



Notice of a Meeting

People Overview & Scrutiny Committee

Wednesday, 4 December 2024 at 10.00 am

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

These proceedings are open to the public

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

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

Membership

Chair - Councillor Kieron Mallon

Deputy Chair - Councillor Imade Edosomwan

Councillors:

Kevin Bulmer
Trish Elphinstone
Andy Graham

Jenny Hannaby
Nick Leverton
Alison Rooke

Michael Waine

Notes: ***Provisional Date of next meeting: 13 February 2025***

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

Martin Reeves
Chief Executive

November 2024

What does this Committee review or scrutinise?

- All services and preventative activities/initiatives relating to adults in potential need of social care.
- Scrutiny of the Council's statutory functions in relation to adult social care and safeguarding. Includes public health matters as they relate to adults where they are not covered by the Joint Health Overview and Scrutiny Committee.

How can I have my say?

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

About the County Council

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

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

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

About Scrutiny

Scrutiny is about:

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

Scrutiny is NOT about:

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

What does this Committee do?

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

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

A hearing loop is available at County Hall.

AGENDA

1. Apologies for Absence and Temporary Appointments

To receive any apologies for absence and temporary appointments.

2. Declaration of Interests

See guidance note on the back page.

3. Minutes (Pages 1 - 6)

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

4. 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 on 28th November 2024. Requests to speak should be sent to the Scrutiny Officer at 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.

5. CQC Assurance Update (Pages 7 - 124)

Cllr Tim Bearder, Cabinet Member for Adult Social Care, Karen Fuller, Director of Adult Social Care, Victoria Baran, Deputy Director of Adult Social Care, and Ramone Samuda, Adult Social Care Assurance Lead, have been invited to present a report on a CQC Assurance Update.

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

6. Committee Forward Work Plan (Pages 125 - 264)

The Committee is recommended to **AGREE** its work programme for forthcoming meetings, having heard any changes from previous iterations, and taking account of the Cabinet Forward Plan and of the Budget Management Monitoring Report.

7. Committee Action and Recommendation Tracker (Pages 265 - 266)

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

8. Responses to Scrutiny Recommendations

There were no expected responses to Scrutiny recommendations.

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.

PEOPLE OVERVIEW & SCRUTINY COMMITTEE

MINUTES of the meeting held on Thursday, 19 September 2024 commencing at 10.00 am and finishing at 11.40 am

Present:

Voting Members: Councillor Kieron Mallon - in the Chair

Councillor Imade Edosomwan - Deputy Chair
Councillor Trish Elphinstone
Councillor Jenny Hannaby
Councillor Alison Rooke
Councillor Nigel Simpson

Other Members in Attendance: Councillor Tim Bearder, Cabinet Member of Adult Social Services
Councillor Dan Levy, Cabinet Member for Finance

Officers: Dr Jayne Chidgey-Clark, the Independent Chair of the Oxfordshire Safeguarding Adults Board
Karen Fuller, Director of Adult Social Care
Victoria Baran, Deputy Director of Adult Social Care
Lorraine Henry, Safeguarding Mental Health Service Manager
Richard Doney, Scrutiny Officer

The Council considered the matters, reports and recommendations contained or referred to in the agenda for the meeting and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda and reports, copies of which are attached to the signed Minutes.

17/23 APOLOGIES FOR ABSENCE AND TEMPORARY APPOINTMENTS (Agenda No. 1)

Cllr Waine sent his apologies, with Cllr Simpson substituting. There were also apologies from Cllrs Graham and Leverton.

Cllr Dan Levy also attended online.

18/23 DECLARATION OF INTERESTS (Agenda No. 2)

There were none.

19/23 MINUTES

(Agenda No. 3)

The minutes of the meeting on 9 July 2024 were **AGREED** as a true and accurate record.

20/23 PETITIONS AND PUBLIC ADDRESS

(Agenda No. 4)

There were none.

21/23 OXFORDSHIRE SAFEGUARDING ADULTS BOARD ANNUAL SAFEGUARDING REPORT

(Agenda No. 5)

Dr Jayne Chidgey-Clark, the Independent Chair of the Oxfordshire Safeguarding Adults Board (OSAB), Cllr Tim Bearder, Cabinet Member of Adult Social Services, Karen Fuller, Director of Adult Social care, Victoria Baran, Deputy Director of Adult Social Care, and Lorraine Henry, Safeguarding Mental Health Service Manager, were invited to present the OSAB Annual Safeguarding Report and answer the Committee's questions.

The presentation was led by the Independent Chair, who stressed that safeguarding was a collective responsibility, regardless of any staff shortages and budget limitations. A decrease in safeguarding enquiries was also observed. The importance of quicker and more effective learning from reviews to prevent future incidents was highlighted, pointing out recurring issues such as insufficient professional curiosity and poor multi-agency risk assessment. The Independent Chair identified three key priorities for OSAB, derived from over 200 recommendations: understanding barriers to learning, embedding acquired knowledge, and monitoring effectiveness.

The Cabinet Member stressed that professional curiosity was crucial, particularly when staff were overworked and underpaid, and that it was important to grasp the broader context of challenges faced by frontline workers, such as staff shortages and more complex cases.

Members of the Committee made the following observations, and raised a number of questions and concerns, including:

- What strategies were in place to ensure adequate time was provided for individuals at risk?

The Director of Adult Social Care emphasised that care was individualised, with no fixed time allocated per person. This flexibility ensured that care was tailored to the unique requirements of each person.

- Members observed that a substantial number of concerns surfaced in both 2022/23 and 2023/24, prompting curiosity about the underlying reasons.

The team had begun to conduct an in-depth review of these cases to understand the nature of the concerns, assess any similarities or differences between the years, and determine whether the issues were resolved or continued. Following this analysis, steps would be taken to address the concerns, prioritising the identification of barriers to resolution and enhancing the safeguarding process for the affected individuals.

- The objectives and interplay of the Multi-Agency Risk Management (MARM) process and the Multi-Agency Safeguarding Hub (MASH) was explored with the MASH described as a central point where all referrals for adults and children, including those from the police, were received. It served as a coordinating hub for safeguarding concerns whereas MARM was a process intended for individuals who may not have had traditional care and support needs but still presented recurring risks. It involved multi-agency teams discussing the most effective pathway to safeguard the person involved.

These processes formed part of a comprehensive safeguarding framework, ensuring that at-risk individuals were identified and supported through coordinated efforts from multiple agencies. Additionally, it was noted that the Oxfordshire MARM process had been commended by other local authorities due to its significant positive outcomes, highlighting interest in how the process operated.

- Members noted the significant reduction of the number of open enquiries, compared to the previous year, especially the number of enquiries open for over 12 weeks.

Despite the substantial decrease in cases and the implementation of new measures to identify, measure, and monitor them, a major reason for this reduction was the enhanced process for recording inquiries and streamlining how information was reported and documented.

It was acknowledged that effective safeguarding processes naturally involved several ongoing inquiries. Efforts had been made, and would continue, to enhance the team's overall performance to ensure that cases were resolved both swiftly and efficiently.

- Members questioned whether effective whistleblower schemes were in place for staff to communicate issues up and down the chain.

The County Council had whistleblower policies allowing staff to report concerns anonymously if they felt unable to escalate them through regular channels. These policies enabled anonymous safeguarding referrals, ensuring that concerns about care or service provision could be investigated and addressed.

The discussion emphasised that anonymous safeguarding referrals were taken seriously and thoroughly investigated to address any issues. This process was part of the wider safeguarding framework, ensuring that individuals at risk were identified and supported through coordinated efforts from various agencies.

- The Independent Chair stressed, in response to a question about proposed changes to the Integrated Care Board's operating model which the Committee was mindful that the Oxfordshire Joint Health Overview and Scrutiny Committee had strong concerns about, that it would be important to carefully monitor and understand the effects of the proposed service resign.
- Members concluded the discussion, seeking advice for members of the public concerned about an individual in their community.

The Independent Chair highlighted the need for public awareness on reporting safeguarding concerns and noted efforts to increase awareness, especially during Safeguarding Awareness Week, using the telephone or online. The Independent Chair stressed that anyone, including families and friends, could report any concern, no matter how small, to help protect vulnerable individuals.

The Committee requested the following **ACTIONS**:

- Update of social worker pay, and compare to national rates of social worker pay, including:
 - A summary of the recent recruitment process, what is being done to recruit local and train new staff
- Data of staff vs people in care
- Once the National Adult Safeguarding Data has been reported in April 2025, the data and Oxfordshire comparisons will be fed back to committee.

22/23 DEPRIVATION OF LIBERTY SAFEGUARDS

(Agenda No. 6)

Karen Fuller, Director of Adult Social Care, Victoria Baran, Deputy Director of Adult Social Care, and Lorraine Henry, Safeguarding Mental Health Service Manager, were invited to present a report on the Deprivation of Liberty Safeguards (DoLS) and to answer the Committee's questions.

The Deputy Director of Adult Social Care provided a summary of the state of the DoLS service, explaining that DoLS was created to protect people in care homes or hospitals who could not consent to their care, allowing them to challenge their situation. A 2014 Supreme Court ruling expanded the definition of deprivation of liberty, increasing those under DoLS. The DoLS service required a complex assessment process, needing both a doctor and a qualified social worker or occupational therapist. While acknowledging that the completion rate for DoLS assessments was below the national standard, efforts were being made to improve through additional staffing and external agency support.

Following the presentation, members raised a number of comments and queries, including the following:

- Measures taken to enhance the quality of the services provided.

NHS Digital supplied data on the number of DoLS assessments carried out by various local authorities, which helped to analyse trends and compare

performance. This identified areas needing improvement and offered a national benchmark for Oxfordshire. To tackle the backlog, an external agency was hired to handle 500 of the oldest pending best interest assessments. Efforts to boost efficiency included using shorter documents, which still complied with the legal requirements, to raise the number of completed assessments.

Members asked about the assessment procedure for those who enter care unexpectedly. It was explained that the assessment was only appropriate where someone was already under continuous supervision and could not consent to their care. The Council used a tool to manage the risk, ensuring high-priority cases were quickly assessed. A best interest assessor and a section 12 doctor handled urgent cases within seven days of referral.

In the case of continuing care circumstances, the DoLS assessment was conducted annually, even when there was little likelihood of change.

- It was noted that rescheduled DoLS referrals had increased 22% nationally, over the last two years, whilst the rate in Oxfordshire was 43%. Members sought clarity on why this was so much higher in Oxfordshire.

The increase was linked to factors like the impact of COVID-19, which altered care home admissions and care provision, affecting DoLS referrals. Many postponed entering care homes until after the pandemic by opting for private care. Additionally, better understanding and awareness among social workers about the DoLS process led to more accurate and timely referrals. Training for care home staff and social workers also enhanced the DoLS assessment identification and referral process.

23/23 COMMITTEE FORWARD WORK PLAN

(Agenda No. 7)

The Committee **AGREED** that the following items should be included in the forward plan:

- A DoLS update,
- Inequalities,
- Prevention,
- CQC Assurance,
- Recruitment and Retention.

24/23 COMMITTEE ACTION AND RECOMMENDATION TRACKER
(Agenda No. 8)

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

25/23 RESPONSES TO SCRUTINY RECOMMENDATIONS
(Agenda No. 9)

The Committee **NOTED** the Cabinet to the report on Adult Social Care Assurance Update, which was agreed by Cabinet on 17 September 2024.

..... in the Chair

Date of signing

People Overview and Scrutiny Committee 04 December 2024

Adult Social Care Assurance Update

Report by Corporate Director of Adult Social Care

RECOMMENDATION

1. **The Committee is RECOMMENDED to**
 - i. Note the timeline for the Care Quality Commission's (CQC) Local Authority inspection for Oxfordshire County Council.
 - ii. Note the update provided on preparations for CQC Assurance and the development of a self-assessment of Adult Social Care.
 - iii. The Committee is asked to consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet arising therefrom.

Executive Summary

2. Formal notification of the CQC Local Authority inspection was received on 15th July 2024 to assess how the council meets its duties under the Care Act (2014). The notification initiated a two-stage process.
 - i. The submission of a self-assessment and evidence return in August 2024 and
 - ii. A CQC on-site assurance visit. On 4th November, the council was notified that the on-site visit would take place between the 13th – 17th January 2025.
3. This report provides an update on preparation for CQC Assurance, following the last update to scrutiny on 22nd April 2024, with a specific focus on the improvement plan, which was developed following a Peer Review in March 2024, the service performance in relation to the timeliness of Assessment, DoLS and Safeguarding and the ongoing activities required to plan for the on-site visit.

Background

4. The Health and Care Act 2022 introduced a new duty for the CQC to independently review and assess how Local Authorities are delivering their Care Act functions. From 1st April 2023 CQC has powers to assess local

authorities in England, looking at how well they meet their duties under the Care Act (2014).

5. The priority for the assessment is to seek insight into how well local authorities are providing access to personalised care and support for those who need it, commissioning services to meet good outcomes, supporting the local care system and supporting and developing the workforce.

LGA Peer Review

6. To support the council to prepare for CQC assurance and provide external challenge to our self-assessment, the Director of Adult Social Care invited the Local Government Association (LGA) to undertake a Peer Review for Adult Social Care in Oxfordshire.
7. The Peer Review took place between 5th and 7th March 2024 and provided a valuable opportunity to check and challenge our self-assessment ahead of a formal CQC assurance process, as well as to drive our continued focus on improvement and development.
8. The feedback highlighted the following strengths:
 - i. Staff are committed to delivering good services with passion and pride
 - ii. Good initiatives are driven by staff to make a difference, and genuine desire to learn and improve.
 - iii. Evident senior political and officer support for adult social care with Director of Adult Social Services a visible presence leading the Directorate.
 - iv. Waiting lists are well-managed.
 - v. Good grip of safeguarding with a mature, outcomes-focused Safeguarding Adults Board
 - vi. Strong joint working across children's and adults' services in Moving into Adulthood transitions for young people as they become adults.
 - vii. Recent stability in senior management posts, and a key senior role in housing that will aid in solving complex housing issues.
 - viii. Strong integrated commissioning arrangements across the health and social care system that afford an opportunity to provide a cohesive service.
 - ix. Discharge to Assess model recognised as providing a solid foundation for "Home First" approach to hospital discharge.
 - x. Live Well at Home framework that delivers care in people's own homes has delivered ability to manage the market and increase capacity.
 - xi. Some areas of strength recognised in specific teams, e.g. Occupational Therapy
9. The feedback also identified the following areas of focus for further development:
 - i. Further embedding the Oxfordshire Way strategic vision with our staff so that they can articulate how their work supports delivery of the vision.

- ii. Green shoots of good practice in co-producing support with people receiving a service need to be further developed, as well as incorporating the voice of the person in operational and strategic decisions.
- iii. Improvements to data and intelligence with dynamic live trend analysis available to a broader cross-section of staff to increase ability to respond to areas of concern.
- iv. Stronger focus on people's wishes and outcomes in recordkeeping to show better evidence of strengths-based practice.
- v. Further embedding Making Safeguarding Personal, an approach that enhances involvement, choice and control in our safeguarding culture.
- vi. Further embedding Oxfordshire's Joint Carers Strategy to improve the experience of being a Carer in Oxfordshire
- vii. Further development of commissioning strategies and plans
- viii. Embedding our approach to equality, diversity and inclusion so that staff can articulate how their work supports organisational progress on this area.
- ix. Recommendation to undertake a transformation of current pathways from first contact with adult social care to provide end to end strengths-based model.

Continuous Improvement Implementation Plan

10. The monthly Adults Performance, Practice and Pounds (PPP) extended leadership meeting provides a forum for focused internal scrutiny and challenge as well a place to share and celebrate what is going well. PPP oversees all improvement activity including our Continuous Improvement Implementation Plan which addresses our areas of development identified in spring 2024 (listed in paragraph 9 above) with support from the LGA Peer Review.

	Area of focus (abbreviated)	Action(s) taken
i.	Further embedding the Oxfordshire Way strategic vision with our staff	<p>An updated Oxfordshire Way strategy has been developed, published and shared with teams and wider stakeholders.</p> <p>Communications within the service (e.g. regular newsletters, staff forums) have concentrated on simply and clearly communicating the Oxfordshire Way vision.</p> <p>Focused workshops have taken place with 90 front line colleagues, including many of those who are likely to meet CQC to support them to develop examples of how their work links to and supports delivery of the Oxfordshire Way. Individuals attending the workshops have also cascaded their learning to their teams.</p>

ii.	Green shoots of good practice in co-producing support with people receiving a service need to be further developed.	<p>5 x Voice of the Person workshops, collaboratively developing our approach to co-production in Oxfordshire adult social care. These sessions have brought together people who work for the county council with people who have direct experiences of our services and our co-production approach to develop plans to make our approach stronger in future.</p> <p>Co-production groups are supporting commissioning strategy development work.</p> <p>Actively co-producing as we recommission services throughout 2024 e.g. the short breaks and respite service offer.</p>
iii.	Improvements to data and intelligence with dynamic live trend analysis available to a broader cross-section of staff to increase ability to respond to areas of concern.	<p>A new data reporting and analysis approach has been developed using Power BI that will further strengthen strategic oversight, inform prioritisation and drive continuous improvement through internal and external benchmarking.</p> <p>Adult Social Care is also working alongside public health to utilise data to tackle inequalities.</p>
iv.	Stronger focus on people's wishes and outcomes in recordkeeping to show better evidence of strengths-based practice.	<p>Whilst adult social care staff self-assess that they are strength based in their practices, case audits indicate that person centred outcomes are at risk of becoming lost in recording. Feedback and learning sessions led by the Principal Social Worker and Principal Occupational Therapist have been delivered alongside the implementation of refreshed Practice Standards.</p> <p>Social Care Futures have delivered training sessions in relation to strength-based approaches called "Gloriously Ordinary Lives" attended by 187 staff. 5 sessions have taken place this year with a further programme to be established for 2025.</p> <p>The peer review highlighted that we could further improve our strength-based practice by revising the language used in our Care Act Assessment and Support Plan documentation to be more outcome-focused.</p>

		<p>The Council is signing up the Gloriously Ordinary Language project to rehumanise the language, reconnect practice with personal and organisational principles and reimagine care and support. In addition, the co-production team and Principal Social Worker will be working with people who draw on care and support and frontline workers to establish how our documentation can facilitate best practice, supporting people to identify their outcomes and live the lives they want.</p>
v.	<p>Further embedding Making Safeguarding Personal, an approach that enhances involvement, choice and control in our safeguarding culture.</p>	<p>Service Managers have reviewed team practice and procedures and are assured that Making Safeguarding Personal (MSP) is embedded.</p> <p>Refresher learning sessions are delivered by the Principal Social Worker to reinforce understanding of Making Safeguarding Personal (MSP) across the service. Whilst evidence of MSP approach remains strong at the closure of an enquiry, through audit, the Principal Social Worker identified earlier in the year that outcomes were not always robustly sought at the very beginning of the enquiry process. Work is in progress with the Oxfordshire Safeguarding Adults Board (OSAB) and advocacy partners to hear from people with lived experience to understand their experiences. In addition, regular “dip audits” are conducted and “on track conversations” are taking place in the team, providing positive assurance that people’s views are now being sought at the very beginning of the safeguarding episode or that their consent has been sought for a safeguarding referral.</p>
vi.	<p>Further embedding Oxfordshire’s Joint Carers Strategy to improve the experience of being a Carer in Oxfordshire</p>	<p>Our support for carers continues to include offering information, guidance and support which focus on prevention and early intervention.</p> <p>The Carers Strategy has provided a platform for all statutory and voluntary organisations to join up their activities which helped to develop better support for carers. Achievements include</p>

		improvements to how we identify carers and record them across the system, connecting the support available in health and voluntary sector partners with Carers Oxfordshire sharing new initiatives (such as Carers ID) across the system and with carers.
vii.	Further development of commissioning strategies and plans	<p>The Oxfordshire Way vision guides our commissioning strategies. We have clear overarching strategic commissioning priorities setting out how we will deliver across commissioning areas of Start Well, Live Well and Age Well. Our activity is also supported by existing strategies such as the Oxfordshire Adult Social Care Workforce Strategy and the Oxfordshire All Age Carers Strategy.</p> <p>Several commissioning strategies are in development with a particular focus on specific care need / communities of interest and supporting early intervention and outcomes-based approaches wherever possible.</p> <p>A Supported Housing Needs Survey was delivered in July 2024, which is informing our commissioning intentions relating to accommodation requirements both in the short and long term.</p> <p>The service's approach to commissioning strategy development is underpinned by principles of coproduction to ensure that the voices of people who draw on care and support are at the forefront of conversations about our work. We also work in partnership with operational services and the procurement hub to develop and deliver the approach.</p>
viii.	Embedding our approach to equality, diversity and inclusion	<p>A comprehensive review has been undertaken to capture how activity in the directorate supports the three pillars of our Including Everyone equalities framework (Thriving Workforce, Communities and Services).</p> <p>The findings have recently (in November) been shared with our teams in a staff forum, prompting discussions of how we could further improve in this area.</p>
ix.	Recommendation to undertake a transformation	The Improving the Customer Experience transformation programme has a live project

	of current pathways to provide end to end strengths-based model.	with Adult Social Care and the Social and Health Care Team. This project is designed to ensure that there are no delays between a person contacting the council and being directed to the correct team for ongoing support should this be needed. Adult Social Care are working closely with the Social and Health Care Team to ensure that the processes in place for people at the first point of contact are person centred, timely and streamlined for them to achieve the most desired outcome with support of Adult Social Care. The Senior Responsible Officer for the project, Project Manager, Customer Service Delivery Manager, ASC Director, ASC Deputy Director and ASC Service Manager meet weekly to monitor the reduction in delay of referrals being progressed, progress of the improvements and raise escalations to drive delivery of the project.
--	--	--

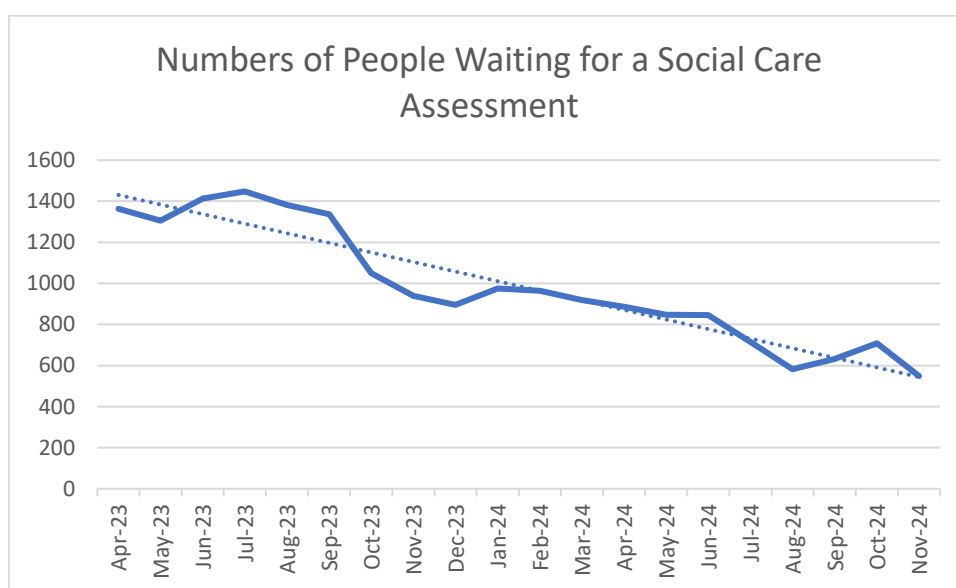
Timeliness of Assessment, Safeguarding and Deprivation of Liberty Safeguards (DoLS)

11. Timeliness of Assessment, Safeguarding and Deprivation of Liberty Safeguards (DoLS) remain a key area of focus for CQC, the council closely monitor performance in these areas and have developed robust plans for improvement. A progress update on each of these discrete areas is provided below.

Timeliness of Assessment

12. Managing demand is a key challenge for local authorities and it is therefore vital that we target this as a key priority area.
13. Further implementation of the Oxfordshire Way and attention to performance has had a positive impact, leading to a reduction of 64% in the number of people awaiting a social care assessment between July 2023 and November 2024. With the longest waiting time for assessment by a locality team currently at 43 days down from 132 days in July 2023. The service has taken a robust approach to both performance and quality management with a weekly Meaningful Measures meeting attended by Team Managers, Heads of Service and the Deputy Director for Operations to agree targets, identify areas of concern and to address emerging themes and risks for people. The Social and Health Care Team also attend this meeting in addition to their weekly project meeting cited above to ensure that the service can see the person's journey from first contact with the Council to their assessment in a team.

