



Notice of a Meeting

Performance & Corporate Services Overview & Scrutiny Committee

Friday, 19 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 online, please click on this [Live Stream Link](#).

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

Membership

Chair - Councillor Eddie Reeves

Deputy Chair - Councillor Brad Baines

Councillors:

Donna Ford

Damian Haywood

Bob Johnston

Kieron Mallon

Ian Middleton

Calum Miller

Glynis Phillips

Notes: ***Date of next meeting:*** 19 July 2024

For more information about this Committee please contact:

Committee Officer

-

Scrutiny Team

E-Mail: scrutiny@oxfordshire.gov.uk

Martin Reeves
Chief Executive

April 2024

What does this Committee review or scrutinise?

All corporate services and budget scrutiny, including customer services, property, assets, procurement, finance, corporate policy matters such as consultation and public engagement; takes a lead role in scrutiny of the budget and corporate plan.

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 days 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. Declaration of Interests - see guidance note on the back page

2. Apologies for Absence and Temporary Appointments

To receive any apologies for absence and temporary appointments.

3. Petitions and Public Address

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 or present a petition are submitted by no later than 9am four working days before the meeting i.e., 9am on Monday 15 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 your views are taken into account. A written copy of your statement can be provided no later than 9am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

4. Minutes (Pages 1 - 10)

The Committee is recommended to **APPROVE** the minutes of the meeting held on 19 January 2024 and to receive information arising from them.

5. Commercial Strategy (Pages 11 - 18)

Councillor Dan Levy, Cabinet Member for Finance, Lorna Baxter, Executive Director (Resources), and Ian Dyson, Director of Finance Services have been invited to present the report submitted to and agreed by Cabinet on 19 March 2024.

The Committee is recommended to **NOTE** the report having raised any questions on its contents, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

NB The Committee is being provided the same report as Cabinet; there is no additional Scrutiny report.

6. Approach to Transformation (Pages 19 - 40)

A Committee-requested item on Transformation. Councillor Liz Leffman, Leader of the Council, Stephen Chandler, Executive Director (People), and Mark Haynes, Director of Customer and Culture, including Transformation (interim) have been invited to present the report.

The Committee is recommended to **NOTE** the report having raised any questions on its contents, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

7. Budget Monitoring and Reporting Update

Lorna Baxter, Executive Director (Resources) will provide a brief verbal update on

changes made to the Business Management and Monitoring Report, specifically in relation to budget monitoring. The Committee is recommended to ask any questions and **NOTE** the update.

8. Committee Action and Recommendation Tracker

The Committee is recommended to **NOTE** the progress of previous recommendations and actions arising from previous meetings, having raised any questions on the contents.

NB This item is to follow.

9. Committee Forward Work Plan (Pages 41 - 200)

The Committee is recommended to **AGREE** its work programme for forthcoming meetings, having heard any changes from previous iterations, and taking into consideration the Council's Forward Plan and any issues arising.

10. Cabinet responses to recommendations (Pages 201 - 220)

Since the last meeting of the committee Cabinet has made response to the following sets of scrutiny recommendations:

- Employee Engagement*
- City Centre Accommodation Strategy
- Capital Assets Disposal Process
- Social Value

The Committee is asked to **NOTE** the response.

*This item also includes the response of the Head of Paid Service to those recommendations addressed to him.

EXEMPT ITEM

In the event that any Member or Officer wishes to discuss the information set out in the restricted annex to Agenda Item 11, the Committee will be invited to resolve to exclude the public for the consideration of the annex by passing a resolution in the following terms:

"that the public be excluded during the consideration of the annex since it is likely that if they were present during that discussion there would be a disclosure of "exempt" information as described in Part I of Schedule 12A to the Local Government Act, 1972 and specified below the item in the Agenda".

NOTE: The report does not contain exempt information and is available to the public

THE RESTRICTED ANNEX TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

11. Confidential Minutes (Pages 221 - 222)

The Committee is recommended to **APPROVE** the confidential minutes of the meeting

held on 19 January 2024 and to receive information arising from them.

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.

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PERFORMANCE & CORPORATE SERVICES OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Friday, 19 January 2024 commencing at 10.00 am and finishing at 2.15 pm

Present:

Voting Members: Councillor Eddie Reeves – in the Chair

Councillor Brad Baines (Deputy Chair)
Councillor Donna Ford
Councillor Damian Haywood
Councillor Bob Johnston
Councillor Kieron Mallon
Councillor Ian Middleton
Councillor Calum Miller
Councillor Glynis Phillips

Other Members in Attendance:

Councillor Liz Leffman, Leader of the Council
Councillor Fawcett, Cabinet Member for Community and Corporate Services
Councillor Kate Gregory, Cabinet Member for SEND Improvement
Councillor John Howson, Cabinet Member for Children, Education & Young People's Services
Councillor Dan Levy, Cabinet Member for Finance

Officers:

Martin Reeves, Chief Executive Officer
Lorna Baxter, Executive Director of Resources
Bill Cotton, Corporate Director for Environment and Place
Kerry Middleton, Head of Comms Marketing and Engagement
Carole Stow, Engagement Consultation Manager
Vic Kurzeja, Director of Property Services
Chris Dyer, Operational Manager, Senior Project Lead, Property Investment and Community Facilities Management
Michael Smedley, Head of Estates, Assets, and Investments
Susmita Dave, National Management Trainee

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.

1/24 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS

(Agenda No. 1)

None.

2/24 DECLARATION OF INTERESTS - SEE GUIDANCE NOTE ON THE BACK PAGE

(Agenda No. 2)

None.

3/24 MINUTES

(Agenda No. 3)

The minutes of the 08 December 2023 were **AGREED** as a true and accurate record.

4/24 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

None.

5/24 BUDGET PROPOSALS 2024/25 TO 2026/27

(Agenda No. 5)

Cllrs Liz Leffman, Leader of the Council, Dan Levy, Cabinet Member for Finance, and Lorna Baxter, Executive Director of Resources, were invited to lead the presentation of the Council's updated Budget Proposals for 2024/25 to 2026/27. The majority of the Cabinet and Strategic Leadership Team were also in attendance.

The Leader of the Council opened by stating the budget that was to be presented was very different from the previous meeting as a result of work made towards reducing the previous budget gap. This work was ongoing. There had been a significant response from the public to the budget, with a positive consultation and significant use of the budget simulator. The Leader spoke to an all-staff meeting, where the need for reorganisation over the coming 18 months, which had been built into the budget, was explained to a positive staff response. A meeting with the unions had been organised. The Cabinet Member for Finance elaborated on this with the need to make the organisation more efficient, through intelligent delayering, to deliver the best service.

While the settlement received from central government was not as generous as hoped, officers had worked hard to reduce and almost close the budget gap. Any recommendations and suggestions from the Committee were appreciated. The Council's work was two-fold, being fiscally prudent while protecting the services delivered to the most vulnerable in our community, especially children and Adult Services.

Kerry Middleton, Head of Comms Marketing and Engagement, and Carole Stow, Engagement Consultation Manager, assisted the presentation. The approach taken on consultation and engagement for the 2024/25 budget, was a two-phased

approach. Phase 2 was a multifaceted approach, including a budget simulator tool. The standard of the qualitative feedback, which accompanied deliberations made on the budget simulator tool, was praised. The feedback from the simulator demonstrated support for funding within the budget for children and SEND services.

The Executive Director continued the presentation. Oxfordshire saw a settlement from central government of a 6.9% increase in funding for local government. The increase assumed the maximum Council tax increase of 4.99%, it also included the increase in social care grants. Nothing new in terms of funding was made available to local authorities. Since the December meeting there had been a reduction in the Services Grant. Fire service pensions was also rolled into the funding settlement. Owing to these there were further pressures of £2.1m, updating the funding gap to £11.2m. The Executive Director described an increase of £3.5m in Council Tax funding. Much of this increase came from the County Council's share of council tax collection fund surpluses.

In response the Committee raised questions over the following:

- Did the budget take account of the McCloud judgement, which could potentially further increase the cost of pensions? The Committee was informed that this budget did not account for this.
- Clarity over the increase in Business rates Indexation Section 31 grant. The increase was due to greater compensation for the loss of business rates by Section 31.

Cllr Levy reported that £3.5m, in pressures, had been removed in Adult Services. This was due to demographic growth and changes in demand, as well as the good work being done in this area.

The Committee raised several questions:

- Why these pressures had not been removed from the original budget? The Oxfordshire Way exceeded August expectations, the impact of the reablement service and the discharge hubs all meant fewer people needed help and support than expected. The removal of these pressures in the Adult Services budget was a show of confidence in the long-term plans and work of those within Adult Services.
- Whether children with severe learning disabilities fell into Continuing Healthcare (CHC) funding more often than into Childrens Services funding, and whether this had an impact on costs. The answer to this was yes, to both questions. Once either an adult or a child became eligible for healthcare funding the majority of their support was funded by the NHS. However, there was less clarity around this funding for children as there was for adults, which was why the funding remained in the budget for Children services but not Adults Services.
- How confident was Adult Services in its assessments of potential uplifts, and that problems were not simply being passed on. The Committee was assured that while the report assumed an average uplift of 6%, the work that had already been done made this a credible saving. While it was not without risk, the Council worked closely with providers to understand these risks and opportunities. A contingency existed should the risk materialise.

- Was it possible to reduce agency costs, around staffing costs related to central government's new immigration policies and the higher-than-expected rise in minimum wage, while maintaining service standards and meet targets? Stephen Chandler, Executive Director (People), praised the work done with the voluntary and community centres, as well as the Customer Service centre meaning fewer people required Council help. Good work had also been done within the social care team around planning to minimise the need for high levels of support, which had led to a reduction on the waiting list for care despite pressures. The Executive Director also expressed confidence about reducing reliance of agency staff, following work done by Children's Services in this area. A joint workforce strategy with providers had meant there was a small reliance on overseas recruitment, and Adult Services had not seen an impact from the government's changes to migration policies.
- Was the 6% increase in average costs of care packages overly generous, with the CPI at 4% and expected to be reduced? It was believed that 6% was prudent, stabilising the marketplace and benefitting relationships with providers. The increase was also a combination of the national living wage increase and CPI. However, revisions were constantly made. A fair cost of care exercise had been done to provide the Council with a strong foundation and relationship with providers.

