to improve safety for vehicles and cyclists using mini roundabout and maintain safety for pedestrians' crossing the carriageway in the close vicinity of the mini roundabout.								
<p>Aston Rowant & Kingston Blount: Proposed 20 Mph Speed Limits (Ref: 2023/300)</p> <p>To consider the responses to Formal Consultation and determine the level and extent of speed limits to be implemented</p>	Delegated Decisions by Cabinet Member for Transport Management (23 May 2024)	No	None	Standard statutory consultees	<p>Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 14/12/2023 to 25/01/2024. Reason: Further work required</p> <p>Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/01/2024 to 25/04/2024. Reason: Further work required</p>	Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
					Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required			
Appleton with Eaton: 20mph Speed Limit Proposals <i>(Ref: 2024/020)</i> Part of County-wide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required.	Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Bicester: 20 mph Speed Limit Proposals <i>(Ref: 2024/013)</i> Part of the County-wide 20mph Speed Limit Project	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required	Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Proposed 30mph Extension - A4155, Shiplake <i>(Ref: 2024/052)</i> Construction of new	Delegated Decisions by Cabinet Member for Transport Management	Yes	None	Standard traffic scheme consultation	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from	Cabinet Member for Transport Management		Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
residential development access requires the extension to the existing 30mph limit in accordance with OCC's S106 agreement, to improve highway's safety.	(23 May 2024)				25/04/2024 to 23/05/2024. Reason: Further work required			
Kidlington with Aspleigh: Village 20mph Limit Proposals (Ref: 2024/037) To consider any comments arising from consultation and determine amended limits accordingly	Delegated Decisions by Cabinet Member for Transport Management (23 May 2024)	No	None	Standard traffic scheme consultation	Decision due date for Delegated Decisions by Cabinet Member for Transport Management changed from 25/04/2024 to 23/05/2024. Reason: Further work required.	Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Chesterton: 20 Mph Speed Limit Proposals (Ref: 2024/049) To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management (23 May 2024)	Yes	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Black Bourton: 20 Mph Speed Limit Proposals <i>(Ref: 2024/045)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
A420 Botley Road in the Vicinity of Rail Station - Highway Improvements <i>(Ref: 2024/077)</i> Under the planned works for Oxford Train Station, ancillary improvements are being promoted the vicinity in the Botley Road area. These will include improvements to cycle lanes / paths, traffic calming features and waiting restrictions around new accesses.	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Julian Richardson, Senior Engineer (Road Agreements Team C&W) Tel: 07825 052736	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Banbury: 20 Mph Speed Limits Scheme <i>(Ref: 2024/080)</i> To reconsider strategic route speed limits following local concerns to original proposals	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Barford St John & Barford St Michael: 20 Mph Speed Limit Proposals <i>(Ref: 2024/066)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Baulking: 20 Mph Speed Limit Proposals <i>(Ref: 2024/068)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Berinsfield: 20 Mph Speed Limit Proposals <i>(Ref: 2024/071)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Bix & Assendon: 20 Mph Speed Limit Proposals <i>(Ref: 2024/072)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Bloxham: 20 Mph Speed Limit Scheme Review <i>(Ref: 2024/078)</i> To reconsider 20 mph speed limits following local concerns to original proposals	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Broadwell: 20 Mph Speed Limit Proposals <i>(Ref: 2024/067)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Proposed No waiting at any time restrictions - Main Street, Tadmarton <i>(Ref: 2024/081)</i> To seek approval for the introduction of proposals to introduce double yellow lines	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Mike Wasley, Principal Officer - Traffic Schemes Tel: 07393 001045	Corporate Director Environment & Place
Yarnton: Amended Speed Limit Proposals <i>(Ref: 2024/076)</i> To consider more extensive 20 mph speed limits following local concerns to original proposals	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Fringford: 20 Mph Speed Limit Proposals <i>(Ref: 2024/075)</i> To consider any views expressed at formal consultation and determine speed limits	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Garford: 20 Mph Speed Limit Proposals <i>(Ref: 2024/074)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place
Culham: 20 Mph Speed Limit Proposals <i>(Ref: 2024/073)</i> To determine speed limits after consideration of any formal consultation responses	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Geoff Barrell, Senior Infrastructure Planner Tel: 07740 779859	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
<p>Cherwell and West Oxon Districts - Various Locations: Proposed New and Deleted Disabled Persons Parking Places (Ref: 2024/057)</p> <p>To seek approval for the introduction and amendments to Disabled Person Parking Spaces. Following requests from the public for the introduction of disabled parking places, the county council has consulted on new locations which have met our criteria. The report will present feedback on sites where there have been objections.</p>	Delegated Decisions by Cabinet Member for Transport Management (23 May 2024)	No	None			Cabinet Member for Transport Management	James Whiting, Principal Officer - Parking Tel: 07584 581187	Corporate Director Environment & Place
<p>Hethe: 20mph Speed Limit Proposals (Ref: 2024/065)</p> <p>Part of County-wide</p>	Delegated Decisions by Cabinet Member for Transport Management	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392	Corporate Director Environment & Place