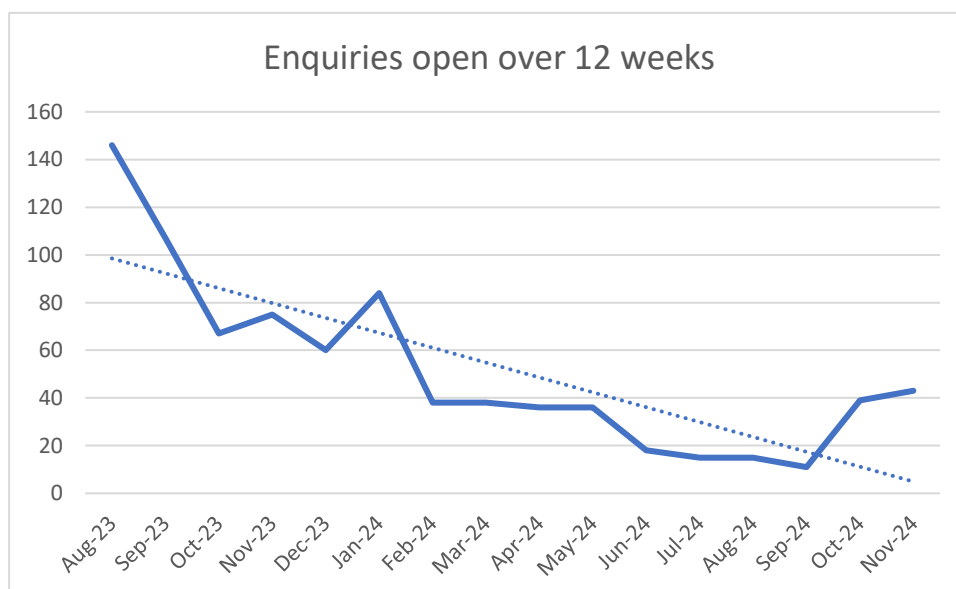
14. Following a successful pilot in the East Locality Team the service is moving to an appointment setting methodology across the locality teams to go live in January. The appointment setting pilot demonstrated that residents preferred knowing in advance when their appointment would be, allowing time to prepare their thoughts and questions and for colleagues the benefit of a well organised work schedule is reported to have improved the work experience. Using an appointment system across the localities will ensure an equity of experience for all residents in Oxfordshire whilst those experiencing urgent situations will continue to be prioritised accordingly and seen as required.



Safeguarding

15. The dedicated Safeguarding Team retains responsibility for the triage of the majority of statutory concerns and completes a s.42 enquiry where the person is not already known to another social care team or where organisational abuse is suspected.
16. The Care Act does not define timescales for safeguarding, but we have set internal timescales based on the outcomes of a benchmarking exercise where timescales proposed by other local authorities were researched and considered:
- Concerns should be raised on the same working day
 - Triage of concerns should be completed within 2 working days
 - Allocation of enquiry to a worker within 10 working days from completion of triage
 - Enquiries should be completed within 20 working days from allocation

16. The Safeguarding Team has undergone a radical approach to performance improvement in the last 12 months to target delays in allocation and resolution of safeguarding concerns and enquiries. This involved the development of a formal action plan which was initiated in February and following completion of the initial plan ongoing delivery and implementation of a Meaningful Measures approach was adopted overseen by the Deputy Director and Service Manager. Actions, escalations and progress are tracked weekly through this forum. Other interventions include refresher training for staff in June 2024.
17. A key area of improvement was to address the number of concerns that remained open over 12 weeks. Through the Meaningful Measures approach targeted action was adopted and a reduction from 273 enquiries open over 12 weeks in July 2023 to 47 in November 2024 has been achieved. The service accepts that some complex enquiries will require intervention for longer than 12 weeks and that this number will fluctuate over time, but that of the circa 2500 enquiries completed a year this should be a minority of cases.
18. The Safeguarding Service as for any other team is subject to fluctuations in staffing levels due to recruitment, annual leave and sickness. Periods of increased demand also impact the service with a 25% increase in referrals seen over the last weeks. Safeguarding is recognised as Everybody's business across Adult Social Care and as such at times of pressure a service wide response is adopted with locality teams supporting the triage of concerns and staff redeployed to support enquiries as needed. A further review of the operating model for the service is planned in the New Year to ensure that it is sustainable and able to cope with increasing demand.



DoLS

19. The Deprivation of Liberty Safeguards were brought into force by way of amendments to the Mental Capacity Act 2005 (the MCA), in response to concerns about the protection of individuals who lacked the requisite capacity to make decisions as to their care and treatment. The DoLS regime created a new duty on Local Authorities and relevant professionals to ensure that appropriate checks and balances were applied when they had to deprive people lacking capacity of the liberty. Further details about the background of the DoLS can be found in the paper presented to People's Scrutiny in September 2024.
20. DoLS remain a priority area of focus. Due to unforeseen changes in service management arrangements in 2022 and a delay in the proposed reforms to DoLS known as the Liberty Protection Safeguards being implemented, an action plan was developed for delivery in Q1 of 24/25 to further reduce the DoLS waiting list.
21. The action plan involved several measures including ongoing investment in the team designed to improve staff capacity, reduce the waiting list, and ensure the needs of those on the list are prioritised and understood. This included:
 - i. The successful one-off procurement of two agencies to complete a total of 750 assessments. This has been implemented and is on track for delivery by the end of December.
 - ii. Bespoke training on DoLS for staff and the introduction of a regular Mental Capacity Forum that is well attended by colleagues across the service.
 - iii. Proactive and targeted interventions aimed at those who have waited the longest to ensure their circumstances are understood by the care homes. This work prompts those involved in caring for these residents to regularly review, prioritise and understand the associated risks, and promptly identify any changes to their circumstances.
 - iv. The assignment of each DoLS worker to a designated group of care homes, to improve the relationship with the providers and ensure the residents in their care are waiting well.
 - v. An ADASS RAG rating tool is used when all authorisation requests are received ensuring that a clear procedure is in place to determine urgency and risk.
 - vi. Raising awareness of the risk prioritisation tool to all care homes in Oxfordshire.
21. As a result of these interventions, the number of open DoLS has reduced from 2010 in January 2024 to 1313 at the end of October 2024.
22. Additional long-term funding has been identified to increase the full-time staff in the team to sustain an improved position. Further work is planned across Adult Social Care to expedite the completion of community deprivation of liberty applications i.e. those people who are in their own home as opposed to a care home but subject to continuous supervision and control.

Timeline of Care Quality Commission (CQC) Assurance visit

23. Following the notification of the CQC Local Authority Assessment on 15th July 2024, the council was required to submit its self-assessment to CQC.
24. The self-assessment provided an opportunity to:
 - i. Review and update the Self-Assessment
 - ii. Assess and judge our performance in relation to the quality statements
 - iii. Use evidence to support our judgements
 - iv. Highlight key successes, risks and challenges
 - v. Identify actions needed to address the most pressing risks.
25. Alongside the Self-assessment, some key documents, information and data was submitted as part of the Local Area Information Return (LAIR) on 2nd August.
26. On 4th November, the council was notified that the on-site CQC Assurance visit would take place between the 13th – 17th January 2025. This announcement led to the initiation of the CQC logistics plan which includes twice weekly core group meetings. In preparation for the development of the on-site interview schedule, information about staff groups to be interviewed was sent on 11th November

Case Tracking

27. Case tracking is one of the pieces of evidence gathering methods used by CQC in local authority assessments, enabling them to gain an in-depth understanding of people's journeys through the social care system, their experiences of how care and support decisions were made by commissioners and social work teams, how they were communicated and implemented, and the impact this has on their lives. The lived experience of people drawing support from social care will be key to CQC's assessments of local authorities.
28. The assurance process required the submission of 50 cases on 18th November: CQC have selected 10 cases for the detailed tracking process. The council are required to submit a "pen picture" of each individual along with confirmation of the person's consent to speak with CQC by the 3rd December. It is understood that CQC will speak to 6 of the 10 individuals identified as part of the assurance process.
29. The remaining timeline of activities required to prepare for CQC is set out below:

Activity	Date
Notification of Assessment	15/7/24
Submission of evidence and self-assessment	2/8/24
Notification of on-site dates	4/11/24

Case file tracking Submission of 50 codes cases Detailed information required for 10 cases	18/11/24 3/12/24
Leadership presentation	13/12/24
Logistics meeting with CQC	17/12/24
CQC Team on site	13/01/25 to 17/01/25
Initial feedback to DASS	23/1/25

Corporate Policies and Priorities

30. Adult Social Care's priorities are shaped by our corporate vision and priorities, with particular focus on:
- Tackling inequalities: working with partners to address inequalities focussing supporting on those in greatest need, embedding and implementing our digital inclusion strategy
 - Prioritising the health and wellbeing of our residents: working with partners to implement our health and wellbeing strategy prioritising preventative initiatives.
 - Supporting carers and the social care system: deliver seamless services, explore new ways to provide services promoting self-directed support and increasing choice, focus on preventative services, invest in creative options to support carers.

Financial Implications

31. There are no direct financial implications arising from this report.
32. Comments checked by: Stephen Rowles, Strategic Finance Business Partner

Legal Implications

33. This report provides an update only.

Checked by: Janice White, Head of Law and Legal Business Partner (Adult Social Care and Litigation).

Staff Implications

34. The Senior Responsible Officer for assurance preparation is Deputy Director of Adult Social Care. Our preparation for assurance is supported by an Assurance Lead. A permanent appointment to this post was made in September 2024.

Equality & Inclusion Implications

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

Risk Management

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

NAME Karen Fuller, Corporate Director of Adult Social Care

Background papers: [People Overview and Scrutiny Committee - Adult Social Care Assurance Update – 22 April 2024](#)

Other Documents: [Oxfordshire County Council Self-Assessment](#)

HESC Annual Report 2023-24 and Development Plan 2024 - 2025

Contact Officer: Victoria Baran, Deputy Director, Adult Social Care
victoria.baran@oxfordshire.gov.uk

December 2024

This page is intentionally left blank

Divisions Affected - All

People Overview and Scrutiny Committee

22nd April 2024

Adult Social Care Assurance Update

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

RECOMMENDATION

1. The Committee is RECOMMENDED to

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

Executive Summary

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

Background

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

- Care provision, integration and continuity
- Assessing needs

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

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

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

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

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

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

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

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

Approach to Self-Assessment

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

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

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

Theme 1: Working with people

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

Theme 2: Providing support

- Care provision, integration and continuity
- Partnership and communities

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

- Safe systems, pathways and transitions
- Safeguarding

Theme 4: Leadership

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

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

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

LGA Peer Challenge

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

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

Initial Feedback from the Peer Review

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

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

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

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

Next Steps

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

Corporate Policies and Priorities

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

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

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

Financial Implications

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

Legal Implications

10. This report provides an update only.

Staff Implications

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

Equality and Inclusion Implications

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

Risk Management

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

Name: Karen Fuller, Corporate Director of Adult Social Care

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

March 2024

This page is intentionally left blank

Oxfordshire County Council

Adult Social Care

Self-Assessment

Contents

Overview and Summary	1
Oxfordshire as a place.....	1
Adult Social Care	1
Vision and Strategy for Adult Social Care	2
The Oxfordshire Way.....	3
The Impact of the Oxfordshire Way	4
Our Operating Model	4
Working Effectively in Partnership	5
Co-Production and Engagement	7
Adult Social Care performance and activity	8
CQC Theme 1: Working with People.....	10
Our Ambition.....	10
Our Strengths	10
Areas for improvement and development	10
Key Statistics	10
Prevention	11
Strengths-based practice.....	14
Widening Channels of Assessment	15
Timeliness of Assessment	15
Figure 1	16
Figure 2.....	17
Prisons.....	18
Carers Assessments.....	18
Direct Payments	19
Timeliness of Reviews	20
Information to support informed choices.....	20
Daily Living Aids and Adaptations	21
Working with our diverse communities	21
Case Study	23
Oxfordshire Supported Employment.....	23
Community Links	24
CQC Theme 2: Providing Support.....	25
Our Ambition.....	25
Our Strengths	25

Areas for improvement and development	25
Key Statistics	26
Market Shaping and Commissioning Strategies	27
Case Study – Coproducing our new All-Age Unpaid Carers Strategy	28
Extra Care Housing	30
Live Well Supported Living Framework	31
Safe Space	31
Micro Providers	32
Assistive Technology	32
Case Study – Supporting Independence Through Assistive Technology	33
Digitally Connected Residents	33
Digitally Enabled Community	34
Digitally Confident Workforce and Partners	34
Better Care Fund	34
Examples of the approach within the BCF include	34
Communities	35
Case Study: Gig Buddies	35
Shared Lives	36
Supporting Unpaid Carers	36
Case Study	37
Dementia Support	37
Joint Commissioning and System Working	38
Reablement and Home First	38
Case Study – Impact of Reablement	40
Oxfordshire Out of Hospital Team	40
Supporting the Adult Social Care Workforce	41
Case study: Growing and sustaining the best workforce to ensure the best outcomes for the people with lived experience of social work	43
Quality Monitoring of Services	44
Case Study: My Life My Choice	45
CQC Theme 3: Ensuring safety within the system	46
Our Ambition	46
Our Strengths	46
Areas for improvement and development	46
Key Statistics	47
Moving Into Adulthood	47
Transfers Between Teams	48

Approved Mental Health Professional Service.....	48
Case Study –Supporting a person with extensive needs to return home	49
Contingency and Emergency Preparedness	49
Quality Improvement in the provider market	50
Case Study – managing provider failure	51
Safeguarding Adults Board.....	51
Learning from Incidents and SARS.....	52
Case Study MARM.....	53
Safer Oxfordshire Partnership	53
Safeguarding	54
Making Safeguarding Personal.....	56
Deprivation of Liberty Safeguards (DoLS)	57
Mental Capacity Act and Best Interest.....	57
Complex Needs	58
Quality of Practice.....	58
CQC Theme 4: Leadership	60
Our Ambition.....	60
Our Strengths	60
Areas for improvement and development	60
Key Statistics	61
Governance	61
Well-led.....	62
Risk Management and Assurance	62
Sector Leadership.....	63
Financial Oversight and Strategy.....	63
Living our Values	63
Learning from feedback	65
Leading our approach to Embedding Co-Production	65
Case Study: Working Together Week 2024	66
Case Study – Cheers M'Dears.....	66
Continuous Learning and Improvement.....	67
Case Study: Team-Led Transformation	67
Staff Surveys	68
Driving Innovation	68

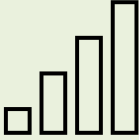




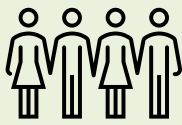


Overview and Summary

Oxfordshire as a place

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

Oxfordshire is a two tier local authority comprising one County Council and five district councils and is covered by the Berkshire, Oxfordshire and Berkshire West (BOB) Integrated Care Board (ICB)

Adult Social Care

 6660 people receiving ongoing care and support at the end of July 2023	 52,674 people who say they provide care and support to a family member or friend in the census	 100+ providers of care in people's own home – 32,180 hours of care per week in June 2024 up 6.8% since June 2023	 6698 Safeguarding Concerns from July 2023 to June 2024
 136 care homes at July 2024 with 466 council funded permanent admissions over past 12 months	 23.2% of Oxfordshire residents are from non-“white British” backgrounds (Census 2021)	 14.5% of people living in Oxfordshire have a disability (Census 2021)	 152,430 hits on our Live Well Oxfordshire website in 2023-24

Vision and Strategy for Adult Social Care

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



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

Alongside our corporate plan, our Health and Wellbeing Board has a Shared Vision: “To work together in supporting and maintaining excellent health and well-being for all the residents of Oxfordshire”. This is delivered through the Joint Oxfordshire [Health And Wellbeing Board Strategy](#) which is Oxfordshire’s primary strategy for health and wellbeing, setting out a strong, unified vision to improve health and

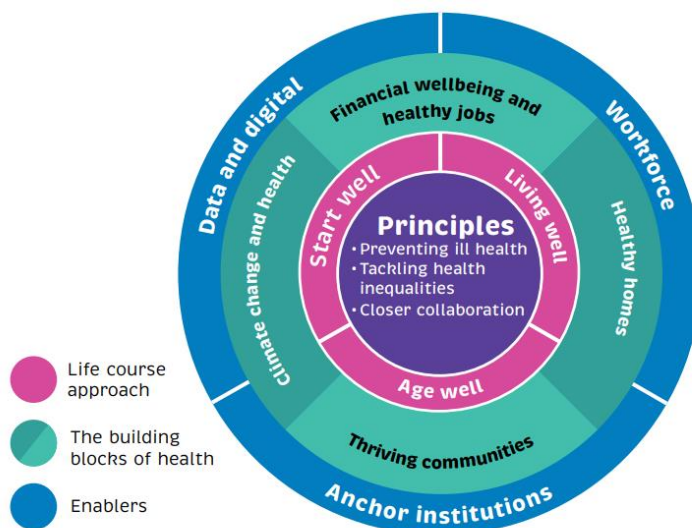
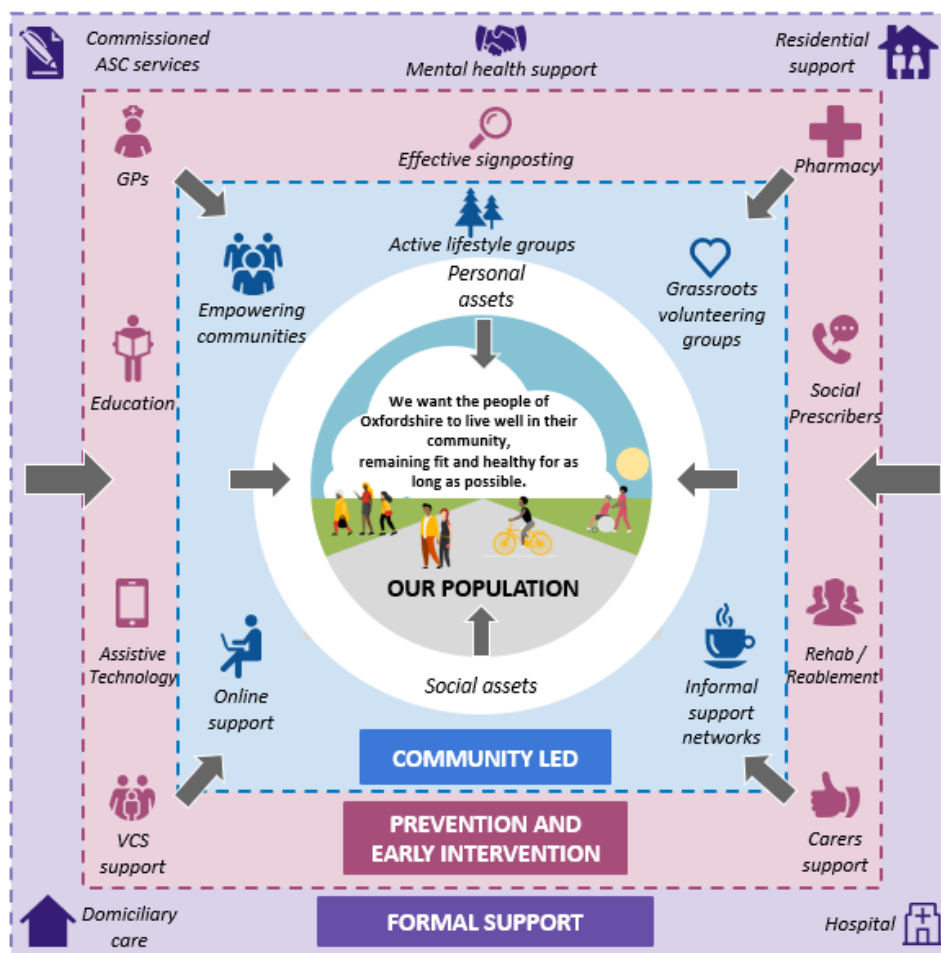


Figure 1: Summary of Oxfordshire Health and Wellbeing Strategy

wellbeing for local people between 2024-2030. The strategy has recently been refreshed, involving over 1,000 residents from all backgrounds and many seldom heard communities, listening to their challenges and hearing what helps them stay well and healthy.

The Oxfordshire Way

The Oxfordshire Way is [our vision for Adult Social care](#), “**We want the people of Oxfordshire to live well in their community, remaining fit and healthy for as long as possible.**” This vision has been driving the transformation of Adult Social Care in Oxfordshire for the past three years. The strategy which was co-created initially with the voluntary sector outlines the Council's vision and desired outcomes for people who need care and support and explains how we will achieve these goals.



The Oxfordshire Wayⁱ guides the service as we plan for the changing needs and demands of our population as set out in our Oxfordshire Way strategy.

In spring 2024 we refreshed our priorities, responding to our latest performance data and feedback from a variety of sources including people we support and our LGA Peer Review. We have a Continuous Improvement Implementation Planⁱⁱ to respond to the findings.

The Impact of the Oxfordshire Way

The Oxfordshire Way approach is having a tangible impact on people's lives. We have seen a 67% reduction in the number of people waiting for a social care assessment since April 2021 and the longest wait time for an assessment fell by 59.5%. This is an ongoing journey, and we continue to work with our partners to implement change. You can find out more about the impact of the Oxfordshire Way for local people in the video below.



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

Our Operating Model

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

Operational teams work with people receiving care and support and their families in a strength-based and community-focused way to ensure people can live independent, meaningful lives in their home. Operational teams support the Oxfordshire Way ambition to promote independence, community connectedness and where necessary assessment for personalised care and support; they comprise multiple disciplines and award-winning in-house day services. Our Oxfordshire Employment Service is a dedicated team to support adults with additional needs into supported internships, to achieve their full potential and goals. The Shared Lives service is well established with a high proportion of long serving carers and has

ambitions for significant recruitment and growth to support individuals with a variety of needs including younger onset dementia in 2024.

The Health Education and Social Care Commissioning (HESC) Team is a joint commissioning function with the ICB that oversees and delivers the Joint Commissioning Executive's programme for the population of Oxfordshire with a total pooled budget of £500m in 2024/5. It includes staff employed by the council and the Oxfordshire Integrated Care Board with some posts designated as integrated roles. HESC strategies and activities^{iv} deliver a collaborative commissioning approach which is co-designed at system-level for Oxfordshire. The strategies are all-age where possible. Guided by the Oxfordshire Way, we use data and intelligence to enable evidence-based decisions about investment and prioritisation. Our work is supported by detailed delivery plans and impact is monitored at service and system level. We use the principles illustrated in the Think Local Act Personal [Ladder of Co-production](#) to ensure that the voices of people who draw on care and support are at the forefront of conversations about strategic work to embed the Oxfordshire Way.

The service is further committed to working strategically with our district and city councils in relation to housing, to help shape policy and participate in the Housing Directors group.

Working Effectively in Partnership

Partnership is at the heart of the Oxfordshire Way. Working together with other organisations including local NHS services, and voluntary sector organisations.

There are over 120 social prescribers and other community connectors embedded in the community in a variety of roles supporting people locally to access resources and activities which will support them to reduce isolation, improve their health and remain independent. An interactive [map](#) is available indicating where social prescribers and community connectors are across the county.

Partners are embedded in governance including in the Promoting Independence and Prevention Group (PIP), supporting and driving delivery of our prevention agenda and the Oxfordshire Way. PIP was established in 2021 and has a large and growing membership. All partners of the Oxfordshire Place system are represented. In 2024 the PIP group are playing an instrumental role in co-designing the Oxfordshire Prevention Strategy.

Our [Communities of Practice](#), convened by Oxfordshire Voluntary and Community Action, bring together practitioners, charities and volunteers involved in Adult Social Care to share experiences and solve problems. These [forums](#) aim to provide better visibility of, and access to, available support, and to deliver a more joined-up experience for adults with social care needs within the community. A recent survey indicated that around 80% of members feel more connected, with increased knowledge about what is available locally and understanding of the work of colleagues in other parts of the system, and 64% said that they had made a new connection with a new person or organisation.

“I get so much out of your organised meetings. Part of our role is to engage with and identify new health support services, so we love to meet all other attendees and we learn so much from your speakers.”

Disability Employment Adviser, Banbury Job Centre and Communities of Practice Member

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

Our [Market Sustainability Plan](#) has been co-produced with our care providers through a series of workshops together with a refresh of our [Market Position Statement](#). Provider feedback indicates that we have some examples of good practice in our strategic working with the care market such as the development of our workforce strategy and action plan and that they would welcome further opportunities for partnership working. We work closely with Oxfordshire Association of Care Providers (OACP) and have commissioned them to support and strengthen communication channels with the sector including increasing the number of face-to-face Provider Forums and Workforce Round Tables.

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

The county council works in partnership with our five district councils in Oxfordshire to enable joint working and reduce duplication. Examples of joint working to support our communities include the [Thriving Communities Strategy](#) co-produced with Oxford City Council. In relation to housing and homelessness we attend and / or lead the following groups:

- The Prevention of Homelessness Directors Group (PHDG). This group produced the Homelessness and Rough Sleeping Strategy and monitors progress, providing support when required.
- The Countywide Housing Steering Group (CWSG). This group is responsible for the delivery of the above strategy. It also monitors the Homeless Alliance and looks at housing supply across the county.
- Joint Management Group (JMG). This looks at the strategic management of the Homeless Alliance, a commissioned service comprising six organisations and City and District Councils. This is driving a system wide approach and the leadership includes people with Lived Experience.

Co-Production and Engagement

Underpinning all our work is a focus on the impact we have on people's lives and the outcomes for our residents. We recognise that co-production is vital to ensure that people with lived experience work alongside us to shape services. Following the feedback from our peer review we are continuing to strengthen our approach to co-production

The foundations of the approach are:

- The Team Up Board – a joint group of people with lived experience and officers who advise and promote co-production in our services and resources.
- A Co-production team – a staff team that leads and supports co-production, consultation and engagement activities including training.
- Formal engagement and co-design – involving people throughout the commissioning cycle, from planning to review, for example in the development of our All Age Oxfordshire Unpaid Carers Strategy 2023-6^v.
- Regular surveys and feedback – collecting and using people's views and experiences to improve services.
- People being in control of their own care and support.