Cllr John Howson, Cabinet Member for Children, Education & Young People's Services, addressed the changes to pressures in Children's Services. The most significant of these pressures was Home to School Transport, of £0.5m. This increase was due to a multi-year contract renewal, and the impact of inflation since previous renewal. The post-16 discretionary fund for Home to School transport for SEND cases was praised, and its uniqueness amongst councils noted. The potential for a future issue concerning non-teaching staff pay, who had not been given a pay rise akin to that given to teaching staff, was raised. An added pressure of £0.5m was created by the government taking away the School Improvement Grant. Cllr Howson praised the work of some long-term agency staff, but signposted the scheme to grow the Council's own social workers which had been encouraging. Savings were also made in opening four new small children's homes, partly funded by DfE grants, reducing the expensive cost of housing children in unregistered places. Significant pressures were reduced by delayering staff structures and costs. Cllr Kate Gregory, Cabinet Member for SEND Improvement, explained how £1m was to be used for additional STEM service capacity addressing growing demand and the increase in high needs deficit. These funds sat alongside additional funding to implement OFSTED recommendations. This investment was to prevent escalation and promote early intervention.

The Committee raised the following concerns:

- Whether the £0.5m forecast increase to school transport was attributable to the Education, Health and Care Plans (EHCPs) making the Council become liable for the transport. The issue of a major transport supplier going bankrupt earlier in the year, which forced emergency contracts which came at a higher price. In view of this rationale behind a four-year contract for transport was also questioned. EHCPs were being processed faster and did bring with them a transport element adding to an overspend.

- Was it possible to meet Council targets concerning SEND individuals and EHCPs, considering the budget proposals and pressures? Cllr Howson suggested that if children with EHCPs could be kept in mainstream education, and the system was less reliant on sending those with EHCPs to special education facilities, then costs could be reduced. The difficulties in quantifying the impact of EHCPs was laid out, especially surrounding the situation SEND services found itself in.
- As the potential costs of EHCPs could not be fully realised from the outset, how confident could the Committee be that these costs would not overrun what was built into the budget proposal? Assurances were made about a more stable workforce in education, the competence of the DCS and Deputy Director, as well as the confidence of the Head of SEND who were working with stakeholders to stop the reliance on EHCPs, which previously existed.
- That the proposed savings were high and whether the impact on the service provided to the children had been factored in. The Committee was assured that the savings in the budget were found in early support, but the Children's Services budget was increased by 12% to approximately £200m.
- Clarity over the reduction in school meals, whether it was parents or schools being charged. Clarity over the reduction was found by increasing the charge for school meals and a reduction in the cost of provisioning the meals. The challenge faced was reducing costs without reducing quality or quantity provided.
- Clarification was sought over what the funding for the county workforce strategy was for. The Committee was assured that the funding was for more than writing and production of the strategy but also the implementation of the envisioned changes.
- How Children's services hoped to ensure that their budget would not continue to increase over the following years. Guarantees were made to the Committee that robust internal control measures were in place. These ensured financial transparency with a weekly panel process, which included the Director and Deputy Director, for every significant expenditure. The financial strategy in Children's services displayed a credible reduction in expenditure, which promoted high levels of confidence.
- The Committee sought to clarify the matter of whether a high needs block reserve existed on the budget. Officers confirmed there was a high needs block reserve going directly into an active reserve. This was however, not within this budget and kept separate. It was acknowledged that this off-balance sheet expenditure reduced the Council's ability to scrutinise.

Bill Cotton, Corporate Director for Environment and Place, addressed the workplace parking levy, which was due to be implemented in two years' time. The business community, the universities, and health service had all been engaged with conversations working through details of the plan. These discussions demonstrated support for the plan from major employers, in order to gain Secretary of State approval.

Cllr Ford questioned the financial impact of policies which failed to raise money. The Executive Director of Resources responded that no income was built into the Medium Term Financial Strategy (MTFS) at that point for such schemes to allow the

schemes to develop. The assumption was that investment costs would be met with future incomes.

The topic of the Sheperd Project was raised by the Committee with questions, as follows:

- What governance had changed because of the project, and what was the risk liability for similar small projects. The Corporate Director acknowledged that a lesson learnt from the project was making sure there was clear governance with a clear project owner with the project spanning multiple directorates, not allowing such projects to fall through cracks. The Shepherd project in particular required greater governance due to the high level of savings anticipated. Martin Reeves, Chief Executive Officer, confirmed to Committee that the tracking and governance of this projects was not what it was before. Regardless of threshold all projects go through a cost-benefit analysis, including through the Strategic Transformation Board and necessary Strategic Capital Boards with appropriate governance.
- The Committee expressed a desire in knowing who signed off the project and who was to be accountable for the project. While an answer could not be provided in precise detail, the point was reiterated for greater oversight of projects spanning multiple directorates.

The Committee took this opportunity to ask of Cllr Fawcett, Cabinet Member for Community and Corporate Services, about the planning and timelines of the staff delayering including what consultation had been made with the unions. The Committee was informed that at that stage no specific plans or existed. The need for this Council, and Council's around the country, to reduce the organisation size was highlighted. This included identifying ways to slim the way to deliver services and management structures. Proper consultation with trade unions and the staff would be made when definite proposals were made. However, there was regular meetings between senior members of the leadership group and unions.

The successes of reducing agency staff costs were praised, with many agency staff becoming permanent, which represented a healthy saving for the Council. Reassurances were made about the figures concerning savings in the delayering process and timeframe. These figures had been created with a balance of ambition and realism. Assurances were made that the process of delayering did not necessarily involve redundancies, with staff changes, managing vacancies, and natural staff turnover.

Concerns were raised about the funding for Fire Service vehicle renewals. Assurances were made to the Committee that the funding in the budget was a top up of the £800,000 annual contribution to the reserve, which had been building up. The proposed budget included funding to cover increasing costs and inflation.

The Committee queried how funding was prioritised for capital programmes, such as libraries. It was explained that funding was in the budget for projects with a clear idea around deliverability. Further details for investment in libraries could be found in the Library Capital programme which featured a large review of library projects.

Further information was sought of the £4m of funding for the NW Bicester A4095, such as where the funding for the project came from. The Corporate Director of Environment and Place confirmed the funding was to allow the House Lane development to happen. Work was being done closely with Homes England, the Cherwell District Council, and the developers to make up the difference for the £20m scheme. The £4m in the budget stood as a marker of intent.

The Committee **AGREED** on the following actions:

- Stephen Chandler send over data gathered concerning other South-East council uplift payments in accordance to CPI.
- Bill Cotton to provide a list of projects to see the new governance mechanism, in relation to the cost-benefit analysis, working.
- Lorna Baxter to provide a written briefing on the financial impact for the Cherwell divorce.

The Committee made no formal recommendation to Cabinet.

6/24 CITY CENTRE ACCOMMODATION STRATEGY

(Agenda No. 6)

Cllr Dan Levy, Cabinet Member for Finance, Lorna Baxter, Executive Director of Resources, Vic Kurzeja, Director of Property Services, Chris Dyer, Operational Manager, Senior Project Lead, Property Investment and Community Facilities Management, and Michael Smedley, Head of Estates, Assets, and Investments were invited to present a report on the City Centre Accommodation Strategy prior to its consideration at Cabinet.

Topics explored by the Committee included whether a City Centre location did represent value for money, the likely uses of County Hall after any disposal, flexibilities and restrictions over social value and market value taken together with the Council's legal obligations in this respect within the context of place-shaping objectives, potential practical requirements for Speedwell House, risks of the planning process, and timings and costings.

7/24 DRAFT CUSTOMER EXPERIENCE STRATEGY

(Agenda No. 7)

Cllr Fawcett, Cabinet Member for Community and Corporate Services, introduced the draft strategy as the Council's means to level up the approach to customer service when interacting with residents via the Council's many services across the county. It intended to learn from and build on those areas providing good service in order to drive improvements and provide a consistently good level of service across the entire Council. An area of particular strength was the level of satisfaction recorded by those using the Customer Service Centre. Less successful with the public was the Council's Fix My Street platform. Investment in the training and development of staff would be key.

Susmita Dave, National Management Trainee, provided further detail. The draft strategy was intended to be run over a three-year period with the express vision of 'put[ting] the customer at the heart of our service delivery'. The need for such a

strategy was driven by multiple factors. New groups of people were interacting with the Council owing to technological development, which had also raised expectations of how frictionless interactions with an organisation should be; there was a need to assure customers that standards of service existed; more positive interactions with the public would underpin the morale of staff. Feedback from the Residents' Survey, budget consultation and other sources indicated that in some areas trust with residents had been dented. Tackling this successfully would rely both on political support and officer prioritisation.

The Strategy sought to use national data, resident survey information and mapping of customer data, profiles and interactions against customer service levels to focus on making the greatest difference.

The four key pillars of the Strategy focused on the following: 1) Embedding a customer ethos within the Council's culture 2) Developing a better understanding of the Council's customers and what they want, 3) Optimising access to customer services, particularly through new technology, whilst protecting the access of those for whom such technology would prove a barrier, and 4) Designing an excellent end to end customer experience so that more complex cases - drawing on input from multiple areas of the Council - could receive the same high standard of service as simpler interactions.

An important element of the Strategy was that it should be flexible to respond to new data. The Council intended to encourage feedback from its staff, service users as well as continuing to reference and engage with information gleaned from local and national data-sets.

The Committee raised the following queries following the presentation:

- Why had it taken so long for a customer service strategy to be formulated given the risks laid out in the strategy were so urgent? The important aspect of this strategy was that customer service was a big focus of the new Chief Executive Officer. It was important that every customer was dealt with efficiently and in a manner matching Council values. This was an opportunity to reflect and review the Customer Service Charter, and to be more productive and collaborative in the future.
- Was a fifth pillar required in the strategy for how customer complaints were dealt with and what that process involved? It was agreed that this did require more focus as an important part of the customer experience with the Council. There was a lot to be learnt from customer dissatisfaction in this area, as it was an area where it was important to get right first time. This would be made more visible to the public and organisation.
- Whether any work had been done with District and City colleagues to ensure there was the same sort of customer service there as with the County Council. The Town Parish Charter was highlighted as a to show the work being done to work closely with Councils around Oxfordshire together online.