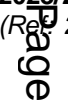
The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
20mph speed limits project.	(23 May 2024)						318871	
<p>Proposed 24hr Exemption for Hackney & Private Hire Vehicles through Westgate Bus Link, Oxford (Ref: 2024/101)</p> <p>On completion of Westgate development, taxis and PHVs were originally not allowed in the bus link. Following lobbying by COLTA, an ETRO was agreed to allow HCVs and PHVs to use the bus link (without pick up/drop) off 7am-7pm. This was subsequently made permanent. COLTA have continued to lobby to allow access 24 hours a day. Cabinet Member is keen for us to consult on this proposal (permanent</p>	Delegated Decisions by Cabinet Member for Transport Management (23 May 2024)	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Craig Rossington, Senior Transport Planner Tel: 07880 945891	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
TRO).								
Proposed Amendments to Headington Quarry CPZ Parking Scheme 2024 <i>(Ref: 2024/100)</i> Following the implementation of Headington Quarry CPZ, officers have reviewed requests for changes to the scheme in consultation with local members.	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Vicki Neville, Technical Officer, Parking Management Tel: 07917 921437	Corporate Director Environment & Place
Proposed No Waiting Restrictions - Mansfield Road, Oxford <i>(Ref: 2024/099)</i> In response to a planning decision for a new development on Mansfield Road, Oxford (Planning decision notice: Decision Notice 20/02471/FUL) – There is a	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Adam Barrett, Senior Engineer (Road Agreement Team - Cherwell & West) Tel: 07919 175889	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
requirement for the removal of 2 no. parking bays and extension of double yellow lines to facilitate widened access and associated visibility splays.								
Wheatley Waiting Restriction Review 2023/24 <i>(Ref: 2024/098)</i>  Officers have been working with the Parish Council to bring forward proposals for waiting restrictions which better manage the demand for parking, improve road safety and reduce incidents of obstruction.	Delegated Decisions by Cabinet Member for Transport Management <i>(23 May 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Mike Horton, Technical Officer - Traffic & Road Safety Tel: 07912 474356	Corporate Director Environment & Place
Proposed Banned Turns - Skimmingdish Lane, Bicester <i>(Ref: 2024/097)</i>	Delegated Decisions by Cabinet Member for	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Adam Barrett, Senior Engineer (Road Agreement Team - Cherwell	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
As required under planning - the county council is seeking to introduced banned right turns from a new access on the highway in order to ensure road safety is maintained.	Transport Management (23 May 2024)						& West) Tel: 07919 175889	
Proposed 30 & 40mph Limits - Long Whitham (Ref: 2024/091) Changes to speed limits are required to promote road safety in the village.	Delegated Decisions by Cabinet Member for Transport Management (23 May 2024)	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Jon Beale, Traffic and Traffic Schemes Technical Officer Tel: 07860 330031	Corporate Director Environment & Place