We have recently worked with Oxfordshire Family Support Network (OxFSN) and My Life My Choice to co-produce a redesigned short breaks and respite offer^{vi} as part of a recommissioning process. A co-production event was held in February 2024 bringing people together to talk about what was working well, what could be better and what a good service would look like in future. This initial work provided a springboard for ongoing co-production throughout the commissioning process including development of service specifications and plans for people with lived experience to participate in the procurement process later in 2024.

In 2023 our day services developed the role of Quality Checkers working with people who use the service to develop and take on the role. In the first year the 20 Quality Checkers have visited day service sites that they do not usually attend to obtain feedback. Based on the Quality Checkers feedback we are now looking to make digital support plans accessible to people who use the service and improve information sharing with digital displays about what is happening in the centres. Our quality checkers also highlighted that people who use the service do not always know how the staff who support them are trained or what procedures the services have. This summer our Quality Checkers will be working with staff from the service to review these two areas to see what improvements the services could make for people.

Our Quality Improvement Team attend residents' groups or similar forums arranged by our care providers, to listen to direct feedback from people we support, which informs our action plans. During our formal provider monitoring processes our QI officers speak to people who draw on care and support and the feedback is recorded to inform performance metrics. Our domiciliary care providers are required to

complete satisfaction surveys with people who draw on their service. Any provider with a satisfaction rate of below 80% are requested to complete an action plan to address this which is reviewed through quality monitoring processes.

Our Team Up Board, established over five years ago, provides the formal arena for overseeing our coproduction arrangements. Its purpose is to promote and develop co-production in current and future services and resources. The membership has evolved over time and in the past 12 months new representatives have joined the board, diversifying the range of different perspectives that are available to advise and challenge us. One of its activities is to monitor the progress of our commissioning projects to be assured coproduction opportunities are considered from the outset. We recognise this is an area which we want and need to strengthen.

We gain ongoing insight into how the public views our services through

- our Adult Social Care (ASC) user survey
- our engagement and co-design work
- our bi-annual Carers Survey
- our nationally published Adult Social Care outcome framework (ASCOF) data.

Adult Social Care performance and activity









Our Performance, Practice and Pounds (PPP) extended leadership meeting oversees all improvement activity including our Continuous Improvement Implementation Plan^{vii} which addresses our areas of development identified in spring 2024 with support from the LGA Peer Review.

Our ASCOF outcomes submission for 2023/24 shows considerable improvement in performance.

Data is available on 20 of the 21 measures in the new framework. On 14 of the 20 measures performance improved in the year. Overall, we perform better than average on 57% of all measures and 15 of the 20 measures perform better than the last national position (22/23), with one measure scoring at the same level. In Oxfordshire people who use services say they have a real and positive impact on their lives; they have higher than average satisfaction – 68.5% of people are very or extremely satisfied with their care and support compared to 64.4% nationally, find it easy to access information about services and have as much social contact as they would like. We keep people independent within the Oxfordshire way with fewer permanent care home admissions than elsewhere, improving outcomes from reablement, with more people still at home 91 days after discharge from hospital than the national average and more adults with learning disability living in their own home or a family home. People are empowered by high use of direct payments and consistently people tell us they feel safe.

A summary of our ASCOF outcomes submission for 2023/24 is provided at the very end of this Self Assessment for reference. Data calculations are based on current population projections and the data we have submitted to NHS Digital.

Some additional key performance indicators are set out in the chart below.

<p>People supported with on-going care</p> <p>6660 (31 July 24)</p> <p>July 23 Change 6526 2.1% ↑</p> 	<p>People supported in their own home</p> <p>71.3% (July 24)</p> <p>July 23 Change 70.7% 0.5% ↑</p> 
<p>Number on Assessment Waiting List</p> <p>592 (July 24)</p> <p>July 23 Change 1448 -59.1% ↓</p> 	<p>Maximum wait on assessment waiting list</p> <p>82 days (July 24)</p> <p>July 23 Change 130 -36.9% ↓</p> 
<p>Adults with a learning disability supported to live at home</p> <p>89.3% (July 24)</p> <p>July 23 Change 88.0% 0.7% ↑</p> 	<p>Visits to Live well Oxfordshire</p> <p>152,430 between April 23 and Mar 24</p> <p>Apr 22- Mar 23 Change 80,687 89% ↑</p> 
<p>People supported with a direct payment</p> <p>1205 (July 24)</p> <p>July 23 Change 1215 -0.8% ↓</p> 	<p>Carer Direct Payments</p> <p>1761 between April 23 to March 24</p> <p>22-23 Change 1781 0.1% ↓</p> 

CQC Theme 1: Working with People

Our Ambition

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

Our Strengths

- The Oxfordshire Way is having a positive impact on people's lives, driving prevention, innovation and partnership working with the voluntary sector and other partners
- Staff are committed to delivering person centred, strength-based support
- Assistive technology is demonstrating impact in supporting people to stay safely in their own homes
- Our support for carers continues to develop offering information, guidance and support through creative support options which focus on prevention and early intervention.
- We work creatively to support people to remain independent working across the Oxfordshire system.

Areas for improvement and development

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

Key Statistics

Activity	Working Well	Priority Area
66,400 contacts were taken by the social and health care team via phone calls and emails over the last 12 months	445 permanent care home admissions for people aged 65 and over – a rate of 340 per 100,000 pop and 21 permanent care home admissions for people 18-	592 people on the assessment allocation waiting list (July 24)

4,682 were forwarded to social care teams and the rest (7%) were forwarded to social care teams with t 93% resolved in the centre	64 – a rate 4.67 for the period July 23 – June 24	
6,660 people supported in long-term care, up by 2.1% over 12 months	77% of people fully independent following reablement in the last 12 months (July 23-June 24) and 89% with reduced care needs including fully independent	123 days longest wait on assessment waiting list (July 24)

Prevention

The Oxfordshire Way underpins everything we do and illustrates our commitment to prevention, innovation, and working in partnership with the voluntary sector and other partners. The LGA Peer Review further evidenced that frontline staff have a good understanding of the preventative options available to them. The LGA Peer Review also highlighted opportunities for clear strategies to further embed the culture and vision between commissioning and operational teams. We are working across health, care, public health and the wider community and voluntary sector to develop a Promoting Independence and Prevention Strategy for Oxfordshire. This will build on the Health & Wellbeing Strategy, the Strategic Vision and the Prevention framework and

1. Build community capacity to create the conditions for independence and prevention so that people can have the best possible mental and physical wellbeing
2. Keep people connected in their communities so that they are more independent
3. Create the right environment for the system-wide approach that prevention requires.

The strategy is in development and will be finalised and adopted by end of December 2024. It will support planning and investment decisions for 2025/26 in both the Better Care Fund plan and the wider prevention agenda and create a framework to measure the impact of this work in terms of addressing health inequalities within our wider partnerships.

Our [Live Well Oxfordshire](#) website has a wealth of community resources with over 2,000 services and community groups. The website is actively updated with 2,592 quality checks completed in 2023 and 442 new groups/services added. During 2023, we worked with people with lived experience to redesign the website making it more accessible. This has increased visits for information by 115%.

We commission Age UK to provide [Community Links Oxfordshire](#) which gives residents local information and connects them into their community. Community Links Oxfordshire supports people to be as independent as possible and live life to the full, the way they want to. It ensures people are enabled to find out about what support and opportunities exist in their local area and enable people to stay independent, preventing the need for long term social care support. The Community Links service reported that from April to June 2024/5^{viii}, the service received 555 referrals for one-to-one connecting support from a variety of sources including self-referral, social prescribers and Locality Teams. Of the 321 referrals from our Locality Teams, 73% of people needed no ongoing formal support.

The Social and Health Care Team (SHCT) are the first point of contact for all Adult Social Care enquiries and referrals from members of the public and professionals. The team includes specialist customer service advisors, social workers and occupational therapists. They work closely with other organisations including Community Links Oxfordshire who are co-located as part of the SHCT once per week. The SHCT account for 21% of all referrals sent to the Community Links Service. As a result of this kind of innovative preventative working our Social and Healthcare Team resolve 93% of the contacts they receive. Supporting people to the right advice via Live Well or and or other preventative services such as reablement.

Oxfordshire has adopted Local Area Coordination as a new approach to support the Oxfordshire Way, working with Community Catalysts CIC (the national development organisation for Local Area Coordination). We have started this initiative in Bicester East and Chipping Norton, co-designing delivery with our PIP partners to target areas that are recognised as being “under-served”. We have recruited the first two Local Area Coordinators, and two further areas have been identified - Didcot West and Kidlington, where recruitment is starting in summer 2024.

A key part of our Oxfordshire Way prevention approach is asset-based community development and community capacity building. Our place-based [Communities of Practice](#) (CoPs), convened by Oxfordshire Community and Voluntary Action, are one example of this and were also mentioned earlier in the section on partnerships. Members include social prescribers, link workers, social workers, OTs, community nursing, advice workers, district and county council staff and community connectors, together with local charity and voluntary groups across mental and physical health, housing, and those working with people with learning disabilities. The CoPs are funded from our prevention budget to ensure that everyone has an equal voice. Those who attend see a real impact with positive member feedback.

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

- Age UK Oxfordshire’s Physical Activity Service which promotes positive physical health to people as they age primarily through two core offers: **Stay, Strong and Steady** (focus on Falls Prevention) which provides a stepping stone for participants to then transition into a vibrant **Community Exercise Programme**. Stay Strong and Steady is a falls prevention community exercise and education

programme for adults aged 65 years and older who have fallen or are at risk of falling, to reduce their risk of falling.

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

Whilst we support the self-service principle of “digital first” we will ensure that people can find information easily in other ways that suit them. For example, in response to feedback from people who use the Live Well Oxfordshire website we have introduced a telephone number for people who are not able to access the website, or who may need some support in using it. There were 750 calls between April and December 2023, an increase of over 500% from the first month to the last.

We are commissioning a new advice service^x across Oxfordshire in partnership with Public Health to support people to live independently within the community and reduce the risk of financial hardship. Face-to-face support within community settings and in people’s own homes is built into the delivery model for people who require this form of intervention. The service has been co-designed with key stakeholders and people with lived experience and will provide free, independent and impartial advice and training to assist people with benefits, debt, budgeting and other financial and welfare issues. The service is primarily aimed at older people, adults with learning disabilities, mental health problems, physical and sensory impairments, adult and young carers, young people aged 16+ and families with young children (particularly those with disabled children). There is a particular focus on ensuring that the Service is accessible to people living in the Lower Super Output Areas (LSOA’s) in the county which are classified within the 20% most deprived nationally according to the IMD 2019 and most likely to experience inequality, and to people with protected characteristics.

Strengths-based practice

We have some feedback from people with lived experience and providers that the process for accessing adult social care support is easy and rapid, although some feel that they wait too long for assessment.^{xi}

When people are referred for assessment, we are committed to embedding the wellbeing principle and strengths-based practice into our assessments and reviews. We have clear guidance for assessment and review. Our Best Practice guidance was developed following an intensive training programme and Practice Standards have now been produced by the Principal Social Worker to complement the practice guidance. We consulted people who draw on care and support to find out what makes a good life for them and what's important for them when they are using Adult Social Care Services in developing these standards.

88% of people who use our services who responded to the national survey of people receiving long term support in 23/24 said they are 'satisfied' with their care and support. We also run an additional local survey. In the last 12 months we have received 859 survey returns. 88% of people who expressed an opinion said they were treated well by staff, but consistent themes that arise in less positive experiences include charging for services and delays or repetition in assessment processes. People do say they feel safe, and our services support them in feeling safe.¹ The majority of carers (65.8%) told us that we consulted them in decisions about the person they care for.^{xii} People with lived experience tell us that support from services is valued and that the right person to support them has a positive impact on their lives.

Whilst adult social care staff self-assess that they are strength based in their practices, case audits by both the Principal Social Worker and Principal Occupational Therapist and those conducted in the LGA Peer Review indicates that person centred outcomes are at risk of becoming lost in recording. The peer review highlighted that we could further improve our strength-based practice by revising the language used in our Care Act Assessment and Support Plan documentation to be more outcome-focused. Our co-production team and Principal Social Worker will be working with people who draw on care and support and frontline workers to establish how our documentation can facilitate best practice, supporting people to identify their outcomes and live the lives they want. This is scheduled for delivery in December 2024.

We have an ongoing focus on case audit and our audit tool has been reviewed to provide oversight of how we are evidencing strength-based practice^{xiii}. The tool includes clear ratings to identify outstanding practice and areas requiring improvement which are fed back to the person via their supervisions and as a consequence of audit. Overall performance of this is reported to the Internal Assurance Group.

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

The LGA Peer Review identified opportunities to clarify pathways between services. Mental health social workers (MHSW) for working age adults are embedded in adult mental health services under a s.75 agreement. They have statutory responsibility for assessing people under secondary mental health services. MHSW's have access to the local authority systems and meet regularly at all levels of practice to ensure that relationships are formed and maintained to ensure a safe and robust system for case transfers. The Service Manager attends the Adult Social Care Internal Assurance and Governance Group each month to report on activity, emerging issues and trends. Arrangements for the Care Act Assessment and Review of older adults with mental health needs are supported within the County Council. The team works collaboratively with health colleagues to deliver joined up care and support. Transfers between adult and older adult teams are discussed and supported by Team Managers.

MHSW's work closely with children's social care and CAMHS when a transfer of care for a young person is needed. The aim is for a seamless transition, and MHSW will work jointly with children social care and CAMHS to offer a smooth and safe transition between services.

Widening Channels of Assessment

Our digital vision describes our ambition to “harness technology in partnership with our residents and partners to improve wellbeing and promote independence”. We are working to widen our channels of assessment and implemented an [Online Financial Assessment](#) in summer 2023. This provides people with a digital channel to find out how much they are likely to have to contribute towards their care and support. Using the online financial assessment allows people or their representatives to complete the form at a time convenient to them and enables the Financial Assessment team to complete the financial assessment quicker than via a paper form. After an initial soft launch, we engaged with early users, making changes based on their feedback and are now publicising this option widely. This has increased the uptake from a total of 193 in 2023/24 to 291 in 2024/25 (to end of July). People who submit their forms via the online assessment experience a rapid response as delays are minimised by efficient information exchange. We have recently been approached by another Local Authority who wish to learn from our approach to introducing an online financial assessment as they found ours particularly user-friendly. The financial assessment team has also been working to review processes and ensure these are as lean and efficient as possible.

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

Timeliness of Assessment

Managing demand is a key challenge for local authorities across the country. (see Fig 1). Based on population projections the council funds 3% demographic growth in adult social care each year. Our work through the Oxfordshire Way to develop

community assets and support people to stay independent in their own communities has meant the number of people supported in long term care is growing less than indicated by the demography. Since April 2020 the number of people in long term care has risen by 600, whereas the expected increase due to demography was 750. This is a 20% reduction and represents 150 more people living independently in their own communities.

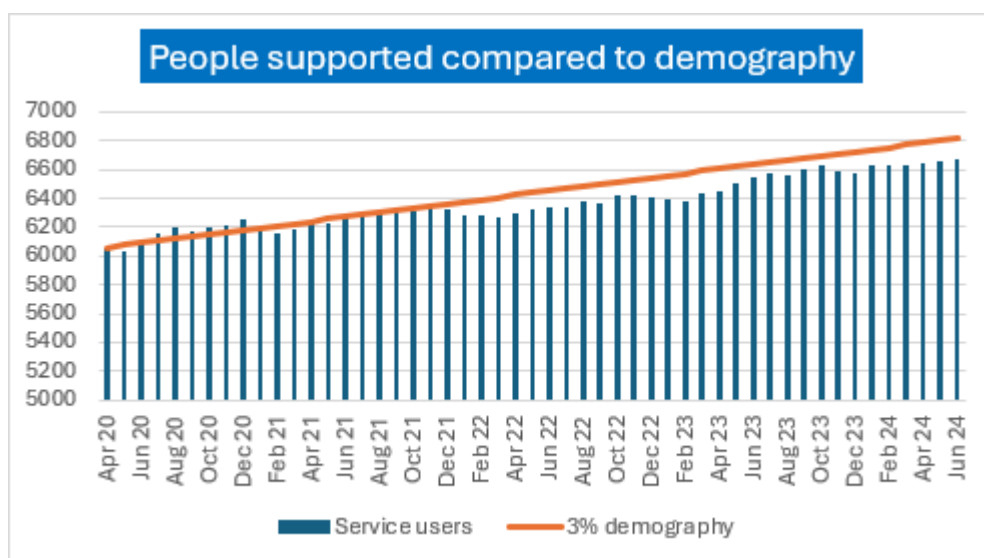


Figure 1. People supported compared to demography

The Oxfordshire Way has had a positive impact, leading to a reduction of 66.9% in the number of people awaiting a social care assessment between April 2021 and July 2024 the longest wait time for an assessment fell by 59.5% over the same period in locality teams.

This has been accomplished with the support of the Social and Healthcare Team which operates as the first point of contact for people to the Council. Through the application of strength-based conversations this team support people to connect with their local communities, provide advice and information and offer daily living aids. This often resolves a person's issues without the need for an onward referral or Care Act Assessment. Since 2019 the team has seen a significant increase in activity. Whilst telephony demand has only increased by 1%, email correspondence has increased by 120%. Whilst only 7% of contacts will be referred on for assessment by locality teams, there can be delays in this part of the process resulting in overall longer waiting times for people.

To address these delays, there is ongoing significant focus on delivering sustainable reductions in the number of people waiting for Locality Team assessments. Delivery is monitored by a weekly Meaningful Measures meeting overseen by the Deputy Director for Adult Social Care. This enables teams to have individual accountability and oversight as to their specific performance and areas for improvement. This focus on reducing waiting time has had a significant impact as illustrated at Fig. 2. The mean average wait for completion of an assessment was 77 days in July 2024 and the median was 62 days, compared to a mean average of 105 days and a

median of 125 days in April 2022. Of those on our waiting list in July 2024, 25.6% already had a support plan and the number of people awaiting an assessment has reduced from 1,118 in April 2022 to 582 in July 2024.

Whilst waiting times have seen significant reductions, additional activity is being undertaken to further address delays in transfer from the Social and Healthcare Team to adult social care Locality Teams. This includes ensuring proportionate paperwork is embedded as a practice standard, making use of AI to support with administrative tasks, automation of some functions and improving data to understand team performance. The Meaningful Measures meeting is also used as an opportunity to share learning, reflections and development between the teams.

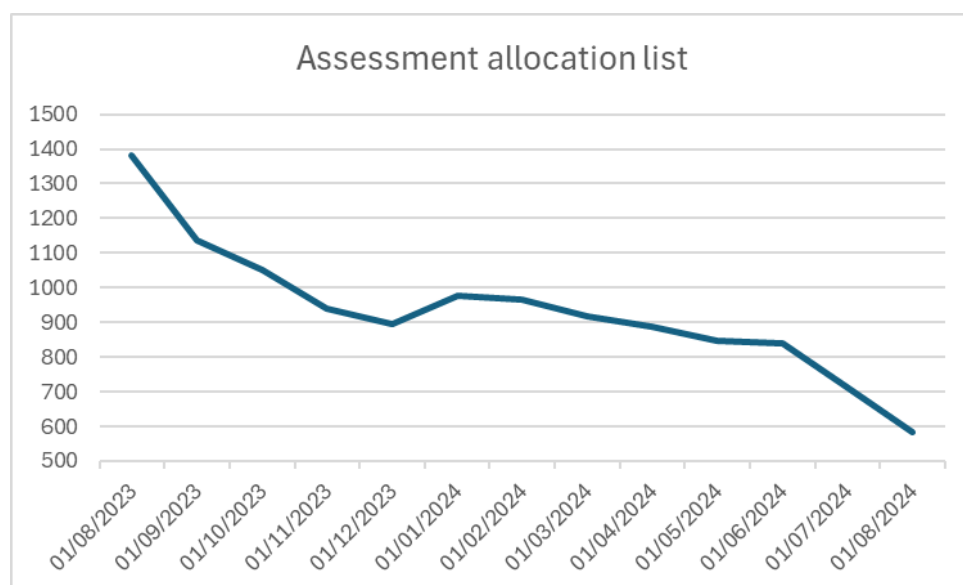


Figure 1: Number of people on allocation list

People on the waiting list are screened and prioritised to ensure we are appropriately managing risk. The Social and Healthcare Team utilises a prioritisation tool at the point of referral into locality teams which categorises referrals and alerts teams to urgent referrals. This is further screened by practice supervisors to provide verification and determine action required.

Screening best practice guidance was reviewed and updated in the last year following a Principal-led audit of the waiting list which evidenced that there was not always consistency in risk management and people were not always being contacted in a timely manner. This audit enabled a targeted approach to work with our teams to ensure that only those in need of adult social care remain on the waiting list and those who would benefit from alternative signposting or community connection receive swift advice. The screening guidance is provided as a supportive tool for practitioners to use to manage risk on the waiting list, ensuring all onward referrals are made in line with the Oxfordshire Way, for example through referrals to Community Links Oxfordshire, Dementia Oxfordshire, Referrals for Carers assessments. The Adult Social Care Forum brings senior managers and team

managers together ensure consistency of practice and embedding of the Oxfordshire Way at the point of support planning.

Prisons

Oxfordshire County Council is responsible for Care Act duties in relation to people detained in prison at 2 sites within the County. These Care Act duties are discharged via a s75 Partnership Agreement with NHS England. NHS England is responsible for healthcare within prisons and commissions on behalf of the Council the care delivered alongside this health provision. The Council is signatory to an MOU between the commissioners, the prisons and the provider of care and attends and assures the quality of care and the transfers of Care Act eligible service users into and out of prison. The Council attends quarterly contract meetings with the partners to the MOU as part of this assurance process. The East Locality operational team is the lead for this service. To avoid delays in assessment a lead practitioner in the East Locality team and the Team Manager co-ordinate the adult social care response for this group of people with 35 referrals for 24 people received in the last year.

Carers Assessments

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

In the last 12 months, the Carers Oxfordshire service has supported 47 young adult carers (aged 25 and younger), including one 17-year-old transitioning from young carer to adult carer. In the development of our All-age Carers Strategy, we recognised that our identification and support for young carers and their families needed significant improvement, as well as for our adult carers. As a result, the first priority of our Strategy is defined as 'identifying and supporting' carers of all ages in Oxfordshire.

The Strategy has provided a platform for all statutory and voluntary organisations to join up their activities under the three priorities of the co-produced Strategy. We are already seeing the impact of this approach. In terms of young carers, we have agreed a young carers protocol that has been shared across both directorates to ensure a more coordinated approach to supporting our young carers in Oxfordshire. Secondly, Children's Services have completed bespoke training for

staff to increase awareness in relation to the identification of young carers. Finally, Children's teams improved the recording of young carers in their systems. All of these efforts resulted in improvements in better identification and recording of young carers.

For adult carers, achievements include improving recording of carers and signposting them effectively when the Council becomes aware of a carer while working with the adult they care for. We are working on analysing the carers known to our partners to ensure we can support our carers effectively as the Oxfordshire system.

Direct Payments

The percentage of people who use services who receive direct payments is consistently higher in Oxfordshire than the national average (28.4% compared to 26.2% nationally in 2022/23).^{xv} We actively promote the use of Direct Payments; in April 2024 there were 1,199 people supported via a direct payment^{xvi}. However, the number of people receiving direct payments has been declining with 100 people passing away and 53 people experiencing a change in financial or personal circumstances that meant they were no longer eligible for funded care from Oxfordshire. Positively, successful activity from the Direct Payment Advice Team has resulted in the service supporting the further management of 366 Direct Payments on behalf of health services and children's social care. The service is committed to maintaining a high rate of Direct Payments and building on previous success. It has identified actions to promote Direct Payments including closer working with adult social care teams and commissioners, as well as engagement sessions with people with lived experience throughout the year.

Timeliness of Reviews

Our performance on reviews is stronger than the national average, and in 2022/23 71% of people received a review compared to 57% in England and in the south-east region.^{xvii} Most reviews are undertaken by a central review team which has delivered a robust approach to performance. Provider led reviews have also been initiated with 43 providers participating, with further providers to be brought on board in August 2024. 146 reviews have been completed to date and submitted via the development of our secure online portal. These are proving to be high quality and are delivering efficiency benefits, with satisfaction reported both by those drawing on care and support and by care providers. On January 1st 2018, 53.60% of the reviews in The Review Team were overdue. On 1st July 2024 this figure is 9.18%, this represents a reduction of 47.82 percentage points (see Fig 4). We are looking to spread this focus to other specialist teams where some people may still experience a delay.