The Committee **AGREED** to make recommendations on the following themes:

- Include subcontractors as part of our standards.
- Customers are not the same as collectively paid for services and do we need corporate view on how we refer to residents.

- To align the strategy more closely with management of and prevention of complaints.
- Work with district and city councils concerning a complaints and issues handling mechanism.
- To include more socio-economic groups, including those for whom English is a second language to consulting lists.

8/24 COMMITTEE ACTION AND RECOMMENDATION TRACKER
(Agenda No. 8)

The action and recommendation tracker was **NOTED**.

9/24 COMMITTEE FORWARD WORK PLAN
(Agenda No. 9)

The Committee **AGREED** the proposed work programme subject to the following additions:

- An item on the soft-marketing of County Hall
- Consideration of the Local Enterprise Partnership Integration
- An item on Advice Centres

..... in the Chair

Date of signing 200

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Divisions Affected – N/A

CABINET
19 March 2024

Commercial Strategy

Report by Executive Director for Resources and S151 Officer

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to approve the Commercial Strategy**

Executive Summary

2. A Commercial Strategy has been drafted to set out the Council's commercial ambition and pathway to embedding commercial thinking as part of our culture and governance.
3. The strategy sets out the vision to leverage Oxfordshire's unique assets and strengths to optimise organisational efficiency, generate sustainable revenue, support the development of a more inclusive local economy and enhance public services through innovative and responsible commercial activities.
4. To support the delivery of the Commercial Strategy through 2024/25 a Commercial Transformation Programme has been established. A discovery phase is currently underway to look at the current maturity level of the Council's commercial thinking, information, skills and processes, from which an implementation plan can be designed and programme to deliver new commercial ways of working.
5. The draft Commercial Strategy is attached as annex 1 to this report.

Overview

6. Oxfordshire County Council (OCC) faces challenges such as declining government grants, rising costs, and increasing demand for public services. To address these challenges, OCC aims to optimise organisational efficiency and generate sustainable revenue through innovative and responsible commercial activities. This vision aligns with OCC's broader ambition to become a Place Shaper of Choice, a Partner of Choice, and an Employer of Choice.

7. The initial focus will be on enabling a commercially minded organisation with an understanding of commercial awareness, value creation, strategic thinking, resourcefulness, entrepreneurial spirit, and collaboration. The Commercial Strategy will apply to all revenue and capital expenditure and will be governed by a Commercial Board, that will operate under the direction of the Council Management Team, (CMT).
8. The Strategy defines the following commercial priorities:
 - Strategic Alignment
 - Sustainability
 - Innovation
 - Community Focus.
9. The delivery plan set out in the Strategy is focussed on 2024/25, where the key activity includes finding a balanced approach to optimising organisational efficiency and identifying avenues to generate income. Indicatively the sector efficiencies that are reported as achievable through organisations adopting a more commercial approach are between 3-10% of total expenditure.
10. The other areas of focus in the 2024/25 commercial delivery plan includes the following:
 - Information and Systems
 - Processes
 - People and Capability
 - Risk Appetite
 - Monitoring and Evaluation

Financial Implications

11. The adoption of the commercial strategy and delivery plan will support services with achieving the 2024/25 budget saving of £2.0m relating to reductions in contract and commercial spend (see budget reference 2024CONT included in Section 4.2 of the report to Council on 20 February 2024).
12. The strategy will also need to identify opportunities for further efficiency and income generation over the medium term to contribute to reducing the deficit of £13.9m from 2025/26¹.
13. There will be an inherent risk of failure with any commercial ventures and innovation therefore good governance and effective risk management are essential to achieving successful outcomes from commercial opportunities and minimising any impact on general balances.

¹ As set out in the Medium Term Financial Strategy agreed by Council on 20 February 2024.

Comments checked by: Kathy Wilcox, Head of Corporate Finance
Kathy.wilcox@oxfordshire.gov.uk

[Legal Implications]

14. There are no legal implications.

Comments checked by:

Name, Paul Grant, Head of Legal (Legal)

Equality & Inclusion Implications

15. There are no direct implications arising from the strategy, but any commercial opportunities identified in the future would have Equality and Inclusion assessment undertaken.

Sustainability Implications

16. There are no direct implications, but sustainability is set out as a key commercial priority within the strategy.]

Risk Management

17. If external spend is not controlled and managed effectively, there is a risk that the necessary value for money will be achieved which will have a financial consequence and could undermine the financial resilience of the Council. Lack of effective contract management could also mean that contracts do not deliver what has been tendered / contracted, with the consequence that alternative suppliers are needed to further support the initial requirements at a further cost to the Council.

Lorna Baxter
Executive Director for Resources & S151 Officer

Annex: Annex 1 – the Commercial Strategy

Background papers: Nil

Contact Officer: Ian Dyson, Director of Finance Services,
ian.dyson@oxfordshire.gov.uk

March 2024

Oxfordshire County Council Commercial Strategy

Current State – Background

The Local Government sector faces many challenges including:

1. Funding – declining government grants forcing tough decisions about spending, rising costs and limited traditional income sources, and increasing demand for public services
2. Capacity and skills – a leaner workforce, changing nature of work such as digitalisation, and attracting strong leadership while fostering innovation.
3. Political and regulatory environment – fragmented and complex landscape where authorities have overlapping responsibilities and potential inefficiencies, and confusion, and a changing legislative and policy landscape.
4. Social and environmental challenges – growing income inequality, poverty, and homelessness; climate change and environmental sustainability; and demographic shifts such as an aging population

Oxfordshire County Council (OCC) has these exact challenges and is under pressure to ‘balance the books’ and prepare for increasingly difficult decisions on spending priorities. It is therefore important that OCC optimises organisational efficiency to minimise costs and secure available efficiencies to offset the financial pressures created by the above challenges. Thereafter, OCC can explore more complex and innovative solutions to generate income.

Future State – Vision

To leverage Oxfordshire's unique assets and strengths to optimise organisational efficiency, generate sustainable revenue, support the development of a more inclusive local economy and enhance public services through innovative and responsible commercial activities.

This vision will complement OCC’s broader ambition to become a Place Shaper of Choice, a Partner of Choice, and an Employer of Choice in the following ways:

1. Place Shaper of Choice – once the long-term vision for Oxfordshire has been defined, it will create commercial opportunities that would either help to prioritise activity to optimise organisational efficiency or identify ways to create income streams.
2. Partner of Choice – the delivery activity of this commercial strategy will help to support the local economy and build stronger and more strategic relationships with OCC’s supplier base and target broader social, environmental, or financial improvements (i.e. social value commitments to support the local economy and/or strengthening relationships with the supply chain through third party contractual commitments)

3. Employer of Choice – creating exciting opportunities, increasing commercial capability across the organisation, and building communities of practice will help to improve OCC’s employer proposition.

Future State – Mission

OCC’s mission is to become a leader in local authority commercialisation, balancing revenue generation with social and environmental responsibility, while remaining accountable residents and communities.

To achieve the vision, OCC will focus on enabling an organisation of commercially minded individuals with an understanding of:

- Commercial awareness – building a consistent appreciation for market forces, basic economic principles (e.g. supply and demand and profit and loss), and risk management.
- Value creation – opportunities to balance social, economic, and environmental value to ensure OCC is efficient (e.g. by reducing costs or increasing revenue) and effective (e.g. increasing quality or maximising outcomes).
- Strategic thinking – how decisions and actions impact the wider ‘system’ and long-term objectives while being able to adapt to changing circumstances, and where suitable turning them into opportunities.
- Resourcefulness – making the most of what’s available and finding options and solutions when presented with challenges or constraints (e.g. decreasing budget).
- Entrepreneurial spirit – where to apply initiative through a blend of calculated risk-taking and willingness to try new things [and recover if it goes wrong].
- Collaboration – how to build strong relationships, share ideas/ learning/ resources, and negotiate effectively to work towards shared goals (i.e. either within OCC and outside with partners and stakeholders).

Remit of the Commercial Strategy

The Strategy will apply to all revenue and capital expenditure, acquired, or disposed of by OCC from commercial or non-commercial providers. OCC’s commercial interest extends beyond the scope of its direct commercial relationships, for example where OCC works to improve cost, sustainability, or market capacity; or where OCC engages with others who influence policy, standards, or regulation that will ultimately have a commercial impact on the Council; or where OCC is exposed to financial, reputational, or any other risks and liabilities. The Strategy therefore seeks to promote a wide and more integrated approach to commercial management combining strategic and operational tasks distributed across the Council.

Governance Framework

Delivery against the Commercial Strategy will be governed by the Commercial Board and where appropriate escalate to the Corporate Management Team (CMT).

The Commercial Board will meet twice a month to review all revenue spend requests prior to them being put out for tender, or other procurement route to market. They will review the requests for overall commerciality, considering factors such as whether the service is statutory, whether demand can be decreased, the procurement route to market, and providing constructive challenge to the service around the specification for the particular requirement.

Delivery Plan – Commercial Priorities

- Strategic alignment: Ensure commercial activities directly contribute to OCC's strategic priorities, including:
 - Building a more inclusive and sustainable economy
 - Delivering high-quality public services
 - Promoting health and wellbeing
 - Protecting and enhancing the environment
- Sustainability: Prioritise long-term, sustainable income generation through:
 - Investing in renewable energy and low-carbon infrastructure
 - Developing partnerships with like-minded businesses and organisations
 - Adopting ethical sourcing and responsible business practices
- Innovation: Drive innovation and explore new market opportunities by:
 - Supporting and partnering with local startups and tech companies
 - Embracing digital technologies to improve efficiency and services
 - Piloting new commercial models and ventures
- Community focus: Ensure commercial activities benefit the entirety of Oxfordshire:
 - Prioritising local suppliers and contractors
 - Investing in community-based projects and initiatives
 - Maintaining transparency and accountability to residents

Delivery Plan

With an increasing share of OCC's budget spent externally, OCC continue to deliver exceptional value for money while promoting broader social economic, and environmental priorities. To maintain vital public services, OCC will find a balanced approach to optimising organisational efficiency and finding avenues to generate income; typical efficiencies through a more commercially minded organisation are between 3-10% of total expenditure.