The Forward Plan

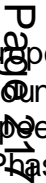

20 June 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Fulbrook: Proposed 20 Mph Speed Limits <i>(Ref: 2024/084)</i> This proposal is part of the County-wide 20 Mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Souldern: Proposed 20 Mph Speed Limits <i>(Ref: 2024/083)</i> This proposal is part of the County wide 20 Mph Speed Limit Project (Phase 3).	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Oxford City - Various Locations: Proposed New and Deleted Disabled Persons Parking Places <i>(Ref: 2024/058)</i> To seek approval for the introduction and amendments to disabled persons parking places.	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	James Whiting, Principal Officer - Parking Tel: 07584 581187	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Following requests from the public for the introduction of disabled parking places, the county council has consulted on new locations which have met our criteria. The report will present feedback on sites where there have been objections.								
<p>Chilton-on-Otmoor: Proposed 20 Mph Speed Limits (Ref: 2024/081)</p> <p>Part of County-wide 20 Mph Speed Limit Project</p>	Delegated Decisions by Cabinet Member for Transport Management (20 June 2024)	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
<p>Proposed No Waiting Restrictions: Newtown Road, Henley-on-Thames (Ref: 2024/108)</p> <p>In response to planning permission to redevelop a vacant</p>	Delegated Decisions by Cabinet Member for Transport Management (20 June 2024)	No		Standard traffic scheme consultation		Cabinet Member for Transport Management	Jacob Mowlem, Technician Engineer, Road Agreements Team	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
industrial building on Newtown Road, Henley there is a condition to make changes to parking in the area to ensure highway safety and access is maintained.								
Moreton (Thame): Proposed 20mph Speed Limits <i>(Ref: 2024/106)</i>  Proposal is part of County-wide 20mph Speed Limit Project (Phase 3)	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Goring Heath: Proposed 20mph Speed Limits <i>(Ref: 2024/105)</i>  Proposal part of County-wide 20mph Speed Limit Project (Phase 3)	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Crawley: Proposed 20mph Speed Limits <i>(Ref: 2024/104)</i>	Delegated Decisions by Cabinet Member for	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
This proposal is part of the County-wide 20mph Speed Limits Project (Phase 3)	Transport Management (20 June 2024)						& Road Safety Tel: 07392 318871	
Middle Aston: 20mph Speed Limit Proposals (Ref: 2024/103) Part of County-wide 20mph speed limit project.	Delegated Decisions by Cabinet Member for Transport Management (20 June 2024)	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Taughton: 20mph Speed Limit Proposals (Ref: 2024/102) Part of County-wide 20mph speed limit project.	Delegated Decisions by Cabinet Member for Transport Management (20 June 2024)	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Fencott & Murcott: Proposed 20mph Speed Limits (Ref: 2024/095) Proposal is part of the County-wide 20mph speed limit projects.	Delegated Decisions by Cabinet Member for Transport Management (20 June 2024)	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Rotherfield Greys: Proposed 20mph Speed Limits <i>(Ref: 2024/094)</i> Proposal is part of the County-wide 20mph speed limit project.	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Tetsworth: Proposed 20mph Speed Limits <i>(Ref: 2024/093)</i> This proposal is part of the County-wide 20mph speed limit project.	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Over Norton: 20mph Speed Limit Proposals <i>(Ref: 2024/092)</i> Part of the County-wide 20mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place
Cottisford: 20 Mph Speed Limit Proposals <i>(Ref: 2024/086)</i> Part of County-wide 20 Mph Speed Limit	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Project	2024)							
Freeland: 20 Mph Speed Limit Proposals <i>(Ref: 2024/085)</i> Part of the County-wide 20 Mph Speed Limit Project.	Delegated Decisions by Cabinet Member for Transport Management <i>(20 June 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Anthony Kirkwood, Principal Engineer - Traffic & Road Safety Tel: 07392 318871	Corporate Director Environment & Place

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18 July 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Woodstock Road Sustainable Travel <i>(Ref: 2024/107)</i> A package of works to deliver improvements for sustainable travel modes on the Woodstock Road in	Delegated Decisions by Cabinet Member for Transport Management <i>(18 July 2024)</i>	No	None	Standard traffic scheme consultation		Cabinet Member for Transport Management	Rob Freshwater, Senior Transport Planner Tel: 07775 007926	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Oxford. Measures will include improvements to cycle lanes / paths, traffic calming features and bus priority measures.								