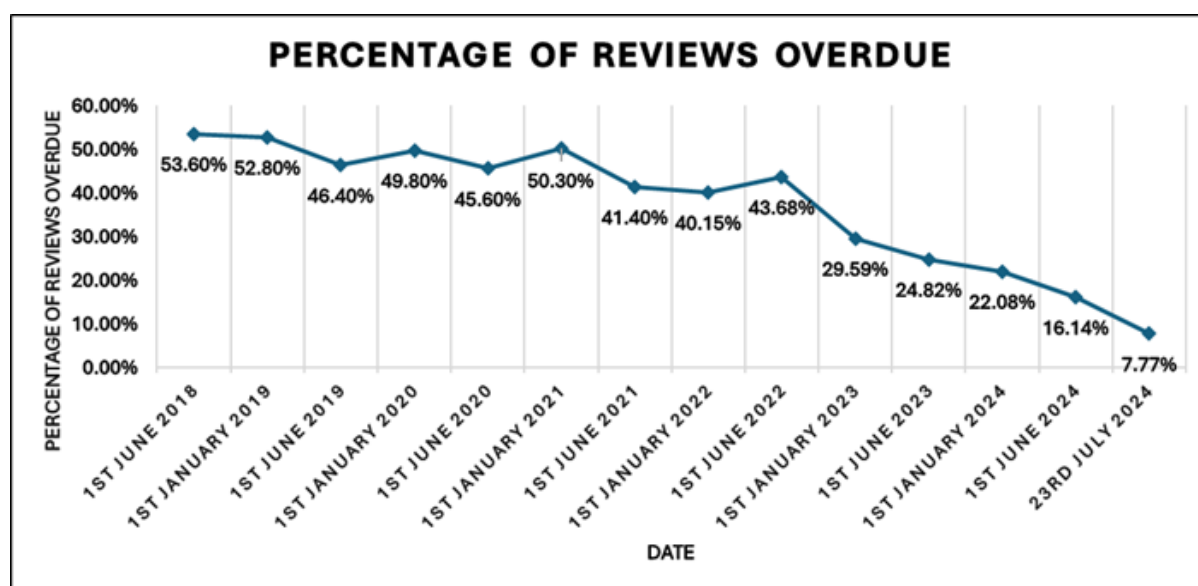


Figure 3: Percentage of Reviews Overdue

Information to support informed choices

Our [key policies](#) set out our arrangements for determining eligibility. They are published on our [website](#) where people can also find a range of information to support them in making informed choices about care and support. We continue to review and enhance our information provision. For example, we have been enhancing our policies and processes in relation to the financial threshold process. We recognise that when residents are approaching financial threshold whether in the community or in a care home that this can be a stressful and confusing time. We are currently finalising draft letters for residents and their families that will provide greater clarity in this area, as well as letters and leaflets for providers to share with people who fund their own care. We have produced new, more detailed guidance on care home banding definitions in collaboration with CHC, and providers. We have adopted a tracking report in teams so that people whose capital is imminently

depleting or those who have a change in funding stream are now prioritised on our allocation list, reducing uncertainty and distress for people. This has led to closer working between locality teams and the financial assessment team to ensure people who are approaching the financial threshold for support are prioritised and receive joined up support.

Daily Living Aids and Adaptations

Oxfordshire residents can acquire a variety of living aids through our Integrated Community Equipment Service (ICES) provision. A [digital tool](#) was launched in 2023 for people to order daily living aids to help keep them safe and independent at home. The tool has been designed to be intuitive and user-friendly and people can navigate around pictures of rooms in their home to find equipment they can borrow.

We are also developing a Technology Enabled Care (TEC) strategy which will enable us to further harness the power of digital technology and better support our residents to live independently at home. This programme of work builds on our Adult Social Care Digital Vision. We are currently recommissioning our telecare response service, aiming to modernise our approach in line with technological developments.

Working with our diverse communities

Our ambition is to lead the field in equality and diversity in our workplace and service delivery, tackling disadvantage in our diverse communities. Our [2019/20 Director of Public Health Annual Report](#) set out the challenges for Oxfordshire where affluence 'hides significant health and social inequalities'. Oxfordshire has an '[Including Everyone](#)' framework which sets out our vision. The council engaged with a wide range of stakeholders to provide insight to inform both the development of the refreshed framework and its resulting action plan. Engagement activity focused on understanding the experiences of inclusion by residents with a wide range of demographics and their priorities for EDI progress in Oxfordshire. The primary method of resident engagement was a series of focus groups complemented by an online survey with under-heard communities, focusing on those who fell within the Equality Act 2010's protected characteristics.

The feedback from both focus groups and the online survey highlighted the positive impact of community groups and the challenges of travel and transport, socio-economic divides, safety and security issues, and communication sources of poor experiences of inclusion.

The framework has established a clear principle that inclusion is everyone's responsibility and is supported by a corporate action plan which is updated annually and used to track and measure our progress, monitored and owned by the EDI Steering group. Our service delivery aligns closely with the vision^{xviii} and principles set out in the Including Everyone framework.

Oxfordshire is one of the most affluent areas of the country but there are 10 wards in which include areas ranked in the 20% most deprived in England. To understand the needs and priorities of these communities our Public Health team is working with

local partners creating ten [community profiles](#) setting out both the local health needs of these areas and their community assets. We have allocated a grant of £25k for each of the areas to provide seed funding for community initiatives to support implementation of the profiles' recommendations. The [Well Together Programme](#) has recently been established by the Integrated Care Board for Oxfordshire which builds on this work and provides further prevention-based grant funding to these ten local communities. The Public Health team has established six Community Health Development Officer posts that sit in the relevant District Council and work with the ten priority communities to ensure ongoing action to improve health and wellbeing and community resilience. We have commissioned Oxford University to support independent evaluation of this work to understand its effectiveness, which will report in December 2024.

Oxfordshire has received one of 25 grants from UK Research and Innovation (UKRI) which will help build a network to support the development of a community-led research strategy for Oxfordshire focused on the wider determinants of health and inequalities. The Council is working alongside Aspire Oxfordshire, Banbury Muslim Mosque Society, Oxfordshire Community and Voluntary Action and Oxfordshire Mind on this project. One research project led by [Oxford Community Action](#) is revealing the wider value of their food bank, particularly in terms of addressing social isolation.

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

Our [Voluntary and Community Sector Strategy](#) also recognises that tackling inequalities is a key part of our work, and that the voluntary and community sector is key in helping us to achieve meaningful change. In the strategy we set out our plans to work collaboratively with the local VCS to address inequalities by focusing on those in greatest need. We provide [financial support to VCSE groups](#) working with people who may experience inequality. There is a wide range of financial support available, including Community Capacity Grants^{xix} to build up and strengthen grassroots organisations in their own local areas, especially where we know there are gaps or insufficient development of local resources.

We are also working with the Homeless Alliance group, an innovative way of joint working between councils and commissioned organisations to deliver homeless and rough sleeping services. In the last two years a women's project was established, funded through the Alliance contract with support delivery by Homeless Oxfordshire. The project supports five women in a property in Oxford, all of whom have had multiple rough sleeping episodes in their life. The support is around ensuring the women feel safe, listened to and supported in a trauma informed practise. They are also supported to access benefits and move on housing, as well as deal with past trauma and current risks of abuse.

The team is providing practical support to engage with female rough-sleepers, working with [Oxfordshire Homeless Movement](#) to carry out the Women's Rough Sleeping Census in September 2024. The census will address how to better engage

with female rough sleepers, who are often overlooked by traditional methods of measuring homelessness. The qualitative data gathered will provide a more holistic view of their experiences and help to give a more informed approach to our services in the future.

Case Study – Homeless Oxfordshire Women's Project

“SS has been struggling with anxiety and when we assessed her she was spending her days sitting on her bed crying and unable to engage. Since moving in with us we have worked on building her self-esteem, she has started boxing with our HRW and has been going to see her children who live with her ex-partner. We have referred to Aspire and she is now looking into volunteering at the Porch. Having done so well we have applied for Band 2 [housing] which has been accepted and soon she will have her own place where she will be able to see her children and move on from the homeless pathway.”

We have a range of services and arrangements in place to support our approach to inclusion and accessibility for the people of Oxfordshire who come from a wide range of backgrounds. We have translation and interpretation services for those who speak another language, including a Language Line, and over the last year delivered 29 interpretations in Adult Social Care across 15 different languages, as well as 11 video remote translations across 7 languages. Where we have cultural diversity within a team this can be matched with people using our services if appropriate.

In April 2024 our Public Health team commissioned mobile sexual health testing and treatment service for homeless people as well as other hard to reach population groups. The team is undertaking a sexual health needs assessment for homeless population in Oxfordshire which will start in September 2024.

Our sensory impairment team works with a wide range of people and British Sign Language users can contact the council using a British Sign Language video interpreter, via the InterpretersLive! Service. We have an easy read licence to ensure we share information with people in appropriate formats. Our [Community Support Service](#) supports adults with physical disabilities, learning disabilities, mental ill-health and dementia to provide person-centred support to stay healthy and independent.

Oxfordshire Supported Employment

Oxfordshire Employment Service (OES) is an ambitious team with [a mission to support anyone who has a disability or health barrier to access employment](#) through a range of supported employment options. County Print Finishers, which has operated in Oxfordshire for 75 years and was a founder member of the national Supported Business Alliance, is directly shaping supported business policy by working closely with the DWP and the Minister for Disabled People, Work and Health.

In 2022 Oxfordshire was one of 20 local authorities which won a bid for Local Supported Employment. The team works with 200 people at any one time providing a comprehensive model of supported employment, including 40 supported internships for 16- 25 year olds with an EHCP provision. In 2022 the work of the team was recognised by the British Association of Supported Employment award for Practitioner of the Year and holds the RNIB Visibly Better Award 2022.

Working with local college providers (Abingdon and Witney College, Activate Learning), OES was a key partner in developing the Oxfordshire Supported Internship model. OES has met or exceeded all KPIs in the Local Supported Employment contract, including 50% of people sustaining employment 3 months post support against a KPI of 30% set by the DWP. The programme is now extended until Summer 2025 to support over 150 people on their journey towards employment.

Community Links

Through our Community Links^{xx} contract Age UK Oxfordshire supports older people across the county, focusing resource on those who face exclusion through low income, poor health or loneliness. In 2022/23 they supported over 30,000 people, including 1,500 reached by Community Connectors who are drawn from the communities they serve, working with people by listening and talking through what could make a difference in their life. Age UK have recently undertaken an exploratory exercise to ensure that they are able to reach people in the most deprived wards through services funded by Adult Social Care.

Our Advocacy services^{xxi} provide support for people who are struggling to get their voice heard, mostly supporting vulnerable people with the protected characteristics. When recommissioning this service in 2023, the service specifications were diligently prepared to include the specific needs of disabled people and those people with mental health needs. Experts by experience were asked to contribute and developed some of the questions with the Council which formed part of the evaluation process of the tender. As the new service is embedded during 2024, ongoing monitoring of the service will provide insight into potential gaps in provision than can be investigated and addressed.

CQC Theme 2: Providing Support

Our Ambition

Oxfordshire's ambition is to commission and provide high quality services that meet the needs of our communities to realise our vision and strategy. We have a diverse range of support options to meet people's care and support needs with a focus on prevention and support close to home in people's communities in conjunction with our partners, as well as high quality formal care and support to benefit residents of Oxfordshire. We commission personalised, preventative services that extend and support delivery of our strengths-based ambition set out in the Oxfordshire Way.

Our Strengths

- Robust joint commissioning arrangements are in place with significant pooled budgets
- There is strong partnership working including with the community and voluntary sector and a willingness to delegate leadership for this work where this increases impact
- There is a strong focus on supporting people in communities
- Our joint commissioning and market management approach ensures that people receive affordable and high-quality care that meets their needs, preferences and outcomes, when and where they need it.
- We have recommissioned our home care through our Live Well at Home framework. This has enabled a 6.8% increase in hours delivered in the last 12 months from 30,141 hours of home care per week at the end of June 2023 to 32,180 at the end of June 24
- Our [Adult Social Care Workforce Strategy](#) and Delivery Plan^{xxii} have been co-designed with our provider market to address local workforce challenges, and we have commissioned innovative workforce initiatives to support the market.
- Increased our Extra Care Housing provision aligned to our vision which has increased the occupancy by 9%.

Areas for improvement and development

- Further development of our relationship with the care market to ensure Oxfordshire has a sustainable market that is incentivised to support personalised strengths-based care, aligned to our strategic long-term approach.
- Developing alternatives to care (e.g. assistive technology and equipment, or use of community resources) that extend people's independence and create efficiency and recycle capacity
- Drawing on our work with local communities to further develop our commissioning strategies with a particular focus on specific care need /

communities of interest and supporting early intervention and outcomes-based approaches wherever possible

- Development of an offer to self-funders which assures they can understand their choices and maintain their independence in the most cost-effective way possible. Developing our current intelligence and data to direct this work.
- Using the results of the recently completed Supported Housing Needs Survey to inform our commissioning intentions relating to accommodation requirements both in the short and long term. Working in a two-tier authority, it was imperative that we undertook our own survey.
- Increasing the scope and impact of our commissioning and market development by working in partnership on both strategy and implementation e.g. with Public Health, District Councils (including housing authorities) and the NHS.

Key Statistics

Activity	Working Well	Priority Area
9.0% increase in people being supported in extra care housing with planned care in last 12 months	115 providers are working with us through our Living Well at Home framework for reablement and domiciliary care	2.0% increase in people supported in their own home and 6.8% increase in number of hours of home care provided per week in last 12 months
32,180 hours per week of home care	99 community micro enterprises supporting 1,537 people with more than 3,600 hours of support	1.4% decrease in people supported in care homes in last 12 months

Market Shaping and Commissioning Strategies

Since HESC was established in 2021, we have made significant progress in engaging, understanding and managing the complexities of the Oxfordshire care market.

The purpose of the joint Health, Education and Social Care Commissioning (HESC) service is to improve outcomes for the population of the county through embedding the Oxfordshire Way in all we do.

Our strategies and activities:

- deliver a collaborative commissioning approach across health and care and in partnership with our population, key anchor organisations, and health and care providers
- are co-designed at system-level for Oxfordshire (all age where possible)
- build on the assets that are present in the community and local provider networks
- mobilise individuals, organisations and institutions to come together to realise and develop their strengths
- use data and intelligence to enable evidence-based decisions about investment and prioritisation
- are supported by detailed delivery plans
- promote independence and personal and community capability, rejecting the deficit-based approach that focuses on identifying and servicing needs
- impact is monitored through the Joint Commissioning Executive (JCE), an executive partnership established within our s75 agreement with the NHS and with delegated powers from Cabinet and from the NHS ICB Board, and reported into the Health & Wellbeing Board and Place Based Partnership Board

Our HESC approach is underpinned by principles of co production to ensure that the voices of people who draw on care and support are at the forefront of conversations about our work. We also work in partnership with operational services and the procurement hub to develop and deliver activities. We have identified clear overarching strategic commissioning priorities^{xxiii} setting out how we will deliver across commissioning areas of Start Well, Live Well and Age Well. Our activity is supported by strategies such as the Oxfordshire Adult Social Care Workforce Strategy.

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

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

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

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

The HESC team has developed several care service frameworks as more efficient and transparent mechanisms for market shaping and management. Recent examples of this include:

- Introduction of a Care Homes framework with an agreed care and funding model which was designed with health and care clinicians and independent providers.
- Live Well at Home reablement and home care framework with an agreed model for delivery of Home First Discharge to Assess against a fixed fee model for reablement and homecare.
- A redefined approach to Adult Short Breaks (formerly known as Learning Disability Respite)

Following feedback from the Peer Review and our stakeholders we are currently working to develop and refresh our commissioning strategies^{xxiv} with a focus on specific care need / communities of interest and supporting early intervention where possible. For example, we are working in partnership with SCIE to develop our All-Age Autism Strategy working with key local stakeholders especially autistic people, their families, parents, and carers. This strategy aims to improve the lives of autistic people living in the county across all aspects of their lives.

Refreshed strategies will have action plans developed with partners and will shape delivery and set direction for the next five to ten years.

We have clear needs identification through our [JSNA](#), and will continue to improve the way in which we use data to inform and support our commissioning cycle with a particular view to targeting areas of inequality and supporting seldom-heard groups. We aim to involve experts by experience throughout service evaluation, service design, specification, evaluation criteria and evaluation of bidder’s responses.

CQC Theme 2: Providing Support

We work closely with our care providers in order to better understand and shape our market. We worked with care providers in the development of our [Market Sustainability Plan](#) and have a refreshed [Market Position Statement](#) (2024). In 2022 we commissioned LaingBuisson as an independent organisation to work with our providers to undertake our [Oxfordshire cost of care exercise](#). The Oxfordshire Association of Care Providers (OACP) and Healthwatch Oxfordshire were members of the Fair Cost of Care Project Board to ensure transparency of the process and seek their views on wider market engagement.

In September 2023 we launched a [social care provider engagement hub](#) on our Let's Talk platform. This provides an interactive space for us to share information between us and our providers. This has proved an effective way of communicating with providers about guidance updates, stories of difference and surveys, and we are seeing the number of visitors growing since launch. We will continue to work with our providers to seek new ways of using the platform.

We hold regular Workforce Round Tables^{xxv} which are well-attended by providers and partners such as Oxfordshire Local Economic Partnership, local colleges and Skills for Care. The aim of Round Tables is to provide a forum for providers to share what's going well and lessons learnt from recruitment and retention practice, to foster collaboration between providers as well as develop good relationships with our market. These conversations have contributed to the development of our Workforce Strategy and shape our Delivery Plan.

Our most recent Workforce Round Table in May 2024 included updates about:

- Our work in partnership with SE ADASS on a consortium bid for DHSC International Recruitment Funds. The council led the commissioning of a technology-based solution to support social care providers in the south east with international recruitment.
- The impact of our joint recruitment initiative with our partners Care Friends, tailoring the Care Friends offer (which is available nationwide) for Oxfordshire with additional recruitment assistance for local providers, which targets recruitment efforts towards people who are “new to care”, growing capacity in the county.
- A presentation from OACP, as a member of South-East Social Care Alliance (SESCA), about local support that is available to overseas carers including free training for recent arrivals to support their wellbeing in a new country; support to develop understanding of cultural differences and English language in the care context; support for displaced migrant workers to find alternative, ethical employment opportunities; and initiatives to support international recruits affected by unethical employment practices.
- Local training and development offers from Grey Matter Learning (Click) including the addition of a wellbeing bundle which the council subsidises locally

Our recommissioning of home care has positively impacted the available capacity of home care with the market now stabilised. Delays now are often associated with a complex level of need. For example, we recognise that we have longer waiting times for people who require supported living and have created posts for dedicated

brokerage officers who prioritise referrals working closely with our operational teams, providers and commissioners to identify appropriate timely placements. We are working with colleagues in finance and digital workstreams to better utilise social care dashboards, Power BI and automation and in future this will enable teams to see data on available placements in real time.

Although overall we have good capacity within our internal market, we do need to continue developing appropriate accommodation in Oxfordshire. We seek to commercialise our housing operations and look for an increased flexibility and risk reduction. We have made an initial capital investment of £5m in the Resonance Supported Homes Fund, an Alternative Investment Fund which was established to provide high quality Specialist Supported Accommodation across Oxfordshire. Oxfordshire's £5m initial investment will support 22 new supported living placements for people with a learning disability and Autism in partnership with Golden Lane Housing and will be delivered in 2024.

Extra Care Housing

We want the residents of Oxfordshire to live well and able in their own communities for longer, preventing the need for individuals to move to either residential or nursing care. Our ECH offer provides people the opportunity and support to live in their own home and the ability for their care package to be adjusted over time to suit their needs. We have commissioned additional extra care housing provision with three new Extra Care Housing schemes opening their doors over the past two years, establishing a total of 235 new units across all tenures, of which 157 are units for rental for social care nominations. Over the last 12 months, there has been a 9% increase in numbers of people being supported in extra care housing with planned care.

Data from the supported housing needs assessment, completed in July 2024, is being finalised. It will be used to analyse prevalence of different types of units and will support our strategic planning.

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

Our current ECH provision is above the England average and equivalent to our CIPFA comparators (see table on next page).

	Extra care housing (units)			
Local Authority	Open market sale / shared ownership	Rent*	Total	Prevalence Rate per 1000 of over 75 population
CIPFA Comparator average	436	917	1,354	15
Oxfordshire	349	733	1,082	15
England	13,629	46,176	59,805	11

Table 1. Extra care housing unit provision in Oxfordshire, England and CIPFA Comparators

Following the publication of the supported needs assessment, we will be developing a Housing Strategy, informing our commissioning intentions to ensure we deliver the right housing in the right places.

Live Well Supported Living Framework

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

We have invested Additional Discharge Fund in two fixed term posts of Housing Specialists. They are currently ensuring that existing housing stock is used to best effect, working to reduce empty properties by repurposing or decommissioning units that no longer serve their intended purpose. Their work also includes analysis to assist hospital discharge and hospital admission avoidance. The system has also invested Additional Discharge Fund in a specialist Dynamic Support Register Practitioner Team to provide intensive case management to proactively discharge back to County and support those people identified as high risk with complex needs, ensuring where possible that support is wrapped around the person in the community, working with the Intensive Support Team (all age LD) and RAS (Reasonable Adjustments Team for Autism) to avoid admission or out of county placement.

Safe Space

We are developing a Safe Space business case, recognising this would be a robust resource in the community to support the local system to use a proactive and preventative model, reducing admissions under the Mental Health Act for people

who have a learning disability and / or autism. We have developed plans for an NHS England Capital Grant new build bid for a Safe Space as an alternative to hospital admission. This resource would allow time to ensure that an in-county option can be identified, when repairs/environmental adaptations are required when needs are escalating, to prevent the breakdown of care arrangements and avoid admission to hospital.

Micro Providers

Whilst we work closely with the 'traditional' provider market one of our key values as a Local Authority is to dare to do things differently. As part of the Oxfordshire Way, the council commissioned Community Catalysts to stimulate the growth of micro-enterprises, focused on parts of the county where traditional care providers have a lower presence. This has resulted in 99 community micro enterprises (CMEs) currently supporting 1,537 people with more than 3,600 hours of support.

Assistive Technology

Our ASC Digital Vision was updated in 2024, and one of the strategic outcomes identified was that we will co-design care and support options that take advantage of cutting-edge technology.

Assistive technology is supporting the Oxfordshire Way by enabling people to stay safely in their own homes and achieve decreased dependence on formal care. For example, the provision of a MemRabel 2, (memory clock) enabled a young adult with ASD and ADHA to become independent with personal care and taking medication. The equipment reduced his anxiety and challenging behaviour. The family described the equipment as 'life changing' and it provided a cost saving of £11,367 per year to Adult Social Care. The Assistive Technology team delivers mandatory training to all Adult Social Care Staff to promote these ways of working. This activity helped to delivering an increase in the use of activity monitoring using Canary Care and Just Checking from 2022 to 2023. Recent evaluation in 2024 demonstrated that three installations have delivered increased independence for people and a cost saving of £105,612.

Case Study – Supporting Independence Through Assistive Technology

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

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

Adult Social Care has secured funding via NHS England Digitising Social Care Fund as part of a BOB ICS bid to scale technology supplier Anthropos. The aim of this project is to test the feasibility and effectiveness of sensor-based falls technology (SBFT) in adult social care settings across BOB. Anthropos uses sensors and other data sources to detect and prevent falls among older people living in care homes, extra care housing and short stay hub beds. The project involves installing Anthropos in selected care settings, based on data analysis and stakeholder engagement, and evaluating its impact on demand, workforce capacity, and cost. The project will also support the cultural and procedural changes required to ensure the adoption and sustainability of SBFT, by providing toolkits, training, and communication materials, as well as regular feedback and troubleshooting sessions. The final evaluation will collect quantitative/ qualitative data and case studies to demonstrate the benefits of SBFT and build the case for further roll-out. The project is due to go live in September 2024.

The following examples demonstrate more of the actions and planned work which will become part of our developing Tech-Enabled Care (TEC) strategy, as aligned to the 3 key strategic outcomes detailed in the Digital Vision:

Digitally Connected Residents

- We are reprocurring our telecare response service due to contract expiration in March 2025. This is a vital service that provides reassurance to our residents and their families and reduces pressure on ambulance and hospital services
- The Public Switched Telephone Network (PSTN) switchover is being managed through a programme approach with dedicated ITID project management and clinical support

Digitally Enabled Community

We want to improve access to information and TEC for our residents, for example

- We have developed a new digital tool for people to order daily living aids to help keep them safe and independent at home (link [here](#)). The tool has been designed to be intuitive and user-friendly and people can navigate around pictures of rooms in their home to find equipment they can borrow
- We are exploring developing an Independent Living Centre which enables residents to experiment with TEC before committing to purchase
- We are also simplifying our processes for ordering kit to make it easier for residents to access the technology they need

Digitally Confident Workforce and Partners

- We have a dedicated Assistive Technology team who run regular CPD sessions to support our workforce to utilise technology. We would like to build out this provision with community training partners to offer more training sessions for our staff
- We want to streamline how we conduct market research, pilot new products and embed them into business-as-usual service provision. We are working with our data and innovation leads to establish current technology usage and develop a framework for TEC.

Better Care Fund

Oxfordshire has developed and improved system wide planning that aligns the Better Care Fund to other system resources such as Public Health grant, NHS Urgent and Emergency Care Funding, and NHS Health Inequalities Funding. Our approach is to identify and improve those services that support the delivery of BCF metrics and extend our ability to deliver on prevention, inequalities, partnership and collaborative working and coproduction. The BCF is managed through a system wide planning, development, implementation and monitoring group which works alongside other partnership groups (eg Urgent Care Delivery Group, provider urgent care groups, County Housing and Homelessness Directors groups) and reports into the Urgent and Emergency Care Board and Place Based Partnerships in addition to the Health & Wellbeing Board.