The focus of the Strategy in FY2024/25 will be to establish robust control over business-as-usual commercial activities including but not limited to:

- Information and systems –
 - Develop greater visibility of data and management information on third party spend and any associated risk exposure (complementing existing initiatives to enhance data and performance insights)

- Use market intelligence, data and management information to inform commissioning, contracting, contract management and asset acquisition, management and disposal activity
- Simplify processes, common systems and ways of working
- Process –
 - Run major procurements with assurance and achieve good service user and commercial outcomes
 - Create simple and automated process to order and pay for goods and services and provide an efficient transactional process for internal and external suppliers, ensuring contractual obligations are met
 - Manage external supplier relationships well and consistently, and optimise the value of these relationships over time
 - Create the capability to shape and develop new markets as required to support commissioning needs
 - Improve the business cases process and forward planning to manage and mitigate risk exposure
- People and capability –
 - Make decisions with commercial acumen and proactively seek to understand and manage risk
 - Embed consistent and rigorous contract management (complementing existing initiatives to build communities of practice)
 - Build a culture of continuous improvement and organisational learning
 - Adopt a structured approach to commercial skills development so that individuals are able to act confidently
- Define risk appetite –
 - Focus on managing an appropriate level of risk, not avoiding it
 - Balance caution with innovation to support informed, responsible risk-taking
 - Prioritize transparency and sound assessments
 - Improve visibility of demand management to inform decision-making
- Monitoring and evaluation –
 - Regularly assess the performance of commercial activities to track progress against key objectives and metrics, such as revenue generation, job creation, and social impact
 - Conduct ongoing risk assessments to identify and mitigate potential risks associated with commercial ventures
 - Maintain transparency and accountability by regularly sharing information about commercial activities with residents and stakeholders
 - Develop key performance indicators, for example: number of suppliers in each category/by spend
 - Once the data and insights work has been completed, seek opportunities to benchmark and conduct comparative studies while consolidating any disparate spend

Divisions Affected - All

PERFORMANCE AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

19 APRIL 2024

Update on Approach to Transformation

**Report by Director for Customer Experience and Cultural Services,
including Transformation (interim)**

RECOMMENDATION

1. **The Committee is RECOMMENDED to**
 - **NOTE** the report, raise any questions on its contents and **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

Executive Summary

2. The Performance and Corporate Services Overview and Scrutiny Committee has requested an update on the Council's approach to Transformation. This report and its associated annexes seek to provide that update.

Background

3. The Performance and Corporate Services Overview and Scrutiny Committee has expressed an interest in different aspects of the Council's transformation over the past year, including receiving a report focusing on the HR side of Delivering the Future Together, and reports relating to potential changes to the IBC system. It has not, however, been updated on the Council's broader approach to Transformation.
4. Annex 1, attached to this report, is a slide deck detailing the drivers for Transformation and the main outcomes the Council seeks to achieve, and details of the current transformation projects and their status. It also provides detail relating to the governance and monitoring regime of Transformation projects.

5. Further background detail relating to the governance arrangements around Transformation has been reported to the [Audit and Governance Committee on 13 March 2024](#).

Corporate Policies and Priorities

6. The Council's approach to Transformation cross-cuts all the Council's policies and priorities by seeking to make the Council ready to deliver these policies and priorities in light of recent and upcoming changes to the environment in which it operates.

Financial Implications

7. The Council has a Transformation Reserve that is used to support the costs of implementation of the council's transformation programme, Delivering the Future Together. There is a requirement for business cases to set out the benefits to be achieved through the transformation project or programme including planned returns on the investment. The benefits realisation is tracked and will be reported to the Delivery Board. As part of the budget monitoring processes, planned savings are also monitored and reported at least every 2 months to the Council Management Team and Cabinet.

Comments checked by: Ian Dyson, Director of Finance Service
ian.dyson@oxfordshire.gov.uk

Legal Implications

8. There are no legal implications to this report.

Comments checked by: Anita Bradley, Director of Law and Governance,
anita.bradley@oxfordshire.gov.uk

Equality & Inclusion Implications

9. Individual transformation programmes complete an equalities impact assessment at the start of the programme.

Sustainability Implications

10. Individual transformation programmes complete a climate impact assessment at the start of the programme.

Mark Haynes
Director for Customer Experience and Cultural Services, including Transformation
(interim)

Annex: Annex 1 – Transformation Slide Deck

Background papers:

Contact Officer: Mark Haynes – Director for Customer Experience and Cultural Services, including Transformation (interim)
Mark.haynes@oxfordshire.gov.uk

April 2024

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Delivering the future together...

... to become an employer, partner and place shaper of choice

Update on the Transformation Programme – 19th April 2024.

Performance and Corporate Services Overview & Scrutiny Committee

Page 23



What is 'Transformation'

- [Our transformation journey | Oxfordshire County Council Intranet](#)

Page 24

- To succeed in the current environment and be the best we can, we need to fundamentally change how we do things. That's transformation.
- It's the large-scale, strategic changes that make us operate differently – by changing organisational culture, technology, and business models.
- It's achieved through specific projects and programmes, led by the [Strategic Transformation Programme Board](#).



Becoming an Employer, Partner and Place Shaper of choice

Our vision for transformation is, and continues to be, about the delivery of Employer, Partner and Place Shaper of choice.



Employer of Choice

We create the conditions to inspire values-driven talent from diverse backgrounds to both seek employment with the Council and then thrive within our organisation.



Partner of Choice

We actively seek and develop mature and purposeful relationships with our strategic partners that drive improved outcomes for Oxfordshire's residents.



Place Shaper of Choice

We act as a convener across public, private and community groups to shape and lead an ambitious and more equal future for our place and our residents.

Page 25

Cherie, Robin, and Emily have been driving work with representatives from across the council, including transformation teams, to build out the outcomes of what E, P, P means in reality.



Employer of Choice

OCC is known as a place where people want to work, where they can learn and develop.

We treat people equitably; we give them the tools that they need to do their best work and recognise their needs as individuals.

In OCC we are one team who trust each other to deliver.



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Page 26

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Place Shaper of Choice

Oxfordshire has sustainable, resilient communities

Oxfordshire has communities where healthy behaviours are the norm

Oxfordshire has an inclusive economy

Oxfordshire is a collaborative community with a clear identity and sense of belonging



Becoming an Employer, Partner and Place Shaper of choice

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Page 27

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Partner of Choice

Our partners recognise the value in working with us

Improving residents lives is at the heart of our partnership

The partnerships we have ensure the financial sustainability of Oxfordshire



To deliver this we will need to become a sustainable and successful organisation

We will...

... be leaner and more focused on delivering key priorities to the best of our ability.

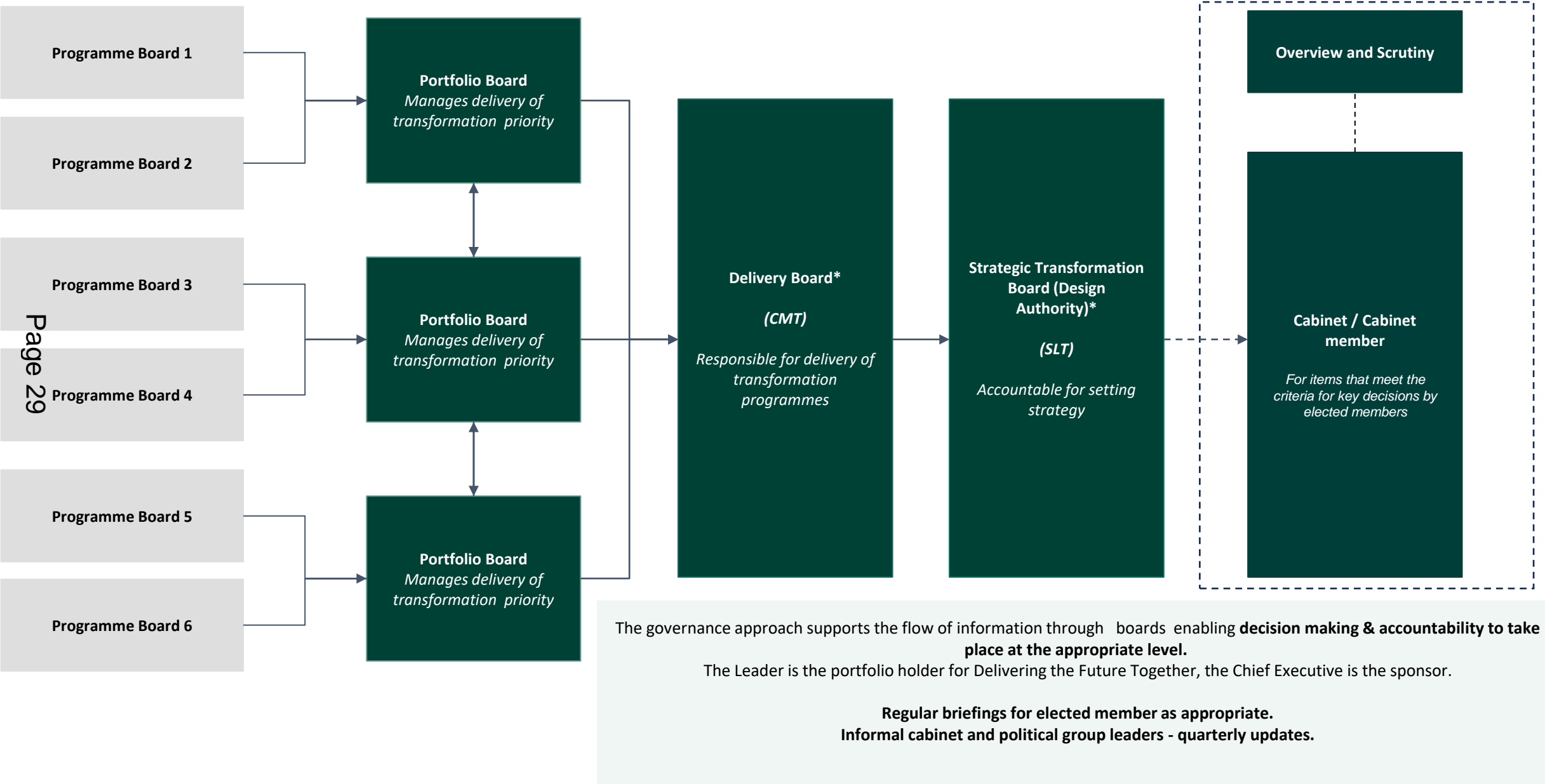
... operate from fewer buildings and make sure those we keep are used to their full capacity.