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Cabinet Member for Infrastructure & Development Strategy

23 May 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Tramway Accessibility Improvements - Contracts and Agreements	Delegated Decisions by Cabinet Member for	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Infrastructure and	Cris Butler	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
<p>(Ref: 2024/096)</p> <p>Delegate authority to the Director of Transport and Infrastructure in consultation with the Head of Legal and Deputy Monitoring Officer to finalise the target cost and programme for Stage 2 (Construction) and issue a Notice to Proceed to Milestone Infrastructure Ltd under the existing NEC 4 Engineering and Construction Contract for the Tramway Accessibility Improvements</p>	<p>Infrastructure & Development Strategy (23 May 2024)</p>					Development Strategy		
<p>Didcot Northern Perimeter Road (Section 3) scheme - appointment of contractor (Ref: 2024/112)</p> <p>To seek approval to</p>	<p>Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy</p>	<p>Yes - Capital Expenditure >£1m</p>	<p>None</p>	<p>N/A</p>		<p>Cabinet Member for Infrastructure and Development Strategy</p>	<p>Dan Hammond, Senior Project Manager</p>	<p>Corporate Director Environment & Place</p>

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
<p>appoint a contractor under an NEC4 Professional Service Contract (PSC) Option A for planning, detailed design, ECI and target cost setting and an NEC4 Engineering Construction Short Contract (ECSC) for enabling works, surveys and/or investigation works (if required)</p> <p>NO</p>	(23 May 2024)							
<p>A4130 Steventon Lights Integrated Transport Corridor Scheme - Approval to Issue a Task Order for the Construction of the Scheme (Ref: 2024/079)</p> <p>Capital expenditure will exceed £1m and, as such, authority/approval is sought for a Task Order to be issued to</p>	<p>Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy (23 May 2024)</p>	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Infrastructure and Development Strategy	Dan Hammond, Senior Project Manager	Corporate Director Environment & Place

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Milestone Infrastructure Limited for the construction of the A4130 Steventon Lights Integrated Transport Corridor Scheme								

The Forward Plan

Cabinet Member for Finance

12 April 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
St Nicholas Primary School, Wallingford <i>(Ref: 2024/039)</i> To seek approval to enter into contract with Oxford Diocesan Schools Trust to provide funding for the design and construction of a new school	Delegated Decisions by Cabinet Member for Finance <i>(12 April 2024)</i>	Yes - Capital Expenditure >£1m	None	Strategic Capital Board	Decision due date for Delegated Decisions by Cabinet Member for Finance changed from 09/04/2024 to 12/04/2024. Reason: Incorrectly listed for 9 April.	Cabinet Member for Finance	Liz Clutterbrook, Head of Major Projects	Executive Director: Resources
Deddington Depot Salt Barn <i>(Ref: 2024/055)</i> To seek approval to enter into contract with a main contractor for the construction of a salt barn and washdown facility and demolition of existing derelict site cabins at Deddington Highway Depot.	Delegated Decisions by Cabinet Member for Finance <i>(12 April 2024)</i>	Yes - Capital Expenditure >£1m	None	N/A		Cabinet Member for Finance	Liz Clutterbrook, Head of Major Projects	Director of Property

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by

Cabinet Member for Adult Social Care

18 June 2024

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
<p>Recommissioning of Learning Disability Respite Services (Ref: 2023/234)</p> <p>Key Decision needed to proceed with the procurement of Learning Disability Respite services.</p>	Delegated Decisions by Cabinet Member for Adult Social Care (18 June 2024)	Yes - Revenue Expenditure > £500,000	None	Learning Disability community within Oxfordshire	<p>Decision due date for Delegated Decisions by Cabinet Member for Adult Social Care changed from 17/10/2023 to 27/02/2024. Reason: not required as urgently as first advised.</p> <p>Decision due date for Delegated Decisions by Cabinet Member for Adult Social Care changed from 27/02/2024 to 21/11/2023. Reason: this needs</p>	Cabinet Member for Adult Social Care	Melanie de Cruz, Commissioning Manager Live Well	Corporate Director of Adult Social Care