Examples of the approach within the BCF include

- Focus on hospital avoidance: working to develop preventative services eg around falls delivered in partnership by community health and voluntary and community sector
- Supporting discharge home: implementation of Home First Discharge to Assess and the redesign of bed-based D2A around more complex dementia/delirium presentations
- Supporting care homes resilience

CQC Theme 2: Providing Support

- Focus on supporting people with Learning Disability and/or Autism, or mental health presentations or complex drug. Alcohol and homeless issues in discharge from acute inpatient and ED settings
- Expanded offer to Carers and to people who are living with dementia or mild cognitive impairment
- System wide initiatives: funding of system leadership roles: Urgent and Emergency Care Director, Transfer of Care Hub Lead, Home First Lead

In 2024/25 we are developing our backing data to map the impact of schemes into the BCF metrics and to support a better understanding of value and efficiency to support our 2025/26 planning round.

Communities

We have a strong focus on supporting people in their local communities through initiatives such as community capacity grants, additional extra care housing places and an all-age accommodation framework for people with complex needs.

Community capacity grants, issued through the [Connected Communities Fund](#), are demonstrating real impact on people's lives through supporting small organisations who work more directly with our communities in innovative ways to support sustainable communities.

Case Study: Daybreak

Daybreak, a charity specialising in providing activities for people with dementia and offering respite for carers has benefited from a grant of £9,809 that has enabled them to support 1,500 people buying specialist equipment, nutritious meals and further staff training.

Case Study: Gig Buddies

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

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

Shared Lives

The Oxfordshire [shared lives programme](#) is a CQC registered “Good” service where carers who have the skills, commitment and training have chosen to share their homes and lives with people who need support. There are around 100 shared lives households in Oxfordshire offering everything from short stays and support for a few hours a day to more long-term places to live. The ambition of the Shared Lives service is to become more flexible to meet a broader range of needs most recently including short breaks for people with dementia. We have identified as an organisation that we had a gap in provision for individuals transitioning into adulthood and are working closely with our children’s colleagues to provide opportunities for care leavers and are working collaboratively with Shared Lives Plus as they support Local Authorities to develop the model through their 2 year funded programme. We have also used Accelerated Reform Fund monies to procure Shared Lives Plus to make recommendations on investment in our scheme particularly in relation to supporting more complex individuals. Positively targeted recruitment and advertising has resulted in a further 11 Shared Lives carers to offer placements this year, with people who have drawn on the service involved in the selection of new Shared Lives carers.

Supporting Unpaid Carers

Carers Oxfordshire is commissioned by the council and the Integrated Care Board and is provided by Action for Carers Oxfordshire and Rethink Mental Illness to support unpaid carers over the age of 18 years who are caring for a person of any age. Carers Oxfordshire carries out carers assessments (a self-assessment giving flexibility and control, and supporting those who may not use the self-assessment) and draws up a support plan to support carers’ health and wellbeing, which may include carer payments as well as providing information, advice and support based on their assessment.

In line with Oxfordshire Way, Carers Oxfordshire supports carers to identify and manage their own needs and to plan for the future using a three-stage, strengths-based ‘guided conversation’ approach. This strengths-based approach aims to reduce social isolation and to enable carers to enjoy their own lives alongside their caring role. In 2023/24 Carers Oxfordshire reached 40,872 of Oxfordshire unpaid carers through a variety of means including a telephone helpline (Carersline), email and text access and the [Carers website](#).

Our review of feedback from carers showed taking a break from caring has a significant impact on carers’ health and wellbeing. We recognise the vital importance of supporting carers’ wellbeing and we have been able to introduce innovative projects that have supported carers in having short breaks from essential tasks that others may take for granted.

To raise awareness on carers health and wellbeing and share information on what is available, we have a network of Carer Champions across the whole system including NHS Hospital Trusts, our own operational teams and throughout the council. In 2024, we also established a Carers Network in the Council to provide a safe space

for colleagues to share their experiences and information on the support services available across Oxfordshire.

Case Study – Feet Up Friday

Feet Up Friday is a scheme in which a hot meal is delivered on a Friday evening for all the family so that the carer does not have to think about preparing a meal. A laundry service has also been introduced where laundry is picked up from the carers, cleaned and then delivered back to them. Carers, including [Shirley from Witney](#), find this extra support “just wonderful”.

Dementia Support

- In partnership with the NHS, we commission Dementia Oxfordshire, a service provided by Age UK Oxfordshire.
- The service provides free, ongoing support for people living with dementia and their families in Oxfordshire.
- In 2023, the service supported 2,609 people living with dementia and 3,262 unpaid carers, completing 5,730 6-monthly reviews.
- The service is working with 71% of people living with dementia in the community.

Our partnership approach has included [co-design of services](#) with those who use them. Oxfordshire residents who receive a dementia diagnosis can now attend sessions that have been created with people who are living with the condition themselves. Dementia Oxfordshire worked with experts by experience to devise post-diagnostic education sessions.

Feedback provided to the service demonstrates that it has helped to reduce isolation and loneliness, and decreased carers’ anxiety and increased their confidence in their caring role.

[When asked about the impact](#) the support had had on them carers report it “Made our lives easier” and that they “Feel supported”. A new educational offer has been co-produced with carers and people living with dementia, some of whom now assist in the delivery of the sessions. Additional funding has meant that the service has developed a preventative Memory Support Case model to support people with memory concerns or Mild Cognitive Impairment, providing people with advice to reduce or delay progression to a full dementia diagnosis on lifestyle adjustments.

Joint Commissioning and System Working

We have a strong joint commissioning function with significant pooled budget arrangements under section 75 of the NHS Act 2006 (c. £500m in 2024-25). The s75 agreement incorporates the Oxfordshire Better Care Fund plan.

The s75 agreement covers a range of aligned and joint-funded services. The latter include

- Mental Health Outcomes-based contract
- Reablement services
- Community equipment services
- Step down short stay hub bed pathway
- Dementia support
- Services for carers
- Preventative services that are in turn aligned to funds outside of the s75 but deployed by Public Health and from the ICB Health Inequalities Fund
- Joint posts, eg brokerage operating across adult social care and NHS Continuing Healthcare

The s75 was significantly revised in 2022/23 to reflect the development of the HESC joint commissioning structure and particularly to reflect the life course approach within our strategic commissioning ambition. There is significant alignment with Children and Young People's services around commissioning that supports transition to adult services.

The s75 agreement sets out a series of performance measures that are aligned to the Health & Wellbeing Strategy and the Better Care Fund and are reported into the Health and Wellbeing Board via the Joint Commissioning Executive. The JCE oversees the deployment and performance of the s75 agreement and assures scrutiny from Adult Social Care, NHS ICB including Clinical Leads from mental health and urgent and emergency care, Public Health and finance leads. The JCE is accountable to Cabinet and to the ICB Board.

Reablement and Home First

The Oxfordshire System collectively recognised the need to transform reablement and discharge to assess services to deliver better outcomes for residents and improve hospital flow^{xxvi}. Over the last 18 months reablement in Oxfordshire has been redesigned to deliver an integrated approach across Strategic Domiciliary Providers, the Council's Home First Neighbourhood teams and health colleagues. A restructure of Adult Social Care's internal workforce of Social Workers, Occupational Therapists and coordinators was completed to deliver a "7 days service".

Our Home First teams and Strategic Providers support the development of reablement goals for people being discharged from hospital or who are at risk of admission. They provide liaison with people and their families throughout and undertake statutory Care

CQC Theme 2: Providing Support

Act Assessments for long term care where necessary. The focus was not just on reablement but developing a whole system approach to Discharge to Assess. The service has been expanded to incorporate a trusted assessment from reablement providers to reduce duplication for people and maximise capacity where Social Work or Occupational Therapy input are not required.

Joint accountability for the system wide commitment to this approach is being achieved through the recently established Transfer of Care Hub (ToC), which supports discharge from all bed bases for physical ill health. Adult Social Care teams collaborated with Health colleagues alongside voluntary sector and housing officers to create a truly multidisciplinary forum for all discharges to be discussed and a pathway to be determined in accordance with the national hospital discharge guidance. The appointments of both the system lead post in the Council and the Transfer of Care Hub Clinical Lead have been done in consultation with senior leaders across health and social care. This collaborative way of working ensures fair decision making and sharing of skills are the established culture, and ultimately the outcomes for the person are optimised.

The Transfer of Care Team convenes 3 times daily to review referrals and has substantive members from each representative organisation. The daily system call, at 08.30 each morning is chaired by senior leaders of the ICB, Acute and Community Trusts and the Council on a rotational basis, ensuring all partners have equal accountability. This daily call also enables the Transfer of Care Hub to seek support for any matters in need of escalation in a culture of collaborative problem solving.

The service has been procured to include short-term 24-hour support and/or waking nights in a person's own home to reduce the risks of premature entry to long term residential care and has resulted in a circa 10% reduction of the number of people being referred to pathway 2 beds since September 23. Significantly increased flow has also been achieved with Oxfordshire now performing well on the number of delays in hospital with 7.4% of people not meeting the criteria to reside (24th July 2024) positioning the Oxfordshire system as having one of the lowest number of delays in the region. During 2024-25 we will reprocore our short stay hub bed stock. Using Additional Discharge Funding we are piloting complex D2A beds to support people with complex dementia, resolving delirium and other mental health/behaviour needs that cannot be assessed effectively in hospital. We are working with Healthwatch Oxfordshire to carry out a large-scale survey of user and professional experience of the D2A model to inform these next steps.

The effects of this alongside more comprehensive Extra Care Housing provision have been profound, with admission rates to residential care reducing from 438.8 per 100,000 in 22/23 to 337 in 23/24. Outcomes for people continue to improve with 75.1 % of people achieving independence at the end of their reablement journey in 23/24 as compared to 65% in 21/22. Progress continues to accelerate for access to reablement in the community with a 16% rise in the number of referrals from community pathways so far this year.

Case Study – Impact of Reablement

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

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

Oxfordshire Out of Hospital Team

The Oxfordshire Out of Hospital Care Team (OOHC) formed in 2021 as part of DHSC's Shared Outcomes initiative.

An integrated partnership, operating across housing, health, care and third-sector systems, the core aims of the service are to:

Support planned, safe discharges from hospital for people experiencing or at risk of homelessness - avoiding discharges to the street;

- Increase access to mainstream services in community settings - avoiding unnecessary (re)admissions and reducing inequalities;
- Prevent rough sleeping and homelessness.

Rated as both high performing and highly cost effective by King's College London, our work is sector-leading and has been highlighted in national guidance and Government frameworks.

100% of the people seen by the team have their needs assessed by a multi-disciplinary team led by a Social Worker. Since inception the key successes delivered by the service include:

- 450 planned discharges from hospital with only one person returning to rough sleeping

- 26% reduction of emergency admissions over 12 months for people engaged with the service
- over 100 people at imminent risk of losing their accommodation supported to maintain tenancies.

Supporting the Adult Social Care Workforce

Our social care workforce comprises a diverse range of roles. Professional roles include social workers, occupational therapists, registered managers of social care settings, commissioners, customer service centre specialists, care workers, project managers, cleaners, co-ordinators, and administrators. Joint recruitment strategies are in place between OCC and Oxford Health, and we continue to develop secondment and rotational opportunities.

In 2022/23, the [Adult Social Care Workforce Dataset](#) (Skills for Care) indicated that there were 18,500 filled posts in Oxfordshire (4.8% or 900 in local authority, 78% or 14,500 in independent sector, 4.3% or 800 employed by direct payment recipients and 12.4% or 2,300 in other settings). About two thirds of these roles are workers providing direct care. In ASC there are 723.23 FTE in January 2024 and 88.35 in HESC.

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

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

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

Our Adult Social Care Workforce Strategy addresses both the internal, directly employed workforce and the external workforce employed by provider partners. It

has been developed in collaboration with key stakeholders, including care providers, and sets out the challenges facing the workforce and how together we plan to respond to these. We sought feedback on this draft strategy via Workforce Round Tables and our [Let's Talk engagement](#) platform to help us shape a delivery plan^{xxvii}.

The objectives of the delivery plan are as follows:

1. Reduce vacancy rates across the adult social care workforce
2. Reduce turnover rates across the adult social care workforce
3. Develop the skills of our workforce using opportunities including Workforce Development Funding and Apprenticeships
4. Drive inclusivity and diversity
5. Promote opportunities to develop a career in the sector

As part of a programme for sharing best practice, developing tools and providing support, Partners in Care and Health (PCH) worked with Oxfordshire County Council to offer a 'critical friend appraisal' of our newly refreshed adult social care workforce strategy and delivery plan^{xxviii}. We want to use the appraisal to help shape the strategy further giving a framework for future iterations and to set the benchmark. Partners in Care and Health undertook the appraisal in March 2024, with findings presented in July 2024. This has given valuable feedback and recommendations which are shaping our activity.

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

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

We work collaboratively with providers to support workforce development. This drives tangible outcomes such as a website aimed at bringing more people into caring positions in Oxfordshire. [Proud to Care Oxfordshire](#) has been developed in partnership with Oxfordshire Association of Care Providers (OACP). The website highlights the broad range of jobs available in the care sector as well as providing a free platform for care providers to advertise any opportunities they have available.

We have worked with The Care Workers Charity (CWC) to administer grant funds since 2022, awarding a total of £537k for Crisis Grants and "New To Care" Grants for people starting work in the sector^{xxix}. The crisis grant fund is used to financially assist current, former or retired care workers; [one person who received this support](#) described how the funding enabled them to continue to work (in their role in a care home in Oxfordshire) through a particularly difficult period. To date 990 care workers have been supported through the programme, 49 of whom are international recruits, across 160 different care providers. Funding to continue the grant activity has recently been secured through the Better Care Fund.

Our workforce strategy draws on data from the Adult Social Care Workforce Dataset that does not include data from many of our VCS partners, but we recognise that this is a sector that also faces key workforce challenges. As a key partner we will continue to work together with the voluntary and community sector through PIP and other forums to share good practice and ensure that workforce initiatives are as inclusive for all our partners as possible.

The council's People and Culture Strategy (for council employees) aims to develop and maintain a high performing, innovative, highly engaged and agile team, employing the best people, and reflecting the communities we serve.

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

Registered Professionals working for the Council are supported by the Social Work Academy^{xxx}, led by the Principal Social Worker. Responsible for the oversight of the ASYE programme, student placements and apprenticeships the Social Work Academy plays a crucial role in practice development; this is alongside the Principal-led progression pathway for experienced staff.

This year the Principal Social Worker successfully led a bid for £300k to support recruitment of 10 social work apprenticeships in adult social care. Advertising this opportunity internally and externally generated 300 applications with 10 successful appointments.

Case study: Growing and sustaining the best workforce to ensure the best outcomes for the people with lived experience of social work

Practice Educators are usually trained in universities where PEPS programmes are offered to meet the need for student placements. Working with renowned author and social educator Siobhan Maclean, we developed a unique programme that would enable us to improve quality and accessibility while allowing us to tailor it to our service's needs and priorities. The grant funded programme will commence in September 2024 with a range of high-quality training sessions and a robust assessment strategy with our own mentor/assessors, recruited from our own workforce.

The Principal Occupational Therapist is also supporting the application of Apprenticeships and will be embedding the Preceptorship programme for Occupational Therapists in the coming months following feedback from staff and the Peer Review that the newly qualified pathways for Occupational Therapy is not yet as embedded as Social Work.

We use the [Employer Standards Health Check](#) as a tool to help us better understand the experiences of our workforce. The 2024 Employee Standards Health Check reported on the experience of social workers, occupational therapists and non-registered social care workers within OCC ASC. Across both professional disciplines Oxfordshire scored highly for 'access to facilities' and staff feeling 'physically safe' in the workplace. Our highest scoring standards are 'wellbeing' and 'supervision' indicating that our staff generally feel well supported in their roles. The lowest scoring themes with commonality across the three staff groups were: frameworks for newly qualified staff particularly OTs; annual appraisals and professional development plans; ability to influence organisational change and reflective supervision. This triangulates with feedback from the LGA Peer Review.

As a response to the Healthcheck, we have developed a Principal-led action plan to work with frontline staff and managers to improve the staff experience through access to resources, training, better quality supervision and robust development pathways.

Quality Monitoring of Services

Our approach to quality monitoring of externally provided services is set out in our Quality Improvement Protocol^{xxxi}. The council's Quality Improvement Team undertakes a range of monitoring interventions gathering performance data and where required conducting regular contract monitoring meetings. It also conducts periodic on-site reviews and works with safeguarding, regulatory bodies, inspectorates, as well as commissioning and operational teams where there are issues of concern. The quality improvement team draws on a wide range of sources including KPI data from providers, provider assessments, capacity tracker data and information from expert by experience quality checkers. Currently (July 2024) 90.6% of care homes are rated as Good or Outstanding by the CQC against 80.6% for England and 90.8% of Community Based providers are CQC rated as Good or Outstanding against 85.4% for England

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

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

improvements with a warning that a failure to do so may result in contract termination.

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

Case Study: My Life My Choice

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

CQC Theme 3: Ensuring safety within the system

Our Ambition

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

Our Strengths

- A well-resourced Safeguarding Adults Board which oversees learning from adverse events
- Making Safeguarding Personal is embedded in team practice and procedures
- Good practice around transitions including for young people aged 16 to 25 and for people leaving hospital
- Quality Improvement complete routine quality assurance with processes in place to manage serious concerns and standards of care in partnership with Safeguarding where necessary.
- The Approved Mental Health Professional Service is well coordinated with staff across adult social care and mental health services supported to complete training.
- We have reorganised how we work with our children's teams and made significant improvements to transition experience for young people

Areas for improvement and development

- Our priority is to ensure the safety and well-being of residents who are at risk of abuse or neglect. We are constantly reviewing and refining our business process to respond effectively to s42 enquiries and manage risk appropriately.
- Deprivation of Liberty (DoLS) waiting lists are risk assessed using the ADASS guidance and best practice tool. An action plan to reduce the waiting is in train.
- Waiting list figures for care and support assessments have historically been high and have continued to increase and we are implementing an action plan to address this
- Improving audit methodology to ensure practice learning drives strengths-based outcomes
- The publication of a number of SARS this year will support consolidation of learning from adverse events.

Key Statistics

Activity	Working Well	Priority Area
6698 safeguarding concerns raised in the last 12 months (July 2023 to June 2024) of which 1377 (21%) went to a safeguarding enquiry	74.6% of people who use services feel safe (Feb 24 social care user survey) compared to 69.7% - the latest national figure	Sustaining improved performance in the management of s42 concerns and enquiries
98% of people where desired outcomes were asked for and expressed had their outcomes fully or partially met from a safeguarding enquiry in 2022/23	91% of adult social care providers in Oxfordshire are rated good or outstanding compared to 83% nationally at June 2024	571 DoLS applications completed a rate of 397 per 100,000 population in 2023/24

Moving Into Adulthood

One of our key achievements is the establishment of a dedicated and co-produced Moving Into Adulthood Team, which supports young people with additional needs aged 16 to 25 in their transition from education to adulthood. This team, works in alignment with the Education and Health and Care Plan (EHCP) processes and ensures that young people receive ongoing support until they have successfully moved into adulthood. Our children's occupational therapy team also collaborates with adult occupational therapists and housing professionals to facilitate seamless transitions between children's and adults' services. The impact of this new team has been evident in the improved multi-agency coordination, the earlier identification of young people who will require ASC support, and the smoother transitions at crucial stages in a young person's life, such as when they turn 18 and when their EHCP ceases.

Measurable improvements following the development of the new team include:

- An increase in young people open to the team from 229 in 2021 up to 460 in June 2024.
- The percentage of people referred to the team who have an assessment in place by their 18th birthday has increased from 58% in 2021 to 87% in June 2024.
- 89% of young people have a support plan in place by their 18th birthday, compared to 20% in 2021.

Transfers Between Teams

Through the Oxfordshire Way our goal is to put people at the heart of all we do, thinking innovatively about how we deliver support. Good collaborative working between teams and our partners is a key part of this. We know this is an area of importance for people who use our services and carers, and some people report that they experience a lack of co-ordination across workers, departments or services^{xxxii}. We are working hard to address this, and continuity begins from the very first point of contact, with our Social and Health Care Team staff using the same prioritisation tool as our locality teams. This ensures a consistent proportionate response and robust identification of risk.

When there are overlaps between teams, for example a referral to both an occupational therapist and a social worker, we work collaboratively to deliver the best assessment for the person, and staff are trained as trusted assessors with the skills to avoid unnecessary transfers between professionals.

We work with the Health Integrated Locality Team, attend MAPPA level 2 and 3 meetings with our external partners and our Occupational Therapy and Home Improvement Agencies have a joint database to enable transfer of referrals and warm handovers. We undertake joint multi-disciplinary assessments when people are transitioning out of continuing healthcare funding to ensure that there is no delay or difficulty in transition for the person.

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

Approved Mental Health Professional Service

Our Approved Mental Health Professional (AMHP) Service safeguards the rights of service users through checks and balances by offering an alternative to the medical model. We engage with individuals and carers/families when people experiencing mental health crisis have met the threshold for assessment under the Mental Health Act 1983 (MHA). We ensure decisions are within the context of least restrictive options for the service users and uphold and support civil liberties under the Human Rights Act 1998. The team manage approximately 1,500 per year (see **Error! Reference source not found.**). The 2022-2023 National data show that the Buckinghamshire, Oxfordshire and Berkshire Integrated care Board to which we belong has the second lowest detention rates per 100,000 – 37.4 and only second to Surrey Heartland (25.8).

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

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

Bob (78) with a diagnosis of Bi-Polar and mild-cognitive impairment and depression was referred to the Older Adult Mental Health Social Worker Team by the Older Adult Mental Health Community Team due to increasing risk of further deterioration of his mental health. Significant concerns about the safety of Bob's property and extent of self-neglect resulted in an emergency admission to a care home.

Bob's mental wellbeing improved significantly in the care home, he engaged with care staff and professionals, ate well, slept better, kept active and was accepting personal care. A number of professionals felt that Bob's needs would best be met long term in a care home, but Bob wished to return home. The Social Worker applied the legislation and completed a Mental Capacity Assessment and was able to work with colleagues to alleviate professional concerns and most importantly respect Bob's views about how his care should be delivered.

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

*Name altered to anonymise

Contingency and Emergency Preparedness

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

We have business continuity plans in place across the directorate, as well as a council-wide incident management framework. We have a bank of volunteers from across our staff who form a core team^{xxxiii} to respond to unexpected incidents and support people with an adult social care need. If necessary, the team has access 24/7 to a corporate Director and a dedicated Adult Social Care Manager should advice /guidance be required.

Quality Improvement in the provider market

Our Quality Improvement (QI) team ensures that care and support services in Oxfordshire are safe and of high quality. The team monitors providers using data from Key Performance Indicators (KPIs), on-site reviews, intelligence sharing with partner agencies, and assessments through our Provider and Market Management System (PAMMS).

When underperformance or risks are identified, the QI team collaborates with the provider to make improvements. If the risks are serious, the provider may be placed on a traffic light system with usage restrictions, depending on the severity of the findings. The QI team will involve other council teams and partner agencies as needed to oversee performance. If the provider fails to show sufficient improvement within the given timelines, a joint decision with these stakeholders will be made regarding contract termination and resourcing care and support for residents.

Data from the February User survey shows 74.6% of people who use services in Oxfordshire feel safe, compared to 70.9% in the region and 69.7% nationally from last year's published data. ^[i]

The council has developed a clear approach to provider service hand backs and contract terminations. Where contracts are ended, the QI team works with operational colleagues and other stakeholders to ensure that each person continues to receive the care they need and a robust risk stratification methodology is applied. The safeguarding team works closely with the quality improvement team to identify risks. Strategy discussions occur early in the process and a multi-disciplinary approach is taken where appropriate. Where hand backs or closure is confirmed, the operational teams work systematically to review each person's case and risks to ensure correct prioritisation for reprovion.

Case Study – managing provider failure

A care provider delivering 118 packages commissioned by OCC was rated “poor” following a PAMMS assessment by the Quality Improvement Team who found challenges around poor staff training, inaccurate visit logs, missed appointments, and concerning hiring methods. The provider had also had their Sponsorship licence suspended by the Home Office, which the provider challenged. A Red Traffic Light was implemented by the Quality Improvement Team. A multi-disciplinary decision was taken to reallocate all 118 care packages to alternate providers within a one month time frame. The Review Team played a critical role, considering the service users' needs, keeping them informed, and supporting them during the reviews. Service users received letters to clarify the situation and the steps being taken, complemented by phone calls to the users or their relatives to ensure address any emerging questions or complaints. CQC and health colleagues were notified of the intent and individuals funding their own care with the provider also received letters detailing the concerns and OCC's response, along with guidance on alternative providers.

Brokers sourced alternative provision timed to deliver a seamless transition of arrangements for people. With prior experience in similar processes, the teams guaranteed a seamless transition to new agencies and maintained open, consistent communication with people who draw on care and support, thereby minimizing distress and complaints from them and their family members.

Safeguarding Adults Board

Our organisation is supported by a strong [Safeguarding Adults Board](#) (OSAB) which was acknowledged and praised at Peer Review. We commission an annual self-assessment and peer review which includes feedback from partner agencies and is committed to the tracking of agreed actions. The engagement sub-group is active and includes our advocacy provider and similar organisations, such as My Life, My Choice. Through them and the partner agency's existing engagement mechanisms the subgroup aims to gather the voices of those with lived experience.