... embrace technology where it improves productivity and connectivity to the people we serve, helping us become more efficient.

... collaborate more closely with partners in the voluntary and community sector so we're no longer the main provider for every service.

... leverage commercial opportunities where they deliver value for our residents.

We have agreed Transformation governance





Governance Overview

Governance is the framework that defines and controls the **outputs**, **outcomes** and **benefits** from projects, programmes and portfolios.



Why

- Drives change at pace, enabling decisions to be taken promptly and by the appropriate board with the necessary information.
- Supports the effective management of risks and issues, mitigating impacts to the project or programme and/or wider organisation.
- Supports the timely delivery of benefits.
- Provides clarity on roles and responsibilities within the Transformation team.
- Enables OCC to be accountable to the general public.
- Provides transparency to ensure that the public have access to full, clear information on decisions that involve public money.
- Mitigates potential risks and issues.



Consequences

- Reputational damage to the council
- Lack of assigned responsibility and accountability
- Inability to accurately track and manage the costs or scope
- Exposure to legal and regulatory risks to the council
- Inadequate project or programme structure



Tools

- RAID Log
- Actions & Decision Log
- Change Request Log
- RACI Matrix
- Terms of Reference



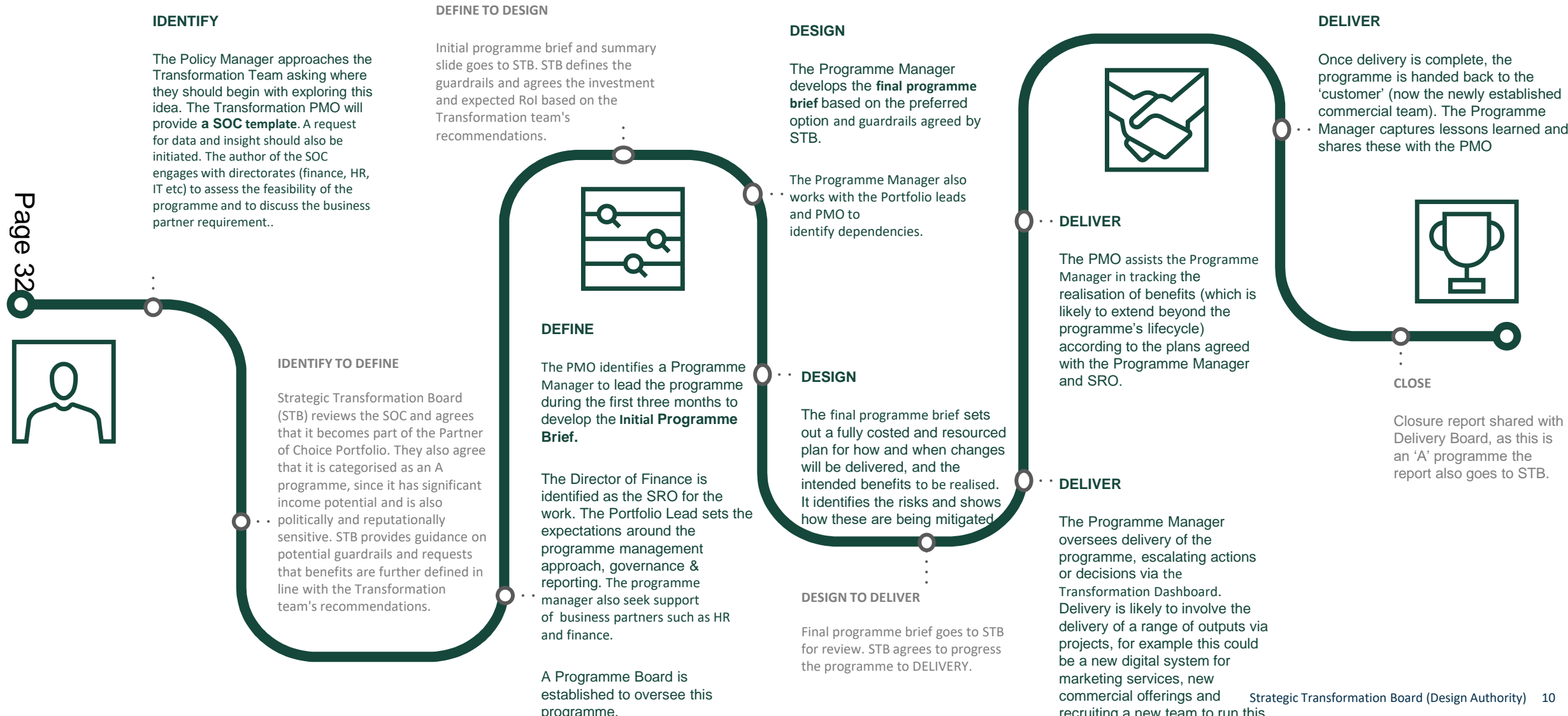
To deliver this we have agreed the following

- Terms of Reference for Programme Boards
- Terms of reference for the 3 x Portfolio Boards – Becoming an Employer, Partner and Place Shaper of choice
- Terms of Reference for the Delivery Board
- Terms of Reference for the Strategic Transformation Board



Governance Flow – Fictional example

Context: Following a request for ideas to improve the Council's financial position, the Policy Manager has noticed that data suggests that compared to other councils, OCC is not generating the same level of income. They mention this to the Chief Executive, who suggests it is an area they should explore further.



Where are we?



	Identify	Define	Design	Deliver	Close
Purpose	The process of identifying a programme that aligns with organisational and Transformation goals	To validate and build from the Strategic Outline Case (SOC) and create the information that represents evolving thinking about several of the programme's areas	Provides the formal basis for assessing whether the proposed programme is viable and achievable and whether it should move into delivery	Executing the programme plan and implementing the required projects and activities. Monitoring progress against planned targets. generate tangible outputs, outcomes and benefits.	The closure report records the final project sign off, assesses success and assesses lessons learnt.
Document	Strategic Outline Case (SOC)	(Initial) Programme Brief: Section A	(Full) Programme Brief: Section B	Programme workbook	Programme workbook – Closure report
Programmes	Corporate Landlord	Business Intelligence →	Business Intelligence	Our People and Culture Strategy	
	One Fleet		SEND (Light Touch)	Improving Customer Experience	
			Oxfordshire Way	Commercial	
			HtST (Light Touch)	Agile Accommodation	
				Organisational Design	
			Business Service Transformation →	Business Service Transformation	
			Strategic AI →	Strategic AI	



Programme Snapshots

Business Intelligence

A central 'Data, Insights and Delivery Hub' known as 'Business Intelligence' that supports the delivery of programmes within 'Delivering the Future Together'. This will help realise Oxfordshire County Council's vision of becoming an insight driven organisation, enabling informed decision making, strategic planning and prioritisation of resource.

Oxfordshire Way

The Oxfordshire Way is committed to "doing the right thing" by fostering strength and sustainability. The aim is to redefine the role of communities as collaborative hubs, where integrated efforts tackle challenges collectively. Our vision is to build resilience, offering support that empowers individuals to take their next steps towards personal and communal growth.

AI / RPA- Co pilot

The AI programme will set out how we work together to transform OCC through AI. In line with corporate objectives this will enable the council to become smaller, leaner and enable significant improvements. Supporting DTFT wider objectives.

Business Service Transformation

Empowerment and accountability of the workforce through ownership and control of our data using best practice workflow self-service. Allowing the HR, finance and procurement services to focus on their key professional areas working with reliable and trusted data to inform decisions and reduce risk.

SEND

Enables CYP with SEND to have better outcomes by delivering the right provision and support at the right time, every time. This will increase parent carer trust and confidence in locally available provision while

Improving Customer Experience

To establish the BEST Customer Experience Function, this programme seeks to deliver a holistic approach to demand reduction of customer complaints and provide an optimal customer experience. This will be achieved by a new culture of always keeping the customer (individual, family and household) at the centre for the Council.

Our People and Culture Strategy

How we enable our employees to improve how they carry out their roles by assessing and nurturing employees' capabilities, as well as managing the relationship between the employees and the organisation. This puts skilled people in the right position to deliver what it takes to achieve the business goals.

Organisational Design

Reduces the layers of management and duplication of effort while streamlining reporting. Ensures that pay is equal, and roles are structured to ensure clarity, fairness, and transparency through a review of the current structures that will produce recommendations on the future state of the council to be implemented across the organisation.

Agile Accommodation

The long-term vision is to create an efficient, innovative and accessible property estate which delivers our climate action objectives and generations social value for our residents, workforce and customers of the property service. Where possible we will set our estate to support regeneration and the long-term financial sustainability of the council.

Commercial

To leverage Oxfordshire's unique assets and strengths to optimise organisational efficiency, generate sustainable revenue, support economic growth, and enhance public services through innovative and responsible commercial activities.

What is the Delivery Hub?

- The Delivery Hub, will be formed by a strategic core of Programme Management Office (PMO), Business Intelligence (was Data & Insights) and Communities of Practice which is being stood up at the start of April to support priority transformation programmes.
- This will continue to evolve and iterate over the next few months and more updates will follow.

Across the month of March, twelve members of the OCC team arrived at the PwC offices to complete the first cohort of the much-anticipated Change Academy.

- Across the month of March, twelve members of the OCC team arrived at the PwC offices to complete the first cohort of the much-anticipated Change Academy.
- The Change Academy has been an exciting learning experience for our colleagues where they have covered topics such as professional skills and change fundamentals, communicating with impact, presentation skills, along with identifying and resolving problems.
- The graduation ceremony took place Belfast on the 28th March, with the team completing an accredited PMO Fundamentals qualification beforehand.
- When they returned in April, they have taken up their new roles within the Core PMO team which will form a key element of the newly formed 'Delivery Hub'.