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Page 227					<p>to be brought forward to meet the procurement timeline.</p> <p>Decision due date for Delegated Decisions by Cabinet Member for Adult Social Care changed from 21/11/2023 to 23/01/2024. Reason: Further work required</p> <p>Decision due date for Delegated Decisions by Cabinet Member for Adult Social Care changed from 23/01/2024 to 19/03/2024. Reason: Further work required</p>			

Cabinet Member for Public Health, Inequalities & Community Safety**7 May 2024**

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
Fire and Rescue Service Appliance Tender <i>(Ref: 2024/111)</i> Due to a previous pause in purchasing new fire appliances, the existing fleet are now superceeding recommended lifespan periods, leading to increased expense for breakdowns, maintenance and repairs and a risk of parts becoming obsolete. Aproval is sough for an additional £1.3m in 25/26 and £1.46m from 26/27 onwards, alongside an initial investment of £2.1m	Delegated Decisions by Cabinet Member for Public Health, Inequalities & Community Safety <i>(7 May 2024)</i>	Yes - Revenue Expenditure > £500,000	Paragraph 3	N/A		Cabinet Member for Public Health, Inequalities & Community Safety	Matt Chapman, Group Manager, Business and Transformation	Chief Fire Officer

The Forward Plan

Item to be considered	Decision Maker	Key Decision (yes/no)	Exempt Information	Consultation	Reason for Amendment (if any)	Cabinet Member	Contact Officer	Report by
in 2024 to ensure the minimum lifespan of appliances is met.								

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Action and Recommendation Tracker People Overview and Scrutiny Committee

Councillor N Simpson, Chair | Richard Doney, Scrutiny Officer, richard.doney@oxfordshire.gov.uk

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	No progress reported	In progress	Complete
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Recommendations

Meeting date	Item	Recommendation	Responsible person	Completion date	Last reviewed	Update/response
10/11/22	Transitions into Adult Social Care	That senior officers work in a holistic and co-ordinated fashion in order to identify the potential opportunities for Section 106 capital funding in terms of housing needs.	Stephen Chandler, Lisa Lyons, Karen Fuller, Cllr Howson, Cllr Gregory, Cllr Bearder			Awaiting response from Cabinet (Submitted April 2023)
10/11/22	Children and Adults Social Care Workforce	1: To develop and introduce a Council wide staff retention strategy.	Stephen Chandler, Lisa Lyons, Karen Fuller, Cllr Howson, Cllr			Partially Accepted <i>It is recommended to continue with the inclusion of staff retention</i>

KEY	No progress reported	In progress	Complete
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			Gregory, Cllr Bearder			<i>within the Oxfordshire County Council Workforce Strategy; not to develop as a standalone strategy</i>
		2: To have a partnership approach to key worker housing with the District Councils, including exploring the potential for Section 106 funding.	Stephen Chandler, Anne Coyle, Karen Fuller, Cllr Brighthouse, Cllr Bearder			Accepted <i>It is recommended to continue partnership working with District & City Councils to influence development of key worker housing and use of S106 monies</i>

Actions

Meeting date	Item	Action	Responsible person	Completion date	Last reviewed	Update/response
14/09/23	Adult Social care Demand Management and Assurance	To provide data on retention and recruitment.	Karen Fuller			
09/11/23	Oxfordshire Safeguarding Adults Board Annual Report 2022/23	1) A Scrutiny map to be provided to the Committee, making clear that there are levels of external scrutiny	Cllr Bearder, Stephen Chandler, Karen Fuller			
		2) The Board to consider how to make some technical language clearer in future reports	Cllr Bearder, Stephen Chandler, Karen Fuller			
		3) The learning from the deaths of those with a learning disability (LeDeR process)	Cllr Bearder, Stephen Chandler,			

KEY	No progress reported	In progress	Complete
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		report referenced within the full report should be circulated to members of the Committee.	Karen Fuller			
18/11/24	Homelessness Strategy	The Corporate Director would provide information to the Committee on the numbers of section 21 evictions that had resulted in homelessness.	Karen Fuller			
18/11/24	Work Programme	That a meeting should be arranged to concentrate principally on work planning for the remainder of the municipal year and looking ahead provisionally to the next.	Richard Doney, Karen Fuller, Cllr Simpson			

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