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

The annual Safeguarding Self-assessment is a joint piece of work between the Adults Board and Children's Board. The purpose of the Safeguarding Self-Assessment is to formally request and gather information from member agencies on the safeguarding arrangements made in line with section 11 of the Children Act 2004, as well as the standards developed by the Local Government Association for Adult Safeguarding Services. Board members experience the self-assessment as

positive critical challenge with mature relationships, this was also evidenced through the board member feedback to the LGA Peer Challenge.

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

Learning from Incidents and SARS

As a result of work through our Safeguarding Adults Board a Homeless Directors' Group was formed bringing together partners from the County Council, City and Districts, with key stakeholders including health and probation. This multi-agency approach has strengthened our oversight of this key area of work and has led to the creation of Oxfordshire's Homelessness and Rough Sleeping Strategy 2021-2026.

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

From recommendations arising from a Thematic Review into 9 Deaths in 18/19 of Homeless People in Oxfordshire, the Board created the Multi-Agency Risk Management (MARM) Framework and invested in an Officer role to coordinate the process and lead the meetings. The MARM Framework is designed to support anyone working with an adult where there is a high level of risk and the circumstances sit outside the statutory adult safeguarding framework, but where a multi-agency approach would be beneficial. It enables a proactive approach which helps to identify and respond to risks before crisis point is reached, focusing on prevention and early intervention. As of 2024 all deaths that meet the criteria for a Homeless Mortality Review are now managed via the SAR subgroup to ensure consistency of learning and approach.

The first annual report of MARM was completed in 2023 and provided positive reflections of the process but also additional learning for agencies. [Safeguarding Adults Board Reports - Oxfordshire Safeguarding Adults Board \(osab.co.uk\)](https://osab.co.uk) MARM demonstrates a strong collaborative approach to working with the individual to reduce risks in their lives, working preventatively to ensure people remain autonomous and feel empowered in their lives. A positive reflection from a person supported through MARM process is outlined below.

Case Study MARM

A man who had experienced multiple periods of homelessness was referred into the MARM process by his support worker in a third sector organisation. Initially he declined invitations to attend the multi-agency meetings himself so the support worker acted as his advocate in the process and would meet with him before and after the MARM meetings to share what was said and what was agreed. After nearly a year of meetings, he accepted the invitation to attend and was “blown away” by the commitment of the organisations around the table to offer him support. He thanked those around the table and said:

"you're getting it right. I've not been able to do this for 27 years on my own. I'm really pleased with the help you've given me"

The man is now in settled accommodation and is fully engaged with the organisations working with him to offer the support services he needed.

Post covid the Oxfordshire Board and Deputy Director for Adult Social Care noted that serious incidents were not being progressed for consideration by the SAR subgroup. This was rectified by a review of serious incidents and 5 were referred on to the SAR Subgroup. A schedule of publication by the board is starting in July 2024 to cover a total of 10 SARS and HMR's. The learning from these is being resourced into a comprehensive action plan for agencies to embed. Adult Social Care will track their learning actions from this review via the Internal Assurance Group where the Board Manager is also invited to attend.

The serious incidents reporting, and procedure has recently been reviewed by the Principal Social Worker who has audited to ensure compliance with the reporting procedure. These provide clear guidance and a governance structure for all staff. An audit completed in July 2024 demonstrates that the case management forms are being recorded appropriately where a serious incident or death has occurred, and that feedback is being provided where appropriate to ensure a more detailed internal report is considered if necessary. Our serious incidents are to be reviewed via the Internal Assurance and Governance Board. Our serious concerns process is established through our Quality Improvement Protocol which has been recently refreshed.

Safer Oxfordshire Partnership

The [Safer Oxfordshire Partnership](#) provides strategic oversight and direction for preventing crime and anti-social behaviour across Oxfordshire, in turn the district Community Safety Partnerships develop strategic plans for their respective areas and work with partners on countywide priorities through the Partnership. Adult Social Care are represented in the partnership. A working protocol has been agreed across the multi-agency Boards/ Partnerships that are working to improve the health

and wellbeing of Oxfordshire's residents and safeguard children, young people and adults with care and support needs who are vulnerable to abuse and neglect. Underpinning this protocol are the principles of 'thinking partnership working'; understanding our own responsibilities and those of other partnerships; working together on themes of common interest; sharing information about risk; providing mutual challenge and support; sharing good practice and resources; and working with openness and honesty. The protocol sets out how the different Boards and partnerships will interface with each other, including reporting; regular liaison and consultation; and escalating safeguarding concerns.

In 2023 an Anti-Slavery Coordinator was appointed, hosted by Oxford City Community Safety Partnership. Alongside this Oxfordshire County Council has worked extensively with partners within the Safer Oxfordshire Partnership to tackle exploitation of care workers, particularly those recruited from overseas. We use intelligence from the Home Office, workers themselves and our provider monitoring processes to understand where exploitative practices may be occurring and take necessary action to disrupt this activity and, where necessary, terminate our contracts with those providers. A multi-agency strategy developed with the partnership and associated action plan is in development to be published in Q3 2024.

As part of community safety our Fire Service operate a "Safe and Well" visiting service for adults who have specific vulnerabilities and in 23/24 completed 2,658 visits to people. Throughout the year have also worked collaboratively with adult social care's sensory impairment team to identify opportunities for the installation of specialist fire alarm equipment and completed this as part of their Safe and Well visits.

Safeguarding

Concerns to Adult Safeguarding are initially received through the Social and Health Care Team who complete an initial screen for any actions requiring an emergency response within two hours of receipt. They then refer to the Safeguarding Team for further triage. Oxfordshire has a dedicated Safeguarding Team that retains responsibility for the detailed triage of the majority of statutory concerns and completes a s.42 enquiry where the person is not already known to another social care team or where organisational abuse is suspected. Demand over the last 2 years has been broadly stable with a minor 2.7% decrease in referrals in 23/24 to 6,581 pertaining to 4,734 people. Of those people 1,107 had a concern raised in both 22/23 and 23/24.

Care Providers, both domiciliary and residential, remain the largest overall referral source accounting for 29% of all concerns. Recent attendance by the Service Manager and Board Manager at the quarterly provider forum indicates that providers remain concerned about reporting issues via safeguarding to ensure compliance with CQC standards. Further work will be planned with providers about safeguarding thresholds to reduce unnecessary referrals. A similar position is seen with ambulance services. South Central Ambulance have been piloting a new approach to concerns in Hampshire and will share the learning with the board later this year.

CQC Theme 3: Ensuring safety within the system

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

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

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

The Safeguarding Team has undergone a radical approach to performance improvement in the last 12 months to target delays in allocation and resolution of safeguarding concerns and enquiries. A formal action plan was initiated in February and following completion of the initial plan ongoing delivery and implementation of a Meaningful Measures approach was adopted overseen by the Deputy Director and Service Manager. Actions, escalations and progress are tracked weekly through this forum. The Senior Leadership Team for the Council has been informed throughout the year in respect of progress and risks. Actions to address significant back logs in allocation and enquiry resolution included both detailed service management audit of caseloads, attention to allocation rates and the closure of historic cases throughout 22/23.

Some delays are still seen for the closure or progression of concerns and the conversion rate of concern to enquiry fell by 6% along with a 22% fall in the overall number of enquiries completed. This needs to be understood in the context of service activity. Liquid Logic case management system allows information to be recorded at the concern stage, which has over time led to workers completing significant work at the concerns stage when it would be more appropriate to move the concern to an enquiry stage. The pathway has been redesigned in the Liquid Logic and is due to go live in Q3 which will improve recording of enquiry activity and ensure that it is not recorded at the concern stage. Additionally, data indicate that for every enquiry 4 concerns are raised which may be concerns raised by different agencies relating to the same issue or a cluster of events resolved under 1 enquiry. A recorded advocate for those lacking mental capacity fell by 6% in 22/23 and close attention will be paid to quality of practice alongside the required pace to provide a timelier response. As 1,107 people have had enquires raised in 22/23 and 23/24 and audit of 10% of those cases is planned by the Service Manager in September to look at what learning can be achieved and shared with both the team and wider services.

The Service Manager for Safeguarding has introduced a weekly “Intractable Case Clinic”, where cases over 6 weeks in duration can be discussed and learning shared to inform future areas for audit. A monthly safeguarding forum has been developed and 125 staff attended the session on Positive Risk Taking with further sessions to follow.

The overall improvement in performance whilst subject to some fluctuation has been a significant achievement for the team illustrated by the fact that in July 2023 there were 527 open enquiries with 268 of these open over 12 weeks. As of July 2024, there are 183 open enquiries with only 13 over 12 weeks. These 13 cases are well understood and discussed weekly at the Meaningful Measures meeting chaired by the Deputy Director for Operations and Safeguarding Service Manager.

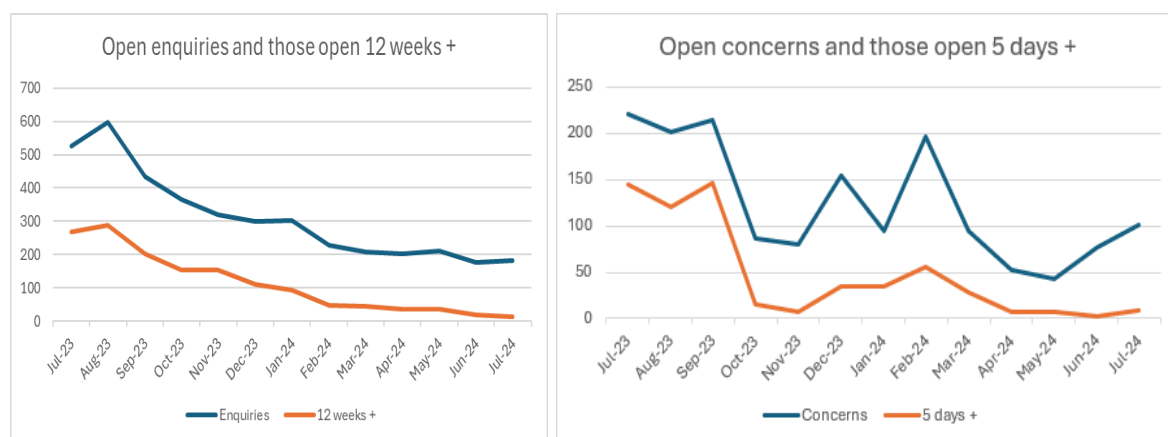


Figure 4. Graphs illustrating numbers of open enquiries and open concerns

Overall, the team's performance has improved significantly but will require close monitoring to ensure that enquiry rates remain proportionate to individual circumstances and that data continue to inform areas requiring qualitative exploration. Future considerations will be given to the operational safeguarding model to ensure sustained improvements.

Making Safeguarding Personal

A number of workshops have been completed in relation to Making Safeguarding Personal (MSP) across the service. Whilst MSP scores remain strong at the closure of an enquiry the Principal Social Worker through audit identified that outcomes were not always robustly sought at the very beginning of the enquiry process. Regular "dip audits" now show that people's views are now being sought at the very beginning of the safeguarding episode.

Making Safeguarding Personal (MSP) is embedded in the team practice and procedures and refresher learning sessions are delivered by the Principal Social Worker. The percentage of section 42 safeguarding enquiries where the desired outcomes were asked for and expressed and were then achieved was higher than the England average for 2022/23. Although the figure dropped marginally in 23/24 it remains above the latest national position. Outcomes were fully achieved for 63% of people in 2021/22 rising to 68% in 2022/23 and 73.1% in 2023/24 of those who expressed a desired outcome. ^{xxxiv}

	CIPFA family 22/23	England 22/23	Oxon 22/23	Oxon 23/24
% of care users who feel safe 2022/23 %	69.8	69.7	72.6	74.6
% of section 42 safeguarding enquiries where desired outcomes were asked for and expressed	66.4	56.3	73.7	70.3
% of section 42 safeguarding enquiries where desired outcomes were asked for, expressed, and fully achieved	63	67.1	67.8	73.1
% of section 42 safeguarding enquiries where desired outcomes were asked for and expressed, where outcomes were achieved	90.9	94.8	98.5	97.3
% of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed	n/a	91	94.8	94.2

Table 2: Key safeguarding metrics

Deprivation of Liberty Safeguards (DoLS)

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

Due to unforeseen changes in service management arrangements in 2022 and a delay in the Liberty Protection Safeguards being implemented, an action plan was developed for delivery in Q1 of 24/25 to further reduce the DoLS waiting list. This has led to the successful procurement of 2 agencies to complete a total of 500 assessments and is on track for delivery by the end of August. Additional long-term funding has been identified to increase the full time staff in the team to sustain an improved position. An ADASS RAG rating tool is used when all authorisation requests are received ensuring that a clear procedure is in place to determine urgency and risk. Further work is planned across Adult Social Care to expedite the completion of community deprivation of liberty applications and ensure that all qualified staff members have the opportunity to develop their skills in this area.

Mental Capacity Act and Best Interest

We adhere to the Mental Capacity Act and associated Best Interest principles in the Code of Practice in all areas of adult social care practice. The DoLS Team provides

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

support and guidance in implementing the Mental Capacity Act to teams and individual practitioners. All staff complete necessary e-learning as part of their induction training and additional refresher training is available. Occupational Therapists complete the core e-learning sessions available to all staff. In addition to this we have recently embedded additional learning and development sessions to focus specifically on Mental Capacity/ Best Interest in relation to Occupational Therapy.

The DoLS team supports teams with targeted CPD sessions on request. Practitioners consult with the team with queries and dilemmas. The team works with partner agencies, care providers and carers representatives to increase knowledge and understanding of the Mental Capacity Act and DoLS.

Complex Needs

We have a Dynamic Support Register in place for those with high complex needs with learning disability and autism. We also have a newly formed team of Dynamic Support Register Practitioners. Their role is to provide intensive case management support to those in inpatient settings who are ready for discharge. They also provide robust support to those people with a Learning Disability and/or Autism who are at most risk of going into crisis in the community. Strong and positive multi-agency relationships have been developed with key partners such as the Learning Disability Intensive Support Team (IST) and our Reasonable Adjustment Service (RAS) as a result of the DSR Team.

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

Quality of Practice

The introduction of a standalone Principal Social Worker and Principal Occupational Therapist in 2023 underlines the service commitment to the development of practice. Both Principal's report to the Deputy Director for Operations on a day-to-day basis with monthly meetings with the Director of Adult Social Care. Our Quality Assurance

CQC Theme 3: Ensuring safety within the system

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

Recent practice audits have been completed for locality teams and the safeguarding team. Both audits highlighted the need to focus on the voice of the person, their desired outcomes and timely contact from the service. Feedback and learning sessions led by the Principals have been delivered alongside the implementation of the Practice Standards. In response to the feedback obtained during the LGA Peer Review and the Principal assessment of practice, Social Care Futures have been approached to support with specific sessions in relation to strength-based approaches and have delivered a session on “Glorious Ordinary Lives” attended by 75 staff. 4 further sessions are planned for this year with a further programme to be established for 2025. Principally led audits inform practice developments leading to tangible changes in case audit practice and expectations.

CQC Theme 4: Leadership

Our Ambition

We have a clear strategic vision for Adult Social Care set out through the [Oxfordshire Way](#), which has guided our work since 2021, and has recently been refreshed and updated. We are focused on enabling our residents to achieve their optimal well-being. Our leadership, governance and management structures support this through transformation, sustainability and the effective management of risk. In conjunction with our corporate values, we strive to be a learning organisation that seeks every opportunity to enhance, innovate and adapt. We are committed to developing as a team, fostering an inclusive and empowered workforce. We recognise the importance of developing individual skills and developing as a system; exploring new ways of working to improve the quality, value and scope of the services we offer.

Our Strengths

- There is strong leadership with clear vision, well understood roles and practice leadership
- We are actively involved in sector-led improvement locally, regionally and nationally
- Joint and integrated strategic leadership across the system, based on well established relationships with health partners at both strategic and place levels
- We are creating an inclusive and transformative learning and career development environment for our staff through our academy, embedding best practice on the frontline and creating a culture of continuous learning and professional curiosity.
- Effective team business/emergency planning arrangements which enables timely response.
- An established Joint Commissioning Executive with the ICB which enables collaboration and prioritisation of the pooled budget.
- We have a strong commitment to innovation and continuous improvement.
- We have a clear vision for transforming the Council, supported by a strong and collaborative leadership team with effective financial oversight
- We have a comprehensive ASYE programme and have launched an internal Practice Educator Programme

Areas for improvement and development

- Improving our use of data to strengthen monitoring of performance and quality
- Expanding our sources of continuous feedback from people who use our services to drive learning and development

- Principal-led learning through audits to drive ongoing practice improvement
- Continue to develop our transformation programme for mental health commissioning in partnership with Oxford Health, ICB and VCSE partners, working together in a systems approach to define the new care model and the subsequent transformation workstreams.
- Supporting all of our team to embed strengths-based practice and understanding the Oxfordshire Way approach in everything we do

Key Priorities

Activity	Working Well	Priority Area
Comprehensive improvement plan in place with project management support	Cohesive substantive directorate leadership team	Further development of focused strategies

Governance

Senior Leadership Team

The senior leadership team^{xxxv} (SLT) in Oxfordshire County Council is composed of the chief executive and associated directors who lead the main service areas of the council. SLT is responsible for delivering the council's vision, strategy, and priorities, as well as managing the council's resources, performance, and risks. SLT works closely with the elected members, partners, and stakeholders to ensure that the council provides high-quality services and outcomes for the residents, communities, and businesses of Oxfordshire.

Director Leadership Team (DLT)

The team works collaboratively with other teams and partners to achieve the shared goals and objectives. The team is committed to continuous improvement and innovation to meet the current and future challenges and opportunities.

DLT sets the strategic direction, ensuring quality and performance, manages the budget and resources, and leads the transformation and integration of services. The director also represents the council at regional and national forums and engages with stakeholders and partners as required.

Cabinet/Councillor engagement

Adult social care has a strong relationship with our Adult Social Care Cabinet Member as well as the wider [cabinet](#) which is further supported by formal governance through People Scrutiny, Health Overview and Scrutiny Committee (HOSC) and the Health and Wellbeing Board (HWB). Our relationship between officers and Members including the opposition parties is transparent and collaborative and we strive to address MP and Member enquiries and questions promptly and effectively. The Director meets weekly with the lead member, and this is extended to include other DLT members monthly. These meetings are used to update on service-related matters, brief on delegated decisions and discuss matters which potentially could have an impact on the council reputation.

Well-led

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

The Oxfordshire Way is underpinned by the strategic intentions set by our Corporate Plan. The directorate has a service plan with clearly identified priorities and plans that are monitored on a quarterly basis by our Directorate Leadership Team. Our corporate approach to business planning has been redesigned in 2024 and is moving to a four-year approach which will further improve our ability to plan and manage resources over the longer term.

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

Risk Management and Assurance

We have robust risk management processes in place through both the adult social care directorate risk register and the corporate risk register and performance monitoring arrangements. We have an Internal Assurance and Governance Board that meets monthly and reviews areas such as complaints, serious incidents and concerns and safeguarding. This board identifies themes, shares learning and has oversight of actions taken to address issues and concerns. The corporate risk register is reviewed monthly at Council Management Team to discuss any risks arising and what corporate support may be required in mitigation. The service risk register is reviewed monthly by senior managers in adult social care as risk owners.

A new data reporting and analysis approach has been developed using Power BI that will further strengthen strategic oversight, inform prioritisation and drive

continuous improvement through internal and external benchmarking. Adult Social Care is also working alongside public health to utilise data to tackle inequalities.

Our Practice, Performance and Pounds DLT is an extended leadership meeting providing a forum for focused internal scrutiny and challenge as well a place to share and celebrate what is going well. This monthly forum reviews progress of our Continuous Improvement Implementation Plan^{xxxvi}.

Sector Leadership

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

Our Director, Principle Social Worker and Deputy Director have participated as peers in LGA peer reviews of other authorities in the South East.

Financial Oversight and Strategy

The Directorate exercises effective oversight, accountability and governance over its budget. It has a proven history of operating within its allocated financial resources and delivering required savings. It has communicated the budgetary requirement to fulfil statutory obligations and has scrutinised its financial and operational performance against benchmarks to inform strategic budgeting and service planning. However, we need to acknowledge the increasing financial pressures from service demands. This requires a renewed emphasis on how Oxfordshire can enhance and better integrate adult social care practice with a more explicit prevention offer and the procurement of a broader array of future-oriented services, to discharge Oxfordshire's Care Act duties while simultaneously strengthening robust, sustainable financial management.

There is a clear Medium Term Financial Strategy in place and Adult Social Care (ASC) has a clearly developed savings plan which demonstrates its understanding of the savings targets for ASC as well as the approach it takes to oversight of delivery and realisation of benefits. There is clear governance for this process through the PPP and DLT.

Living our Values

Our Delivering the Future Together Programme is firmly embedded in all our Council teams including Adult Social Care. The values of integrity, equality and diversity are a strong focus of the programme, and we have Champions throughout the service who support communication and feedback mechanisms on progress. Our senior leaders have completed training in the programme and live the values alongside the workforce. We have quarterly meetings with our Delivering the Future Together Champions where we listen to feedback about how the programme is being received

by our teams, and how the activity is supporting our ongoing transformation as an organisation, aligned to our corporate strategy.

Our supervision guidance, which was refreshed in 2023, refers to the Delivering the Future Together programme and the values, encouraging managers to consider members of the team who may have protected characteristics and any support or reasonable adjustments we may need to put in place. The guidance asks for feedback to be shared and to actively encourage staff to give and receive feedback staff have received a learning session with a focus on supervision.

We are a member of **Inclusive Employers** to support our commitment to including everyone and help us on our journey to create a truly inclusive workplace^{xxxvii}. Along with over 300 of the UK's largest organisations, our partnership with Inclusive Employers gives us access to a wealth of expert inclusion and diversity support materials.

We are a **Disability Confident Employer** and committed to:

- Interview all disabled applicants who meet the essential criteria for a job vacancy and consider them on their abilities.
- Ensure there is a mechanism in place to discuss with disabled employees what both parties can do to make sure employees with a disability can develop and use their abilities.
- Make reasonable adjustments to support employees if they become disabled to make sure they stay in employment
- Take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.

We are a **Stonewall Diversity Champion**, which means we are an inclusive organisation committed to creating a workplace that enables LGBTQ+ staff to reach their full potential. The Council supports a staff network for LGBTQ+ employees and allies which is involved in LGBTQ+ inclusion activities.

We are committed to supporting **young people leaving care** into employment. We guarantee to interview job applicants who meet the essential job criteria, have been in care and who have successfully completed a course of further education at school, college or university. For those leaving care without any further or higher education we guarantee an interview for apprenticeships with the council.

The Council recognises that many staff have unpaid **caring responsibilities** for relatives, children and friends who need support due to illness, disability, frailty or addiction. Combining work and caring can be difficult and the council is committed to supporting carers wherever possible through a range of policies and support mechanisms such as flexible working, planned carers' leave, emergency leave, parental leave and an Employee Assistance Programme. This year we set up a Carers' Network for staff who are carers to share experiences and support each other.

We have an Employee Assistance Programme which provides free and confidential support for all staff. We also have a wide range of staff networks that provide a

space for colleagues with a shared experience or characteristic to come together and offer support to each other, while also working together with the council to improve the experiences of colleagues in the organisation. Existing networks are:

- LGBTIQ + Awareness Network
- Disability and Wellbeing Network – DAWN
- Race Equality and Cultural Heritage Network (REACH)
- Christian Network Group
- Neurodiversity Wellbeing Group
- Young People's Network
- Jewish Network
- Women's Network
- Muslim Network

Representatives of these networks attend Equalities, Diversity and Inclusion Steering Group to share the updates, make connections, identify actions and improvements to our services and staff being more inclusive.

Learning from feedback

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

During 2023 Adult Social Care introduced a survey for people who use adult social care services that is issued at key trigger points along their care and support journey. Since inception in 2023 we have now obtained over 850 responses with the majority of responses being submitted online. Internal Assurance and Governance Board has initiated receiving monthly updates on the outcomes of the survey, via the Principal Social Worker. The Board also receives quarterly Complaints Reports and the Voice of the Customer Manager attends the Board in order to discuss key themes, trends and learning.

Leading our approach to Embedding Co-Production

We are firmly committed to the principles of co-production. Following the Peer Review, work has begun to make our co-production approach clearer and simpler to support the way we embed this across all our work.

We have identified three main types or areas of co-production:

- Person-centred practice: This is about listening to and respecting the voice of the person who uses care and support in everything we do. It includes person-centred planning, strengths-based assessments, record keeping, and staff training.
- Commissioning: This is about co-producing and co-designing commissioning strategies and services with people who have relevant and up to date lived experience. It includes formal and informal consultation, involvement and

engagement, feedback mechanisms, user-led services, partnerships with VCSE and community groups, and place shaping.

- Co-production – architecture and infrastructure: This is about the structures and systems that support and enable co-production in our organisation and beyond. It includes the Team Up Board, the Co-production team, our Coproduction training resources and materials, and our close working relationship with our infrastructure partners Oxfordshire Community and Voluntary Action and Oxfordshire Association of Care Providers.

Case Study: Working Together Week 2024

During Coproduction Week^{xxxviii}, our Co-production Team delivered seven virtual Co-Pro Hour sessions, three hosted events and an exhibition in County Hall.