- The proposed initial improved structure of the data and insight team has been agreed in principle
- In April, the data and insight structure will not be fully operational, with vacancies and recruitment to follow. However, work ongoing to draft JDs for new data roles.
- The initial standing up of the data and insight element of the hub will be essentially a move to matrix management of ITID data and insight resources – this will allow the data team to continue working on BAU business intelligence whilst also working with the interim director of transformation in supporting programmes and driving strategic transformation.
- The data and insight element of the hub will continue to evolve and iterate over the next few months and more updates will follow.

What is it?

A group of people who have existing knowledge to share or who have an ambition to learn a new skill. Our first three communities of practice focus on: project and programme management; strategy and policy; and data and insight.

Page 38

Why will it make a difference?

With 5,500 of us working in diverse services across the county, there are currently limited ways for those people to connect, collaborate and share knowledge. The communities of practice will bring like-minded colleagues together to exchange ideas and learn from one another, which is great for their development and great for improving organisation knowledge and understanding.



Identify – Strategic Outline Cases to STB:

- Corporate Landlord
- One Fleet

Define – Initial Programme Brief signed off by SRO to Delivery Board:

- N/A

Design – Full Programme Brief signed off by SRO to Delivery Board:

- SEND (Light Touch)
- HtST (Light Touch)
- Oxfordshire Way
- Business Intelligence (Previously Data and Insights)

Delivery – Programme Workbook reporting into Dashboard, accessible to both Delivery Board and STB:

- Business Service Transformation
- Strategic AI (Previously AI/RPA)
- Commercial
- Agile Accommodation
- Improving Customer Experience
- Our People and Culture Strategy
- Organisational Design

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Work Programme

Performance and Corporate Services Overview and Scrutiny Committee

Councillor Eddie Reeves, Chair | Tom Hudson, Scrutiny Manager
tom.hudson@oxfordshire.gov.uk

Topic	Relevant strategic priorities	Purpose	Type	Lead Presenters
19 April 2024				
Commercial Strategy	All	Committee to consider the Commercial Strategy agreed by Cabinet on 19 March 2024 and make any recommendations accordingly.	Overview and Scrutiny	Councillor Levy, Cabinet for Finance Lorna Baxter, Executive Director (Resources) Ian Dyson, Director of Finance Services
Transformation Activity	All	Committee to consider the Council's current transformation activity and approaches to managing and overseeing transformation, particularly with reference to the Council's workforce, estate, and planned use of new technology.	Overview & Scrutiny	Councillor Liz Leffman, Leader of the Council Stephen Chandler, Executive Director (People) Mark Haynes, Director for Customer Experience and Cultural Services, including Transformation (interim)

19 July 2024

LEP Integration	All	Committee to participate in discussions around the future shape and purpose of the LEP once it is integrated into the Council.	Overview and Scrutiny	<p>Councillor Liz Leffman, Leader of the Council</p> <p>Bill Cotton, Corporate Director for Environment and Place</p> <p>Robin Rogers, Programme Director (Partnerships and Delivery)</p> <p>Chloe Taylor, Head of Economy</p>
City Centre Accommodation Strategy	All	To consider the soft-marketing options for County Hall and make any recommendations accordingly.	Overview and Scrutiny	<p>Councillor Neil Fawcett, Cabinet Member for Community and Corporate Services</p> <p>Vic Kurzeja, Director of Joint Property Services</p>
Advice Centres	Tackle Inequalities in Oxfordshire	Precise scope to be agreed at the post-meeting briefing on 19 April.	Overview and Scrutiny	<p>Councillor Ley, Cabinet Member for Public Health, Inequalities and Community Safety</p> <p>Councillor Bearder, Cabinet Member for Adult Social Care</p>

				<p>David Munday, Consultant in Public Health</p> <p>Robin Rogers, Programme Director, Partnerships and Delivery</p> <p>John Pearce, Commissioning Manager (Promote, Prevent)</p> <p>Kate Austin, Public Health Principal</p>
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Sub-groups				
Name	Relevant strategic priorities	Description	Outcomes	Members
Democratic Process Working Group	Local Democracy	To review the key elements of support for democratic processes at Oxfordshire County Council.	Reviews the support for the council's democratic processes and makes recommendations.	<p>Cllr Reeves</p> <p>Cllr Simpson</p> <p>Cllr Baines</p> <p>Cllr O'Connor</p> <p>Cllr Van Mierlo</p> <p>Cllr Bennett</p>

Briefings					
Date	Topic	Relevant strategic priorities	Description	Outcomes	Presenters
19 April, 11:45-12:15	Advice Centres	Tackle Inequalities in Oxfordshire	To introduce how advice centre funding has worked previously, the reasoning behind commissioning a new model, and the road-map for the rest of the work going on (including the extra money from the budget).	To brief members on where the Council's activity around advice centres stands, and the clarify the key questions to be explored for the July report to PCSOSC.	<p>David Munday, Consultant in Public Health</p> <p>Robin Rogers, Programme Director, Partnerships and Delivery</p> <p>John Pearce, Commissioning Manager (Promote, Prevent)</p> <p>Kate Austin, Public Health Principal</p>

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

- 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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Louise Tustian, Head of Insight and Corporate Programmes

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Annex A - Performance - January 2024

Contents

Priority	Page
Priority 1	2
Priority 2	4
Priority 3	5
Priority 4	6
Priority 5	8
Priority 6	9
Priority 7	10
Priority 8	13
Priority 9	14
Priority 10	16
Priority 11	20

Page 59

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%	●

Page 61						<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>	<p>managing packaging waste under the EPR scheme will now not be received until after October 2025.</p>	<p>October 2023, continues to make investment decisions by local authorities in significant service changes very difficult. This is a national issue.</p>			

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 Farmer 	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	<ul style="list-style-type: none">Bill CottonRachel Wileman	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 a 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%	●	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		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.	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 72	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 UTMCAI use to help define strategies to better manage the transport network.</p> <p>Why: Improve efficiency of the UTMCAI, but helping automate some decision-making and reducing spend on incident management. Enable efficiencies in UTMCAI 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	£29,661,000	£30,200,000	●				£29,661,000	£30,200,000	●
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.

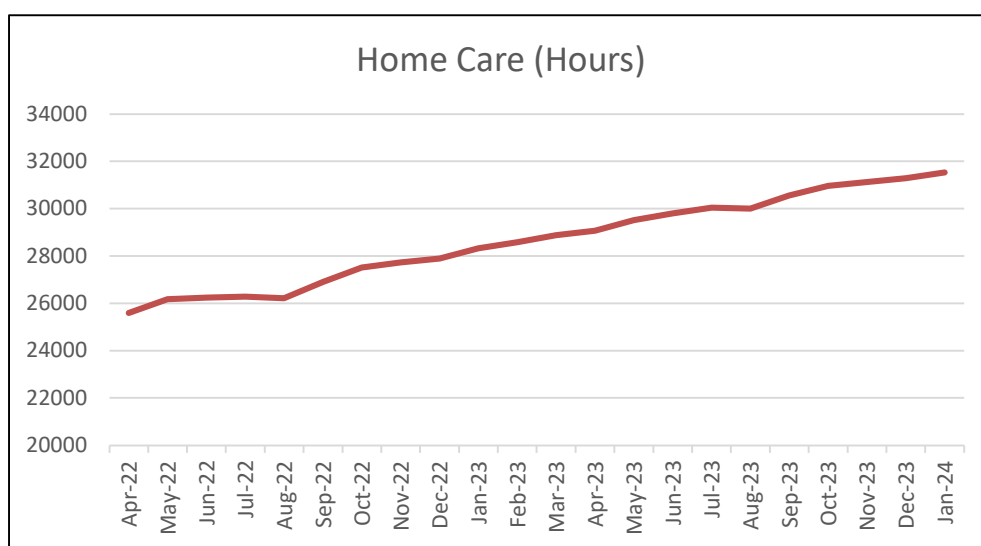
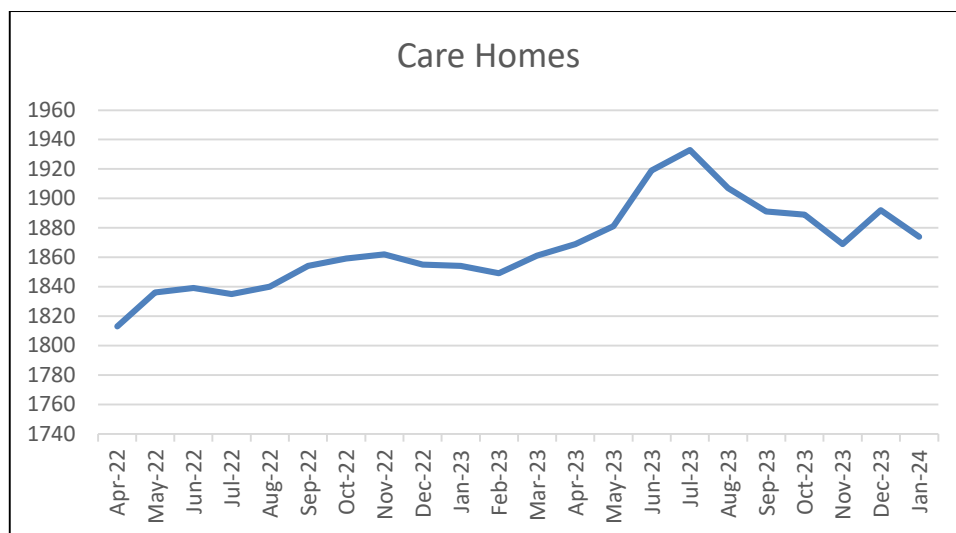
Directorate Forecasts

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 Outturn £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		
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	underspend- overspend+	£000	£000
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

Page 118

			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 125	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

Page 126

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	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

Page 127

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

Page 128

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

Page 130

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

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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**OXFORDSHIRE
COUNTY COUNCIL**

Forward Plan

May - August 2024

Page 145

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.								

Page 152
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								

Page 16

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
<p>DSIT 5G Innovation Regions project - England's Connected Heartland (Ref: 2024/050)</p> <p>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</p>	Delegated Decisions by Cabinet Member for Community & Corporate Services (18 June 2024)	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, and any other 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 Whinham (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


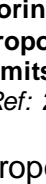
20 June 2024

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

Page 100
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.								