Throughout the week there were events from the Start Well, Live Well and Age Well commissioning teams. These events also featured presenters from Dementia Oxfordshire, Council for Disabled Children, Keystone Mental Health and Wellbeing Hubs, and Fitzroy.

We celebrated some great examples of working together, and shared reflection and learning with one another. Our colleagues highlighted that some of the key challenges for achieving co-production and working together was time available to dedicate to a great piece of work, and our ability to reach seldom heard voices and those who would not usually take the time to work with us.

Our teams also shared some great tips and advice for successful co-production and working together:

Get people involved from the start.

Be flexible – Don't just think about what you need from them – what do they need from us? How can we best support people to be involved?

Be honest and transparent – share the process and the progress.

Listen, hear, and act on what people say – and give updates.

Give a safe space for feedback – both complaints and compliments.

Case Study – Cheers M'Dears

As part of our work to embed coproduction in everything we do, we have been celebrating the way we have worked with people with lived experience to co-design improvements to our frontline services^{xxxix}. Our new pub room '[Cheers M'Dears](#)' opened in Banbury in 2023. The new space provides a social setting and also opportunities to learn new skills and experience to support meaningful employment in the future. This project won the MJ Award for Innovation in Children's and Adults' Services in June 2024. This award recognised how we have coproduced this new service offer with people who have additional needs, thinking innovatively and working with connections in the local community to create a fun social space for people who use our community support service. The local community provided donations and funding from the Friends of Redlands charity.

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

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

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

Continuous Learning and Improvement

We are committed to continuous development and have undertaken an extensive programme of team-led transformation, involving over 300 staff in 14 teams working together to allow each team to build skills and capabilities across 12 elements including unlocking opportunities, empowering communities, and forward planning.

Case Study: Team-Led Transformation

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

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

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

We promote and support apprenticeships to ensure staff have opportunities to learn and develop and to support career progression. We have developed our [recruitment](#)

[webpages](#) in order to attract people to work with us in delivering adult social care differently and have developed a Return to Social Work/OT pathway for people who are qualified but have not been registered for some time. We have adopted a buddy system for professional staff and co-ordinators which supports staff learning and inspires progression into professional occupations by increasing their skill mix and giving them experience of other roles. This enhanced skill-mix improves the experience of people who use services and supports continuity.

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

Staff Surveys

We do however recognise that our recent internal staff survey highlighted that we need to offer more support to staff to address less positive feedback about work/life balance, and they want us to ensure we are demonstrating inspiring leadership. We are addressing this through a variety of means including staff listening events, drop-in sessions, increased visibility of leaders in our offices.

Glass Door reviews for the whole council show an overall rating of 4.0 out of 5, and we undertake regular staff surveys in order to review staff wellbeing and help us to identify and act on areas of improvement.

The most recent council-wide staff survey undertaken through Best Companies Limited identified some areas of strength: most people find their work interesting and fairly paid, and over the previous year our work to address staff's feedback had led to some groups of staff becoming more positive and engaged. Some people report feeling under too much pressure and that this impacts on their ability to maintain their work life balance. We also have heard that people want to see us demonstrating inspiring leadership.

We recognise that we need to work together with staff to improve experience further. The Directorate Leadership Team together with the wider Council take this feedback very seriously. We have introduced a more systematic approach to internal communications using a variety of roadshows and forums that provide an opportunity to celebrate excellent work and supportively encourage our very committed workforce to feel empowered to manage their time in a way that enables them to have an improved work-life balance.

Driving Innovation

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

Annex 1: A summary of our ASCOF outcomes submission for 2023/24.

Data calculations are based on current population projections and the data we have submitted to NHS Digital.

		2022/23			2023/24		
		England	Oxon	Compared to England	Oxon	Change in year	Compared to England
1. Quality of life	1A: quality of life of people who use services	19.0	18.9	-0.1	19.2	0.3	0.2
	1B: quality of life of people who use services - adjusted for local authority impact	0.41	0.41	0.0	0.42	0.01	0.01
	1C: quality of life of carers	7.3	7.3	0.0	7.2	-0.1	-0.1
	1D: overall satisfaction of people who use services with their care and support	64.4	64.7	0.3	68.5	3.8	4.1
	1E: overall satisfaction of carers with social services (for them and for the person they care for)	36.3	31.4	-4.9	32.7	1.3	-3.6
2. Independence	2A: % of new people who received short-term services during the year – where no further request was made	77.5	70.0	-7.5	75.1	5.1	-2.4
	2B: Permanent care home admissions 18 to 64 per 100,000 population	14.6	8.5	-42%	8.0	-5.9%	-45%
	2B: Permanent care home admissions 65+ per 100,000 population	560.8	357.7	-36%	337.8	-5.6%	-40%
	2D: the proportion of older people (65 and over) who were still at home 91 days after discharge from hospital	82.3	84.8	2.5	86.3	1.5	4.0
	2E: the proportion of people who receive long-term support who live in their home or with family	80.5	88.4	7.9	89.3	0.9	8.8
3. Empowerment	3A: % of people who use services who report having control over their daily life	77.2	79.9	2.7	77.2	-2.7	0.0
	3B: % of carers who report that they have been involved in discussions about the person they care for	64.7	65.8	1.1	64.1	-1.7	-0.6
	3C: % of people who use services who found it easy to find information about services and/or support	67.2	65.4	-1.8	71.0	5.6	3.8
	3C: % of carers who use services who found it easy to find information about services and/or support	57.7	55.4	-2.3	61.4	6.0	3.7
	3D: % of people who use services who receive direct payments	26.2	28.6	2.4	28.2	-0.4	2.0
4. Safety	4A: the proportion of people who use services who feel safe	69.7	72.6	2.9	74.6	2.0	4.9
	4B: the proportion of section 42 safeguarding enquiries where a risk was identified, and the reported outcome was that this risk was reduced or removed	91.0	94.8	3.8	94.2	-0.6	3.2
5. social connections	5A: the proportion of people who use services who reported that they had as much social contact as they would like.	44.4	42.9	-1.5	45.7	2.8	1.3
	5B: the proportion of carers who reported that they had as much social contact as they would like.	28.0	26.7	-1.3	29.1	2.4	1.1
6. Continuity and quality of care	6A: the proportion of staff in the formal care workforce leaving their role in the past 12 months	28.3	38.9	10.6	not yet available		
	6B: the percentage of adult social care providers rated good or outstanding by CQC	83.2	90.8	7.6	90.3	-0.5	7.1

i

See IR30, 4. The Oxfordshire Way in Adult Social Care July 2024

ii See IR30, 1. Continuous Improvement – Implementation Plan

iii See IR30 – 2. Service Plan 2024 2025 ADULTS

iv See IR16 – 2. Commissioning Strategies in Oxfordshire July update

v See IR33 – 2. OCC Unpaid Carers Strategy

vi See IR35 – 6. Co production in commissioning case study short breaks

vii See IR30 – 1. Continuous Improvement – Implementation Plan

viii See IR22 – 6. Community Links Oxon Report Q1, Yr2

ix See IR22 – 3. Move Together End of Year Report April 2023 – March 2024

x See IR8 – 6. Advice Services Commission Cabinet Member Decision Paper Feb 24 and IR8 – 6a.

Annex 1 – Equalities Impact Assessment

- xi See IR2 – 1. Feedback Analysis 2024 summary
- xii [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)
- xiii See IR31 – 9. Principal Social Worker Report 2023
- xiv See IR22 – 7. Partnership with Carers Oxfordshire
- xv [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)
- xvi See IR7 – 5. Direct Payments Themes and Trends
- xvii [Adult Social Care Activity and Finance Report, England, 2022-23 - NHS Digital](#)
- xviii See IR12 – 0. Overview of EDI 25.07.2024
- xix See IR12 - 11a. and IR12 – 11b. Connected Communities Fund reports
- xx See IR22 – 6. Community Links Oxon Report Q1, Yr2
- xxi See IR12 – 9. Award for All Age Advocacy Contracts
- xxii See IR19 – 2. ASC Workforce Development Delivery Plan 2023
- xxiii See IR16 – 3. HESC Annual Report and Development Plan for JCE 09.05.2024
- xxiv See IR16 – 2. Commissioning Strategies in Oxfordshire July update
- xxv See IR15 – 5. Workforce Roundtable
- xxvi See IR22 – 1. Joint ToC_D2A presentation July 2024
- xxvii See IR19 – 2. ASC Workforce Development Delivery Plan 2023
- xxviii See IR19 – 7. Oxfordshire Appraisal of workforce strategy findings – March 2024
- xxix See IR19 – 3. Care Workers Charity end of fund report May 2024
- xxx See IR36 – 7. Social Work Academy 2024
- xxxi See IR18 – 1. Quality Improvement Protocol
- xxxii See IR2 – 1. Feedback analysis 2024 summary
- xxxiii See IR25 – 2b. Core Team Protocol Purpose Function
- [i] [Measures from the Adult Social Care Outcomes Framework - NHS Digital](#)
- xxxiv LG Inform Preparing for Adult Social Care Assurance – informing councils' self-assessment (Pilot data pack)
- xxxv See IR31 – 6. Governance Map July 2024
- xxxvi See IR30 – 1. Continuous Improvement – Implementation Plan
- xxxvii See IR12 – 0. Overview of EDI 25.07.2024
- xxxviii See IR35 – 3. Working Together Week Summary
- xxxix See IR35 – 5. Case Study Cheers M Dears at Banbury CSS
- xl See IR35 – 2. Working Together

HESC Annual Report 2023-24 and Development Plan 2024-25

Prepared for JCE – May 2024

- HESC Commissioning Team is a joint commissioning function that oversees and delivers the Joint Commissioning Executive's programme for the population of Oxfordshire with a total budget of half a billion. It comprises staff employed by the council and the Oxfordshire Integrated Care System with some posts designated as integrated roles.
- HESC activity supports the Oxfordshire Way ambition to provide personalised care and support. We:
 - use insights and data to understand the wider impact of our work; providing confidence for the people of Oxfordshire that there is quality and value in everything that we commission.
 - provide individuals with the appropriate and timely support which safely meets their needs.
 - direct our resources to where they will have the greatest impact for our people and communities.
 - work closely with the market across the system to shape our services and make them more person-centred.
 - continuously improve and innovate so we can be even more ambitious for our organisations, people and places in the future.
 - deliver strong relationships between individuals, providers and operational services by using information and insights to take actions, inform decisions and plan.

Oxfordshire County Council Objectives

- | | | | |
|---|--|---|--|
| 1 | Put action to address the climate emergency at the heart of our work | 5 | Invest in an inclusive, integrated and sustainable transport network |
| 2 | Tackle inequalities in Oxfordshire | 6 | Preserve and improve access to nature and green spaces |
| 3 | Prioritise the health and wellbeing of residents | 7 | Create opportunities for children and young people to reach our full potential |
| 4 | Support carers and the social care system | 8 | Play our part in a vibrant and participatory local democracy |
| 9 | Work with local businesses and partners for environmental, economic and social benefit | | |

NHS Personalised Agenda Themes

- | | |
|---|---|
| 1 | Increasing the influence of the service user in decision making (sometimes called a person-centred approach or a 'co-production' approach) |
| 2 | Greater choice for the service user - this can include concepts such as a choice of provider, or a choice over what action (treatment) is taken |
| 3 | More information for the service user |

NHS Long Term Plan Objectives

- | | |
|---|--|
| 1 | A new service model for the 21st century |
| 2 | More NHS action on prevention and health inequalities |
| 3 | Further progress on care quality and outcomes |
| 4 | NHS staff will get the backing they need |
| 5 | Digitally-enabled care will go mainstream across the NHS |
| 6 | Taxpayers' investment will be used to maximum effect |

BOB ICB Aims

- | | |
|---|---|
| 1 | Improve outcomes in population health |
| 2 | Tackle inequalities in health outcomes, experience and patient access |
| 3 | Enhance productivity and value for money |
| 4 | Help the NHS support broader social and economic development |

Better Care Fund Priority Areas

- | | |
|---|---|
| 1 | Enable people to stay well, safe and independent at home for longer |
|---|---|

- | | |
|---|---|
| 2 | Provide the right care in the right place at the right time |
|---|---|



Oxfordshire Joint Health and Wellbeing Strategy Priorities

- | | |
|---|--|
| 1 | Agreeing a coordinated approach to prevention and "healthy place shaping" |
| 2 | Improving the resident's journey through the health and social care system (as set out in the Care Quality Commission action plan) |
| 3 | Agreeing an approach to working with the public so as to re-shape and transform services locally by locality |
| 4 | Agreeing plans to tackle critical workforce shortages |

Oxfordshire Adult Social Care Priorities

- | | |
|---|--|
| 1 | Greater resilience within our communities |
| 2 | Increased independence and social connections for the people we serve |
| 3 | A better experience for people who are seeking or receiving support |
| 4 | Greater satisfaction for people in need of support, our communities and our partners |
| 5 | Improved relationships and ways of working for all our staff and colleagues |
| 6 | Reduced demand on care services, due to proactive & preventative community outreach |

Oxfordshire Place Based Partnership Priority Areas

- | | |
|---|---|
| 1 | Children and Young People |
| 2 | Adult Mental Health & Wellbeing |
| 3 | People with Urgent Care Needs |
| 4 | Health Inequalities and Preventable Illnesses |



HESC Strategic Objectives

- Improve use of data and business intelligence across the Council, NHS and other sources:
 - Utilise data systems including ContrOCC Insights to improve assurance and oversight of quality of our services.
 - Improve timeliness and accuracy of data available to drive effective activity, and rapidly respond to opportunities to create savings and efficiencies
 - Improve quality and timeliness of data available to improve void management and facilitate rapid turnaround of empty properties.
 - Develop evaluation tools and techniques to support our evidence base for decisions on investment, for example on the impact of prevention programmes.
- Increase process efficiency
 - Reduce waste and cost
 - Deliver simpler and understandable processes across all areas
 - Deliver ASC Digital Strategy and continue to explore opportunities for automation and utilising digital channels
- Focus on market sustainability
 - Manage demand via Oxfordshire Way approach to maximise people's independence and improve quality of life
 - Champion integration and inclusion as a key principle, meaning people of all ages with disabilities can access mainstream services when the skills required are met (not specialised or segregated).
 - Continue to improve reablement delivery and supporting people at home
 - Continue working with our providers collaboratively to enable high quality services, transparency and confidence
 - Maximise advantages of block contracts and integrated approaches wherever possible

- Employer of Choice
- Delivering improved experience in working in our team, both internally and externally
 - Promoting a range of social care career pathways, including development of supported internship with our providers
 - Increasingly diverse workforce with more and equal opportunities for everyone
- Partner of Choice
- Working with our partners strengthening and embedding Oxfordshire Way across the board
 - Continue to invest in prevention to support people helping themselves in their communities
 - Ensure that people are supported to maximise independence and are not delayed in discharge pathways, for example by expanding Trusted Assessor activity to support system-flow
 - Work with the ICS and providers to ensure people in the right place, receiving the right care/service, at the right time
- Place Shaper of Choice
- Increase and embed coproduction, engagement and involvement of people we support in quality improvement of care provision and development of new services
 - Proactively seek customer and provider feedback and use it to improve services
 - Maximise independence for people by prioritising provision that enables them to have their own front door, continuing to adopt a "home first" ethos
 - Prepare for CQC assurance, focusing on areas for improvement and development

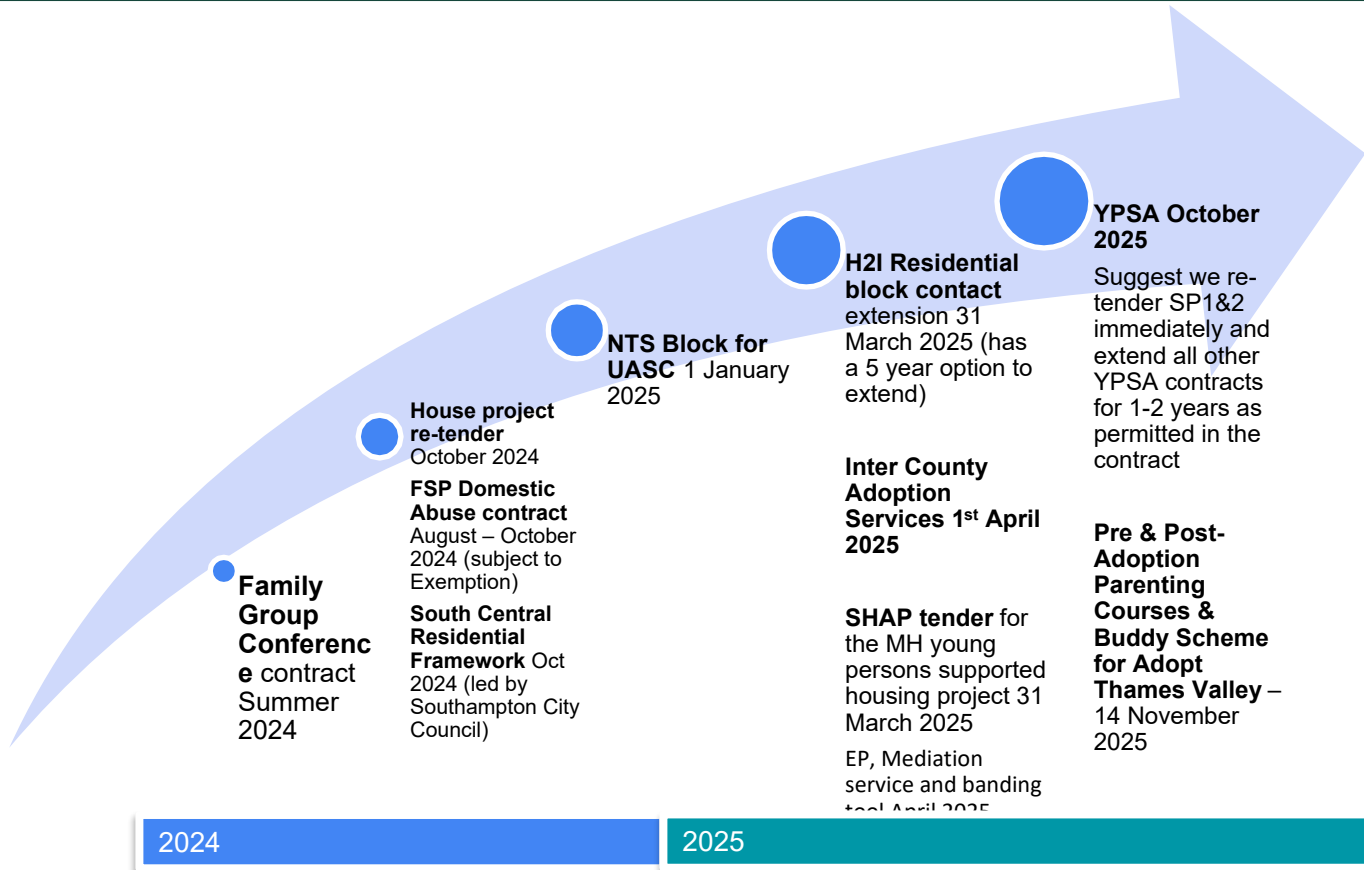
Overview of responsibilities of HESC teams

Start Well	Prevention	County placements	Reduce inequalities	Carers and parents	Supported living	
	Early intervention and prevention support to prevent children going into crisis	Increase number of children placed in county	Improve access to services to reduce inequalities	Support carers and parents to support children to thrive	Increase availability of supported living packages within Oxfordshire	
Live Well	Housing	Supported living	Learning disability	Autism	Physical Disability and Sensory Impairment	Mental health
	Increase the availability of appropriate adapted housing within Oxfordshire	Increase availability of supported living packages within Oxfordshire	Develop community models and pathways to prevent and reduce crisis	Develop appropriate services and pathways for individuals with autism	Improve commissioning approach for physical disability services	Develop partnership approach for delivery of all age mental health services
Age Well	Home First approaches to crisis care	Building care in people's home and communities	Promoting Independence	Market Development	Integration	Culture, values, behaviours
	Improve resilience within pathways and the community to better manage crisis	Increase the range and impact of options to keep older people well at home when they need care	Take a prevention approach to support people to live as independently as possible and tackle inequalities	Work with markets to develop the services that support independence and resilience	Address current and future population needs through joined up working within the BCF and ICS development	Create new models and approaches to assess need, demand, outcomes and value
Strategy & Innovation	Driving effective change	Good governance and decision making	Workforce	Connecting with partners and the public	Horizon scanning and innovation	Assurance
	Apply effective project and programme management to deliver effective change	Maximise the right resources in the right places to deliver our ambitions and plans	Build the capacity and capabilities of our commissioned workforce	Strengthen collective understanding and relationships so we can deliver outcomes collaboratively	Enable the council to deliver effectively against government policy, legislative requirements and good practice.	Proactively update the Local Authority Information Return and Self-Assessment narrative to maintain readiness
Quality Improvement	Systems and data	Celebrating good practice	Tackling risk	Information Sharing	Mobilisation, system flow and partner interface	
	Making effective use of our systems and PowerBI dashboards to monitor provider performance	Collaborate and share good practice between providers to deliver better outcomes for people	Being consistent in our risk management around provider exit and standards of care	Ensure that stakeholders are aware of important developments around provider performance, quality and concerns	Continue to develop our approaches in onboarding providers and information sharing	
Brokerage	Start Well	Live & Age Well	Expand functions and responsibilities	Skills and capabilities	Increase role in market management	Ongoing development and maturity of Brokerage
	To continue to mature the service by developing the staff	To build on the improvements already made within the service	Enhancing the offer from the	Continue to add resilience to the service area by multi skilling	Working with Start Well, Live Well and Age Well	To have enhanced reports from

- SEND Transformation Programme and Priority Action Plan approved to deliver on key priorities within 18 months of the inspection
- We have more children's homes: Aspen children's home due to open imminently – pending OFSTED registration, Chinnor will be open in May '24, 3 more children's homes due to open my March 2025 via the DFE grant programme
- Implementing the new Alternative Provision Open Framework
- New Children's Overnight Short Breaks -Viking & Sycamore in place on 1st April 2024
- New Children's Community Short Breaks contract from April 24
- New Summerfield Disabled Children's Home contract from April 24
- 16+ Supported Living contract went live Feb 24
- Family Safeguarding Plus Mental Health due to be delivered in-house by the OCC clinical psychology team in August 24
- Establish a new S117 policy for CYP in Oxfordshire
- Development of joint funding protocols for children with health/medical needs and equipment
- All-age Carers Strategy and Action Plan 2023-26 developed, includes young carers and joined up work with children's services
- New Advocacy and Independent Visitors contract launched April 24

Page 109

Plans for 2024-25	
<div> <div>Page 110</div> <ul style="list-style-type: none"> • New Interpretation contracts due to go live August 24 • Domestic Abuse Family Solutions Plus to go live in November '24 • South East Mediation Group Framework • Education Psychologists (EP) Service • APL for Social Care Agencies • South Central Residential Framework – Oct 24 • Family Group Conference Chairs • NTS Block contracts for 18+ move on housing • Inter County Adoption services • Banding Tool for schools top up funding • YPSA tender • Pre & Post-Adoption Parenting Courses & Buddy Scheme for Adopt Thames Valley – 14 November 2025 </div>	
Scope of work at BOB/Place level	Risks for escalation to JCE
<ul style="list-style-type: none"> • Emotional, Mental Health & Wellbeing Strategy & Action Plan • Learning Disability and Autism Programme • Phoenix Service (IHA for LAC) • Therapies BOB regional alignment • NDC pathway working groups • Profiling tools – Autistica and SPENCER 3D 	<ul style="list-style-type: none"> • Resource to deliver on the number of transformational work required and health resource to support Acute Health Commissioning and SEND Transformation plan • Joint funding protocol will see the ICB being charged for health and medical requirements for children in placement that they had not previously been funding as not CHC eligible however have health needs that need to be met by the ICB



- A rolling programme of reviewing supported living contracts and accommodation, informed the development of a new Live Well Supported Services Framework which is in place for the next 10 years, providing market sustainability, flexibility and confidence to provide local provision. 38 providers obtained a place on the framework in 23/24 which includes specialist providers for complex behavioural and forensic needs for adults of working age.
- Several new and replacement contracts have been commissioned through the framework in 23/24, these include:
 - **6 newly developed properties** providing additional accommodation and support **for 32 adults with a learning disability and autism.**
 - **7 replacement contracts** of existing supported living developments supporting **75 people** across Oxfordshire with a range of support needs including **learning disabilities, autism, physical health needs and acquired brain injury** in adapted properties.
- New Resonance properties provided homes for 5 people with LD and/or autism, plans in place for homes for additional 17 people during 2024/25.
- Developed the vision and the framework for the delivery of the Mental Health Transformation Programme, programme managed by Oxford Health, in partnership with the Oxfordshire System. Leading specifically on the delivery of the Accommodation workstream, development of the specifications and KPIs, finance and assurance structures
- Learning Disabilities Health contract transformation work progressing towards the new contract
- Initial work started on Physical Disabilities Commissioning Intentions and prevention development
- Initiation of Strategy Development across Live Well (LD, Autism, Mental Health, Physical Disabilities)