Page 191

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>10 8 6 4 2</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 197					<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>			

The Forward Plan

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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Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested¹ and, if the report or recommendations in questions were published, the response also must be so.

This template provides a structure which respondents are encouraged to use. However, respondents are welcome to depart from the suggested structure provided the same information is included in a response. The usual way to publish a response is to include it in the agenda of a meeting of the body to which the report or recommendations were addressed.

Issue: Employee Engagement Survey

Lead Cabinet Member(s): Cllr Neil Fawcett, Cabinet Member for Community and Corporate Services

Date response requested:² 23 January 2024

Head of Paid Service Response to report:

That the Head of Paid Service, along with other relevant officers, undertake the following:

- a) That the staff engagement survey is repeated, in full, on an annual basis.

The survey is just one engagement opportunity to understand how engaged and satisfied all colleagues are. The survey results are used to identify further areas for investigation. An annual survey will be undertaken every spring. Every 2 years we will deep dive into specific areas that we need to measure at that given time. A comprehensive view of colleague engagement will be achieved via the annual survey; every year the survey will include measures against the key 8 factors (leadership, management, team, company, personal growth, wellbeing, fair deal and giving something back) with nuanced statements being introduced at listening sessions following the results being published.

The survey for 2024 is live between 27 February and 15 March 2024

¹ Date of the meeting at which report/recommendations were received

² Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

- b) That fuller comparative data is requested from Best Companies of the Council's performance against other local authorities and report against this data accordingly in future

Comparative data was requested. Best Companies cannot provide comparative data against local authorities but are able to provide this information against not-for profit organisations.

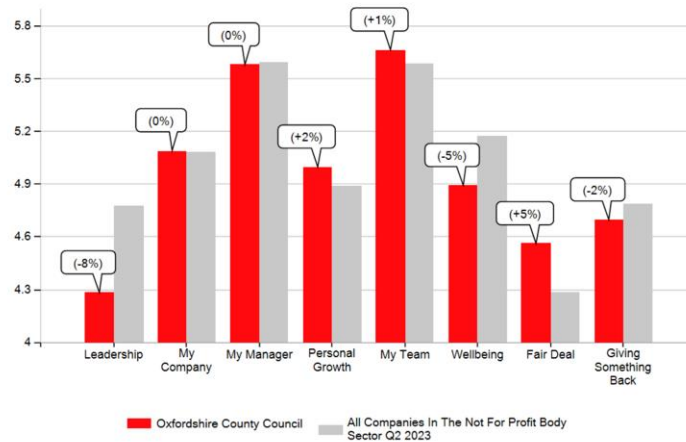
Overall, in 2023 Oxfordshire County Council was aligned with other not-for profit organisations with regard to employees' views of the organisation, management, and team dynamics. Pay and "fair deal" was well above the average benchmarked result but leadership was significantly lower than comparators.

Leadership was highlighted in the 2023 survey as a priority area of focus for improvement. A comparison of OCC's results against the comparator group will be requested following the 2024 survey.

Overview & Scrutiny Recommendation Response Pro forma

Classification - Confidential

Oxfordshire County Council vs. All Companies In The Not For Profit Body Sector Q2 2023



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1

- c) That future staff engagement surveys are able to differentiate between responses from full and part time staff

This is possible and will be a priority request for “deep dive” analysis with our data and insights team and will be included in the report following the next survey.

- d) That questions be added to future surveys over whether staff consider their work to be of value, and whether they feel it is valued.

A core statement used in every survey is “I believe I can make a valuable contribution to the success of this organisation”. The data for this specific question will be analysed and incorporated into the next report.

Overview & Scrutiny Recommendation Response Pro forma

- e) That work is undertaken to convey the inherent value of staff's work, and the value the organisation places on it.

Our People and Culture Strategy has a project to embed and refresh our Managing for Performance framework (12.3.2). At the heart of this work is ensuring all colleagues have clarity on how their work fits with the organisation's vision. Recognition and feedback is key to this. All senior managers have been invited to attend a refresh seminar regarding the 12.3.2 approach to ensure they are reminded of the importance of acknowledging contribution. A series of recorded bite-size webinars are also planned for all managers.

In addition, OCC have recognised colleagues over the last year through the Apprenticeship awards, Recognition week in September, Hi Five network allowing colleagues to recognise and give a 'shout out' to other colleagues and Director emails recognising excellence in working with the values. Internal Comms have also been working with colleagues to share case studies of their excellent work to acknowledge their contribution and show great examples to inspire other colleagues.

- f) That the Council develops measures to understand whether it is achieving its intention to become less hierarchical and more of a matrix-working environment

The Our People and Culture Strategy is underpinned by the ethos of empowering and growing the people of OCC. This is being launched to the business during March and April and intends to support the growth of a mutually responsible and adult to adult culture where everyone's work contributes to the success of OCC.

Each Directorate will be working with the strategy to consider specific engagement that will help shape this culture at local level.

Quantitative measurement of this shift is difficult however qualitative measurement through the repetitive engagement survey, employer branding focus groups, case studies and focus groups run by DTFT champions will provide evidence of difference.

- g) That mechanisms are developed to support and develop psychological safety; whereby junior staff feel enabled to challenge senior staff respectfully or pose alternative courses of action in safety without fear of repercussions and that an additional question is added to the survey relating to this

Overview & Scrutiny Recommendation Response Pro forma

The Our People and Culture Strategy emphasises the importance of leading through the values and the underpinning behaviours.

These behaviours are being embedded through the 12.3.2. embed and refresh project and are key to supporting the development of psychological safety. This in turn supports adult to adult conversations where challenge is accepted as the norm. A core survey statement "I am often asked for feedback which is actively encouraged and acted on" will be used on an annual basis. This will help monitor whether this is happening across the organisation and enable targeted work if necessary.

- h) That solutions are developed to address the twin needs of moving to a hybrid working model whilst also ensuring that relationships are developed between more junior and senior staff.

The Our People and Culture Strategy encompasses a workstream of Agile working to support the success of working with a hybrid model and to support the development of strong management and team relationships.

In addition, a reciprocal mentoring programme is being launched in Spring 24 whereby senior leaders will be matched with colleagues identifying with protected characteristics to learn from one another and to grow networks that don't naturally form in a hierarchical environment.

- i) That means are developed to allow work which does not deliver value to be dropped, rather than consistently adding to expectations on staff

Since the last survey Leaders have made time to consider the priorities and vision for the organisation to become an employer, partner and place shaper of choice and this is being communicated widely through DTFT champion networks, ELT/SLT briefings, local briefings. In addition, the Transformation Board has been stood up which considers the priorities that OCC should focus on to achieve change. This is providing clarity of focus and expectations for colleagues allowing them to assess the priority of the work they are focusing on.

In addition, on-going work continues to embed the 12.3.2 performance management framework which includes conversations around clarity of roles and task and the value brought.

Overview & Scrutiny Recommendation Response Pro forma

- j) That stronger steps are taken to clarify expectations of staff members around working outside standard office hours

Managers are encouraged to include a statement on their email signature around flexible working "I work flexibly. It suits me to email you at this time, but I don't expect a reply if it's outside your working hours". In addition, the 2024 survey will provide data around contracted hours versus average working hours, this will be analysed to identify areas where working hours are excessive and targeted discussions and solutions will be identified.

It is also acknowledged that for some working outside of standard office hours may provide flexibility which could be helpful and attractive. This should of course be accommodated so long as business needs are being met.

- k) That further work is taken to understand and unlock the skills which the staff members believe are not being utilised.

The Our people and Culture Strategy has four pillars one of which focuses on 'Grow'. This pillar outlines a desire to grow employee skills and provide opportunities for talent to move around the organisation. Whilst there is aspiration do to more in the area some examples have already begun such as the programme of work which has commenced as part of the transformation programme to implement Communities of Practice. This provide employees with the opportunity to share and grow skills that that are currently not being utilised but are key to transforming the organisation.

Cabinet Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Cabinet monitors the actions and progress made in relation to the measures requested of the Head of Paid Service. ³	Accepted	Cabinet will be monitoring the progress on engagement through the Workforce Report, and progress against the Our People and Culture strategy

³ These are:

Overview & Scrutiny Recommendation Response Pro forma

That the Cabinet provides to the Committee as part of its response to this recommendation a statement outlining the actions they are taking from a political perspective to align the Council's objectives, values and priorities with the Cabinet's strategic objectives.	Rejected	It is for senior officers to ensure that the council objectives, values and priorities are well embedded and understood across the organisation. Activities such as ensuring consistency of adoption and use of the 12.3.2 Performance Management programme and the Our People & Culture strategy will ensure the council is aligned to deliver to the strategic objectives of the organisation.
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That the Head of Paid Service, along with other relevant officers, undertake the following:

- a) That the staff engagement survey is repeated, in full, on an annual basis
- b) That fuller comparative data is requested from Best Companies of the Council's performance against other local authorities and report against this data accordingly in future
- c) That future staff engagement surveys are able to differentiate between responses from full and part time staff
- d) That questions be added to future surveys over whether staff consider their work to be of value, and whether they feel it is valued.
- e) That work is undertaken to convey the inherent value of staff's work, and the value the organisation places on it.
- f) That the Council develops measures to understand whether it is achieving its intention to become less hierarchical and more of a matrix-working environment
- g) That mechanisms are developed to support and develop psychological safety, whereby junior staff feel enabled to challenge senior staff respectfully or pose alternative courses of action in safety without fear of repercussions and that an additional question is added to the survey relating to this
- h) That solutions are developed to address the twin needs of moving to a hybrid working model whilst also ensuring that relationships are developed between more junior and senior staff
- i) That means are developed to allow work which does not deliver value to be dropped, rather than consistently adding to expectations on staff
- j) That stronger steps are taken to clarify expectations of staff members around working outside standard office hours
- k) That further work is taken to understand and unlock the skills which the staff members believe are not being utilised

Overview & Scrutiny Recommendation Response Pro forma

Overview & Scrutiny Recommendation Response Pro forma

Under section 9FE of the Local Government Act 2000, Overview and Scrutiny Committees must require the Cabinet or local authority to respond to a report or recommendations made thereto by an Overview and Scrutiny Committee. Such a response must be provided within two months from the date on which it is requested¹ and, if the report or recommendations in question were published, the response also must be so.

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Issue: City Centre Accommodation Strategy

Lead Cabinet Member(s): Cllr Dan Levy, Cabinet Member for Finance

Date response requested:² 23 January 2024

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council produces a vision document and plan, detailing its understanding of 'social value' and	Y	The Council will produce a vision document and plan setting County Hall and Speedwell House, and the opportunities they provide for regeneration, placemaking and delivery of social

¹ Date of the meeting at which report/recommendations were received

² Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

<p>'regeneration', its priorities for place-shaping, the opportunities it sees, and the steps it will take to see those priorities realised throughout the implementation of the strategy as part of the report for the Cabinet's next decision on the sales of either County Hall or Speedwell House.</p>		<p>value, in the context of the wider regeneration of Oxford City centre, especially the West End of Oxford.</p> <p>This document will frame the vision for County Hall and Speedwell House within the existing planning policy framework of the City and will highlight policies effecting their future use and development. This document will also inform and assist the marketing and sale of County Hall.</p> <p>The Council already has a clearly defined understanding of 'social value' in procurement which is determined and measured through the use of the Social Value Portal 'Social Value 101'. Social Value is measured by the Council through the portal using the TOM System which stands for 'Themes, Outcomes and Measures' which align with the UN's Sustainable Development Goals.</p> <p>Social Value as measured through the portal is already embedded in the Council's approach to Speedwell House through its procurement of contractors and through the evolution of its design and development.</p>
<p>That the Council has a clear understanding over potential future consolidation of current staff buildings into Speedwell House when determining its floorspace needs.</p>	<p>Y</p>	<p>The provision of adequate floorspace for services from buildings being consolidated into Speedwell House has been considered at length. The size and layout of Speedwell House reflects the future staff needs identified in the PwC City Centre Accommodation Report and as further evolved through additional studies.</p> <p>The Outline Business Case for the City Centre Accommodation Strategy (approved at Cabinet on 23rd January 2024) sets out the</p>

Overview & Scrutiny Recommendation Response Pro forma

		<p>strategy, confirming that “...work was undertaken with HR Business Partners to confirm the number of colleagues currently based and/or working from the in-scope city centre sites. It is accepted that this analysis provides sufficient accuracy to inform planning assumptions at OBC stage... In summary, the in-scope workforce data identifies a total of 1,298 FTEs working at a ratio of 3 workpoints/seats to every 10 FTE. This indicates a space requirement of approximately 3,500m2 assuming 9m2 per workpoint/seat”.</p> <p>The space at Speedwell House will be designed for agile working and will be flexible and multi-functional, allowing areas to be used throughout the day and evenings, for different uses, including additional collaboration/meeting space.</p> <p>The designs will allow space to be used differently in the future as needs evolve and will be flexible enough to allow opportunities with partner community organisations to be pursued.</p>
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Overview & Scrutiny Recommendation Response Pro forma

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Issue: Capital Asset Disposal Process

Lead Cabinet Member(s): Cllr Dan Levy, Cabinet Member for Finance

Date response requested:² 23 January 2024

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council develops a more detailed framework or policy around the outcomes it	N	There are existing policies and frameworks in place to deal with the disposal of capital assets.

¹ Date of the meeting at which report/recommendations were received

² Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

<p>wishes to see when disposing of capital assets</p>		<p>A proactive programme supports the council's financial sustainability. The disposal of assets and related capital receipts are forecast in the look-forward budget, which the Cabinet approves. Capital receipts from disposal, when realised, are used by the council for the delivery of services (i.e. outcomes) as per the approved budget.</p> <p>The council is legally required under section 123 of the Local Government Act 1972 to dispose of land for the best consideration reasonably obtainable. An agreed disposal process has already been established that will consider a range of uses for each site. There is a clearly defined process and Governance structure that relates to disposing of all capital assets.</p> <p>A key decision is required to be made regarding any site or building where the value could exceed £1m or where the sale is of wider public interest, making any potential disposal public knowledge.</p> <p>There is also agreed governance in place, whereby decisions to support and approve an Officer's recommendation are delegated up to £1m. Any decision to sell a site for a value in excess of £1m needs to be approved by Cabinet.</p>
<p>That the Council amends the strategic objectives it seeks to achieve through an asset disposal to include cooperative housing within objective 2, and that the</p>	<p>N</p>	<p>When disposal is being reviewed, all options are considered within our statutory obligations to get the best value; as influenced by the limited ability to take social value into account, we would welcome bids from cooperative housing groups.</p>

Overview & Scrutiny Recommendation Response Pro forma

<p>Council undertakes to engage with cooperative housing providers.</p>		<p>It would be inappropriate to prioritise one specific use within a sector.</p> <p>When a site is put on the market, all interests and offers are considered and appraised prior to a recommendation. However, any recommendation must meet our legal requirements to seek the best consideration and the needs of the council to be financially sustainable.</p> <p>The delivery of social/affordable housing is not a statutory function of the County Council. The responsibility lies with Oxford City Council and the District Councils. The City and District Councils are made aware of the assets we are seeking to dispose of, and we are involved in regular dialogue with them regarding these sites. Many of the sites have been inspected by representatives from City /District Councils, and opportunities have been considered, which have led to sales being agreed upon.</p>
<p>That the Council conveys information about potential asset disposals to opposition parties at an earlier point and consults with them over potential uses and helpful community contacts.</p>	<p>A</p>	<p>For all significant sales, a key decision about disposal needs to be made. Details are advertised, and once the matter has been determined, the disposal becomes public knowledge.</p> <p>As part of the existing disposal process, the member for the division where the site is located is advised of the proposed disposal and has the opportunity to comment and pass the information on to community contacts so that these opportunities can be pursued, often ahead of the agents being instructed and marketing commencing.</p>

Overview & Scrutiny Recommendation Response Pro forma

Overview & Scrutiny Recommendation Response Pro forma

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Issue: Social Value Annual Report 2022/23

Lead Cabinet Member(s): Cllr Dan Levy, Cabinet Member for Finance

Date response requested:² 23 January 2024

Response to report:

Enter text here.

Response to recommendations:

Recommendation	Accepted, rejected or partially accepted	Proposed action (if different to that recommended) and indicative timescale (unless rejected)
That the Council clarifies the objectives it wishes to achieve through its social value	Partially accepted	To establish the current set of TOMs, workshops were held across two days (one session focused on Economic and Social themes, the other session focused on the Environmental theme)

¹ Date of the meeting at which report/recommendations were received

² Date of the meeting at which report/recommendations were received

Overview & Scrutiny Recommendation Response Pro forma

<p>policy, choosing measures and weightings which support those objectives.</p>		<p>to select relevant TOMs with the service areas from all across the Council, which delivered both the Master and Light set of TOMs.</p> <p>Once these were established, certain TOMs were prioritised to support the Council's stated aims and objectives. Some of these TOMs are weighted medium (x2) or high (x3), meaning the financial proxy values are doubled or tripled in the background calculators that affect a bidder's final quantitative score. This incentivises bidders to choose some of the prioritised measures to make up their overall social value bid response. Measures have been selected for prioritisation because they are aligned with the Council's key priorities, aims and strategic frameworks such as Climate Action and Including Everyone. This means that we are already supporting the Council's stated objectives in an appropriate, fair and proportionate way.</p> <p>Specification remains the key element for ensuring that contracts place social value at the heart of their delivery.</p> <p>In addition to the procurement social value policy, a wider organisational policy will be designed that will establish an agreed definition of social value to inform agreed measures in all decision making.</p>
<p>That the Council investigates how it might develop a more bespoke model of social value, to include consideration of: how it might support cooperatives to tender for contracts, and selecting TOMs which truly drive climate action benefits.</p>	<p>Partially accepted</p>	<p>The current TOMs are set nationally and give national standards and financial equivalents. Proxy values for the 'Jobs' theme (NT15, and the most used Jobs measures) are localised by project and adjusted to match the local Oxfordshire economy, and match the localised salary values for Oxfordshire, rather than on a national level. These are the most utilised TOMs across all projects.</p>

Overview & Scrutiny Recommendation Response Pro forma

		<p>The most key element for SVP is their neutrality. They use the standard set of TOMS nationally, benchmarked against robust independent data sourced from reputable organisations such as ONS (Office of National Statistics). Suppliers are used to these and trust the neutrality element. Resource would be significant if OCC were to develop its own TOMs, platform to calculate proxy values, track and monitor outcomes etc. It should be noted that one of the Councils to go down this route took 8 years to get their own system up and running, and it is not clear how much value has been achieved from their Measurement Framework. They have had challenges around benchmarking proxy values, resources, competency and general administrative issues. There would be significant costing / resource implications should OCC choose to go down this route.</p> <p>Market engagement with all levels and types of appropriate suppliers for the tender, should be encouraged to ensure that all sourcing options are considered.</p>
<p>That the Council investigates how it can undertake greater pre-engagement with SMEs and cooperatives to understand the issues faced in securing contracts</p>	Accepted	<p>Greater use of SMEs where appropriate should be encouraged across the supplier markets for the whole of OCC, whenever reviewing an existing contract and considering going out to the market for a replacement, or for new requirements. Greater pre market engagement prior to official procurement exercises is strongly encouraged for all areas generally, and this will include SMEs where relevant. This is particularly highlighted in the new Procurement Act 23 where local / SME only tender options are encouraged and supported by law. OCC participate in regular Buyer Days where it meets local / SME / co-operatives to inform them of how OCC goes to market with its tender requirements,</p>

Overview & Scrutiny Recommendation Response Pro forma

		and to discuss with them their general challenges in supplying OCC requirements.
That the Council provides as part of its response to this recommendation a written outline of the next steps it intends to take develop and finesse its social value policy.	Accepted	<p>There will be a regular review of the procurement social value policy to ensure still appropriate and applicable. This includes a regular review of the TOMs as they are updated and refreshed nationally.</p> <p>Further work is to be completed with an organisational wide approach to social value that goes beyond procurement and aims to support decision making at all levels. The policy will seek to provide an agreed definition of social value so that there is consistency in our expectations of social value with agreed measures for monitoring and evaluation purposes.</p>

Document is Restricted

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