Plans for 2024-25

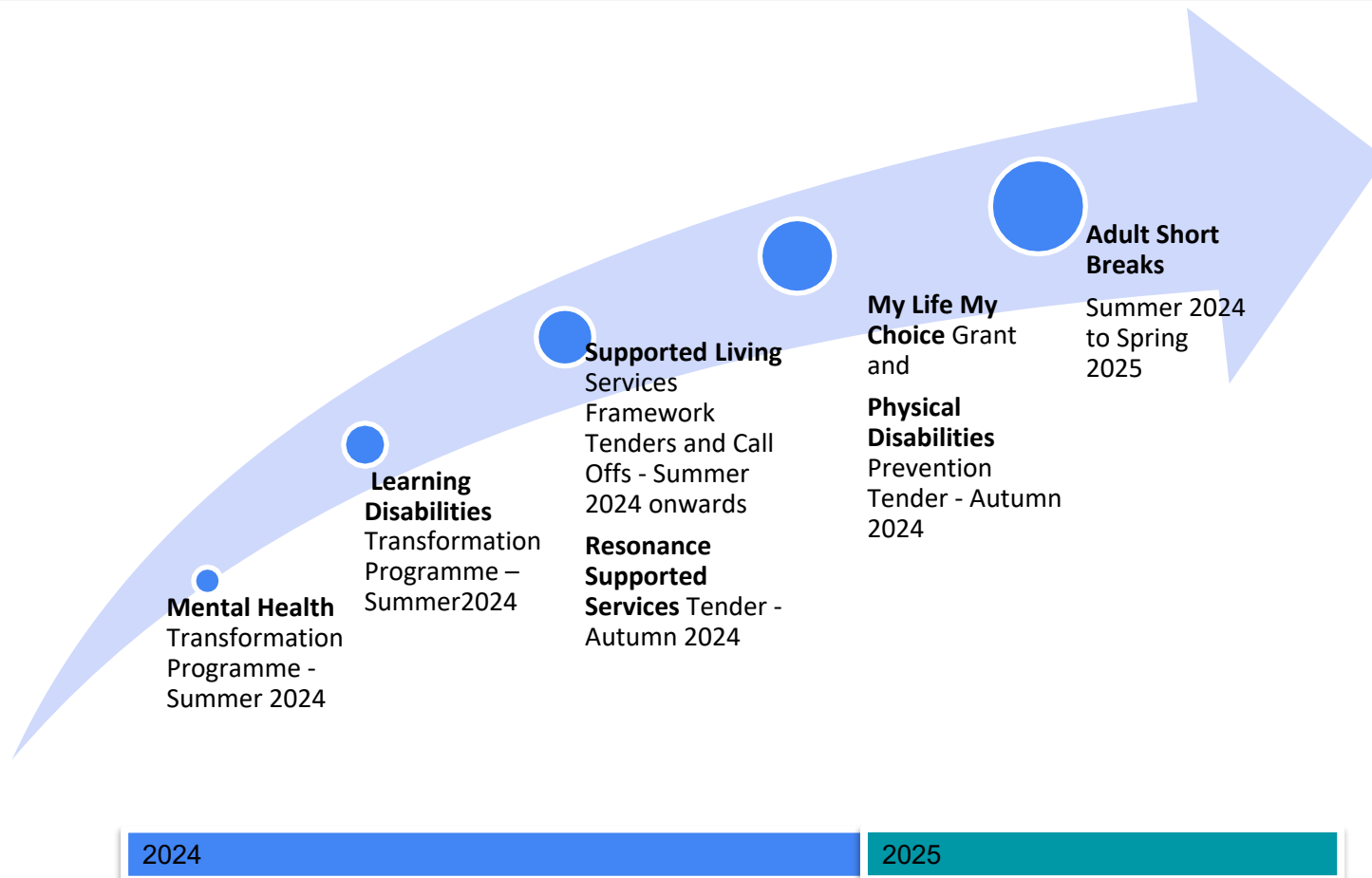
- Redesign and tendering of the Respite services for 18–64 year-olds with Learning Disabilities, Physical Disabilities and/or autism
- Deliver approximately 12 Supported Living tenders and decommissioning, including the work with Resonance
- Tender or Grant arrangements for Learning Disabilities to include Quality Checkers, Group Advocacy and Engagement/Coproduction work
- Development of the Grant mechanism to enable transformation of Physical Disabilities Prevention Services and achieve sustainability
- Support the development of the transformation programme for Day Services and Shared Lives, working with operational services

Scope of work at BOB/Place level

- Systemwide Transformation for Mental Health services at Place level (Adults and Older People)
- Systemwide Transformation for Learning Disabilities at Place level (Adults)
- Further Section 117 Policy Development and finalise process mapping
- Mental Health Accommodation Programme and working with Out of Area Placements and step-down services
- Pathway for Acquired Brain Injury to improve provision and reduce spend linking in with the Neuro Rehab Bob Wide work

Risks for escalation to JCE

- Limited resources given the number of commissioning rounds that currently need delivering along with vacancies on the team and delayed delivery of work areas. This could impact timelines and pose a contractual risk for the Council
- There is an imbalance in power within the system partnership, which continues to be a risk to the delivery of transformation change
- Achieving aspirational deadlines in relation to the Outcomes Based Contract
- Governance processes that are still being finalised and being determined. At present many different template for the same piece of work.



- Continued strengthening our **Prevention Offer**:
- **Community Capacity Grants** 23/24 & 24/25 Programme supporting people to live well in their community, remaining, fit and healthy for as long as possible by building community resilience through supporting local assets. Funded 83 grassroots projects. We are also developing our **Community Assets** knowledge, having mapped over 200 community connectors across the system.
- Improved **Live Well Oxfordshire** offer with people, 115% increase in visits
- **Carers** Support Service extended until 31.3.2026. Over 18k carers supported by Carers Oxfordshire this year
- The first system **Carers Strategy** for all unpaid carers developed with carers. An action plan and progress reporting mechanism developed to ensure effective implementation of the strategy. Early achievements include Carers Passport, data sharing and improved joining up between partners and Carers Oxfordshire.
- Continued working with Oxfordshire Way partners to develop **social prescribing and community capability** and capacity that enables people to access information and support that enables them to remain independent and live fulfilling lives
- **Community Link Workers** in community and hospital settings. Services intended to reduce referrals to ASC, keep older people at home and enable early discharge from hospitals. 81% of referrals needed no further ASC input after working with Link Workers
- **Local Area Coordination** project in initial two areas: Delivering the Oxfordshire Way and reducing repeated returns to ASC by people with unmet needs
- Developing the **Community Micro-enterprise market** in Oxfordshire – increasing choice and capacity within the support at home market, and building communities. Funded 86 small community enterprises, who have provided 3,564 hours to over 1,264 people to support them to stay independent in their own homes

- Integrated **Care Home** Purchasing Framework developed and will become operational July 2024
- **Home First** D2A model implementation-LWAH and Stepdown beds
- Secured an initial £469,841 through the **Accelerating Reform Fund**, a further £518,704 is expected in 24/25.
- Integrated Community **Equipment and Telecare** service extended for three years from April 2023
- **Home Improvement Agency** partnership agreements in place across Oxfordshire
- Continued S75 refresh and impact metric development
- Refreshed our **BCF engagement and system partnership development** focussing on delivery, productivity and transformation across acute and mental health hospital avoidance and discharge
- Embedding **Communities of Practice** – developing strengths-based approach locally
- Continued embedding our **co-production approach in Oxfordshire** in everything we do. Recent initiatives include weekly Co-Pro hour with participation across the system, renewed Co-production Training and recruiting more people with lived experience to the Team-up Board
- **Dementia Oxfordshire** is now providing a service for people with Mild Cognitive Impairment funded by BCF. There is also an enhanced education offer for carers and people with dementia, which has been co-produced with people living with dementia acting as Dementia Ambassadors and advising the service.

Plans for 2024-25

- Extending the implementation and embedding the ethos of the Oxfordshire Way
- Re-model Short Stay Hub Beds to support more complex discharges including OSJ sites
- Implement integrated Care Home Framework across Health & ASC and commence brokerage of NHS CHC funded packages
- Redesign of view of telecare and Assistive Technology; support the analogue to digital switchover; both by March 2024
- Review of Living Well at Home and plans for enactment April 24
- Expand Trusted Assessor model to support system flow
- New Oxfordshire Specialist Advice Service to be commissioned
- Embedding Co-production approach further- new initiatives include weekly Co-Pro Hour
- Continue strengthening our prevention initiatives, including further investment in Local Area Coordinator Scheme and working with the Oxford University Institute for Aging and Public Health on evaluation of the pilots in Oxfordshire
- Ensuring effective delivery of our Carers Strategy with our partners
- Rescoping of s75 agreement to increase the opportunity to support Place Based commissioning and delivery from April 24

Scope of work at BOB/Place level

- BCF: development of demand and capacity framework; delivery of metrics to assure hospital flow (community capacity and discharge); deployment of Additional Discharge Funding
- NHS CHC Transformation and cost releasing efficiencies
- Support to care homes (including mental health support)
- Development of Falls pathway (BCF)
- NHS Social prescribing and community capacity/VCSE*
- Dementia Diagnosis recovery and pathways; interface with older adults MH pathway

Risks and opportunities for escalation to JCE

- Commissioner capacity in the face of BAU and external pressures; opportunity: building on partnership and integrated approaches with eg Public Health, District Councils and provider partners to extend capacity
- Data development: risk associated with fragmented or missing data (eg OH outage); opportunity: to develop an integrated service usage and performance model and population health approach to support planning for outcomes and value
- Workforce: risk to delivery of programmes within providers
- Governance: risk from complex and developing decision-

- Embedded a new 'Mobilisation, System Flow and Partner Interface' sub-team to improve provider onboarding at contract start including new Live Well accommodation framework and Community Short Breaks in Start Well.
- Fully recruited to all vacant posts (as of April 2024)
- Developed a Quality Improvement Protocol that describes how the team monitor services- this is a crucial element of the Assurance Framework
- Developed a leaner approach to pre-service checks, allowing for quicker placement to spot providers in urgent scenarios
- Improved working relationships with system partners for managing risks around modern slavery in social care.
- Embedded processes with operational and brokerage teams around managing provider exit and hand backs which has led to greater clarity for planning and reporting
- Led on major provider exits including one provider with c140 residents who were re-sourced care within 2 weeks without disruption
- Began using Controcc system for provider management recording- this will be a far better reporting mechanism and understanding of data using PowerBI
- Created better links across SEND and Start Well operational teams to develop working practices
- Embraced new ways of working through technology including piloting the use of Samsung tablets when conducting on-site visits.
- Supported the clarification of roles and responsibilities with the Hub around contract management duties

Quality Improvement Development Plan

Start Well

- | | | | |
|---|---|---|--|
| <ul style="list-style-type: none"> Secure funding from CEF to procure PAMMS for Children and lead as a development partner | <ul style="list-style-type: none"> Continue to use Tech and innovation such as QR codes to review services | <ul style="list-style-type: none"> Embed the new guidance and develop skills within the team | <ul style="list-style-type: none"> Explore new ways of hearing the voice of young people and families as part of our work |
|---|---|---|--|

Live Well

- | | | | |
|--|---|--|--|
| <ul style="list-style-type: none"> Developing video training for staff and providers about what we do | <ul style="list-style-type: none"> Embed the new guidance and develop skills within the team | <ul style="list-style-type: none"> Working with Oxford Health to deliver consistent approach to fee uplifts within the OBC contract | <ul style="list-style-type: none"> Explore new ways of hearing the voice of people with learning disabilities and autism and families as part of our work |
|--|---|--|--|

Age Well

- | | | | |
|--|---|---|---|
| <ul style="list-style-type: none"> Use Controcc Insights to monitor provider performance and feed into contract monitoring meetings | <ul style="list-style-type: none"> Embed the new guidance and develop skills within the team | <ul style="list-style-type: none"> Explore technical solutions to gathering data around KPIs | <ul style="list-style-type: none"> Explore new ways of hearing the voice of people receiving homecare, ECH and residential care and families as part of our work |
|--|---|---|---|

SEND

- | | | | |
|---|---|---|--|
| <ul style="list-style-type: none"> Use the SEND action plan to enhance the work of the team and push for better outcomes | <ul style="list-style-type: none"> Continued development of Quality Improvement protocol in education settings | <ul style="list-style-type: none"> Embed the new guidance and develop skills within the team | |
|---|---|---|--|

Mobilisation, System Flow and Partner Interface

- | | | | |
|--|--|---|---|
| <ul style="list-style-type: none"> Continue to developing a consistent approach to mobilising new providers | <ul style="list-style-type: none"> Learn from past mobilisations to ensure we continue to improve the transition from service providers | <ul style="list-style-type: none"> Embed the new guidance and develop skills within the team | <ul style="list-style-type: none"> Continue to develop working arrangements with other HESC and operational teams to deliver new contract mobilisation plans |
|--|--|---|---|

Start Well Achievements

- Started the journey to implement a SEND brokerage service with staff recruitment and process mapping (go live Apr 24)
- The development of Children's Brokerage Power BI has started
- Worked jointly with Start Well Commissioning and Quality Improvements colleagues to understand placement data better
- Continued to reduce the number of children/young people waiting for a placement
- Continued to work with Start Well Commissioning and Quality Improvement colleagues in the development and recommissioning of services for Children and Young People

Live Well and Age Well Achievements

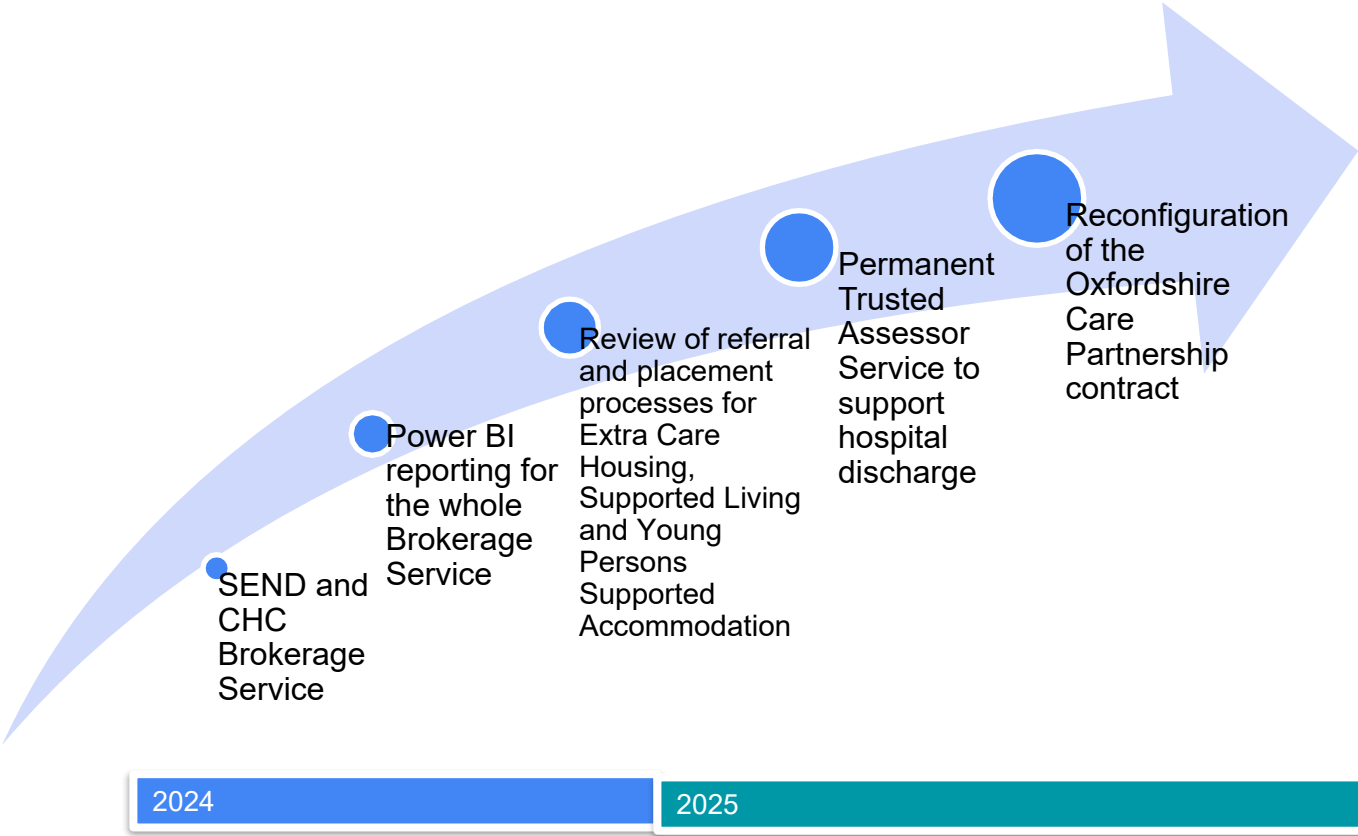
- Over the last year Brokerage have sourced 1,740 home care packages and 1018 Care home placements with 47% of community home care referrals being sourced within 48 hours and 63% of community care home placements being sourced within 5 days
- Work continues in improving Adults Power BI reporting for brokerage
 - Working with Commissioning Colleagues to implement the Live Well Supported Living Framework
 - Working with Commissioning Colleagues to support in the development of the new Care Home Framework
 - Continued to reduce the number of people waiting for a service
 - Continued to increase the number of people being discharged from a hospital pathway with 75% of hospital home care referrals being sourced within 48 hours and 65% of hospital care home placement being sourced within 5 days
 - Continued to improve quality and timeliness of data available for better void management and facilitate rapid turnaround of empty beds
 - Started the journey to implement a CHC brokerage service with staff recruitment and process mapping (go Live July 24)

Start Well Plans for 24-25

- Continue the development of SEND brokerage service by moving Alternate Provision sourcing into the team from July 2024
- Continue to develop Childrens Brokerage Power BI
- Continue supporting the service development and improving the resilience of the brokerage service
- Continue working jointly with Start Well Commissioning and Quality Improvements colleagues to understand placement data better
- Continue to reduce the number of children/young people waiting for a placement
- Continue working with Start Well Commissioning Colleagues to implement the Young Persons Supported Accommodation Framework
- Continue working with Start Well Commissioning and Quality Improvement colleagues in the development and recommissioning of services for Children and Young People

Live Well and Age Well Plans for 24-25

- OCC CHC brokerage service go live date July 2024 in line with the start of the new Care Home Framework
- Continue to work to have a multi skilled team to improve resilience of the brokerage service
- Work continues in improving Adults Power BI reporting for brokerage
- Working with Commissioning Colleagues to continue the implementation of the Live Well Supported Living Framework
- Working with Commissioning Colleagues to implement the new Care Home Framework
- Continue to reduce the number of people waiting for a service
- Continue to improve quality and timeliness of data available for better void management and facilitate rapid turnaround of empty beds
- Continue the development of automated performance reports from Power BI
- Develop the long-term Trusted Assessor model to support hospital discharge



- Provided project management support across a range of transformation and improvement projects that ensure the Oxfordshire Way strategic approach is embedded in all we do, e.g. ASC Digital Programme driving the delivery of digital projects in ASC, progressing Social Care Finance Systems improvement project
- Coordinated the preparations for Local Authority CQC Assurance.
- Supported the effective running of LGA Peer Review completed in March '24. Learning captured and action plans being developed
- Adult Social Care Workforce Strategy and Delivery Plan developed and agreed, externally reviewed by peers from Partners in Care and Health
- Continued to commission/deliver/track and monitor activity that supports partners in the local care market to attract, recruit, retain and train their workforce, to build the capacity, capabilities and resilience of our external workforce Partnership with the Care Workers' Charity provided over 900 care and support workers with grants to help them stay in work or pay for the costs of starting work.
- Close involvement in partnership work to address Modern Slavery concerns linked to international recruitment.
- Continued promoting a range of social care career pathways, including development of supported internship
- Supporting Start Well Commissioning workstreams in Children's Transformation Programme
- Continued coordinating the Savings Programme, applying effective programme management of activity to deliver £21.2m savings (96% of target)
- Supported development, consultation and co-production of key strategies including Carers Strategy & Action Plan and Placement Sufficiency Strategy
- As part of HESC and Procurement Hub Development Plan, reviewed and recommended a streamlined way to manage our strategic contracts
- Supported the organisation and development of the multi-agency response (Local Area SEND Priority Action Plan) to Ofsted's "SEND inspection of the Oxfordshire Local Area Partnership".

Plans for 2024-2025

- Driving the improvements identified through CQC Assurance Programme and LGA Peer Review
- Co-producing a refreshed Adult Social Care Strategy reflecting the Oxfordshire Way
- Drive forward our understanding of performance, using data-led approach, working closely with our Data, Insight and Delivery Hub
- Continuing to support delivery of a range of transformation and improvement projects that ensure the Oxfordshire Way strategic approach is embedded in all we do
- Coordinating preparation for a potential Local Authority CQC Assurance visit
- Continue to deliver the Workforce Programme (commissioned activity that supports partners in the local care market to attract, recruit, retain and train their workforce, to build the capacity, capabilities and resilience of our external workforce)
- Continue promoting a range of social care career pathways, including development of supported internship
- Continue supporting Start Well Commissioning workstreams in Children's Transformation Programme
- Continue coordinating the Savings Programme applying effective programme management of activity to deliver savings
- Finalise the new contract with Oxfordshire Association of Care Providers
- Recommission Proud to Care Oxfordshire recruitment website, working closely with the provider market to co-produce the solution
- Continue providing support for development, consultation and co-production of key strategies including LD and Autism Strategies, Accommodation/Housing Strategy
- Continue improving ways of working between HESC and Procurement Hub and streamlining procurement and contract management processes

Work Programme 2024/2025 People Overview and Scrutiny Committee

Cllr K Mallon, Chair | Richard Doney, Scrutiny Officer, richard.doney@oxfordshire.gov.uk

COMMITTEE BUSINESS

Topic	Relevant strategic priorities	Purpose	Type	Report Leads
4 December 2024				
CQC Assurance Update	Prioritise the Health and Wellbeing of Residents	<p>To understand the work that had been done in preparation for the CQC Assurance inspection.</p> <p>It is an opportunity for Members and Officers to highlight any areas of concern.</p>	Overview and Scrutiny	Karen Fuller, Victoria Baran and Ramone Samuda
Provisional: 13 February 2025				
Inequalities (TBC)	<p>Tackle inequalities in Oxfordshire.</p> <p>Prioritise the health and wellbeing of residents</p> <p>Work with local businesses and</p>	<p>To understand the demographics, lifestyles and social determinants across Oxfordshire driving inequalities.</p> <p>Members can question what work is being done</p>	Overview and Scrutiny	TBC

	partners for environmental, economic and social benefit	to reduce inequalities in Oxfordshire and make recommendations to reduce inequalities.		
Prevention (TBC)	Tackle inequalities in Oxfordshire. Prioritise the health and wellbeing of residents.	To focus on the strategies and initiatives aimed to improve community resilience, improve quality of life, and reduce the need for more costly reactive services down the line.	Overview and Scrutiny	TBC
20 March 2025				
Recruitment and Retention (TBC)	Support carers and the social care system.	To analyse the work being done to improve the recruitment and retention of Adult Social Care staff. It is also an opportunity to discuss how to make the service more appealing to new and existing staff and recruits.	Overview and Scrutiny	TBC

SUB GROUP / WORKING GROUP

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

BRIEFINGS FOR MEMBER INFORMATION

BRIEFINGS				
Name	Relevant strategic priorities	Description	Outcomes	Members

This page is intentionally left blank

Division(s): N/A

CABINET – 19 NOVEMBER 2024

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Topic/Decision

Portfolio/Ref

Cabinet, 17 December 2024

<ul style="list-style-type: none">▪ Capital Programme and Monitoring Report - October 2024 Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.	Cabinet, 2024/224 - Cabinet Member for Finance
<ul style="list-style-type: none">▪ City Centre Strategy Review options and officers recommendations with a view to deciding how to proceed on the next stage of the City Centre Strategy, including a Key Decision	Cabinet, 2024/294 - Cabinet Member for Finance
<ul style="list-style-type: none">▪ Approval to Begin Re-Procurement for our Microsoft Enterprise Agreement (MEA) Our current MEA expires on 28 February 2025. We want to re-procure the agreement to ensure we continue to benefit from fixed prices for Microsoft Licences for the length of the new agreement.	Cabinet, 2024/332 - Cabinet Member for Community & Corporate Services
<ul style="list-style-type: none">▪ Beyond Net Zero - Growing the Market for Carbon Dioxide Removals Agree policy to support growing market for carbon dioxide removals.	Cabinet, 2024/330 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
<ul style="list-style-type: none">▪ Infrastructure Funding Statement Approval to publish the statement to the Council's website.	Cabinet, 2024/322 - Cabinet Member for Infrastructure and Development Strategy
<ul style="list-style-type: none">▪ Workforce Report and Staffing Data - Quarter 2 - July to September 2024 Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.	Cabinet, 2024/336 - Cabinet Member for Community & Corporate

	Services
--	----------

Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations, 12 December 2024

<ul style="list-style-type: none"> ▪ Household Waste Recycling Centres (HWRC) - New CCTV provision with ANPR cameras To approve installation of new enhanced CCTV system across all HWRC's. including new ANPR (Automated Number Plate Recognition) 	Delegated Decisions by Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations, 2024/056 - Deputy Leader of the Council with Responsibility for Climate Change, Environment & Future Generations
---	--

Delegated Decisions by Cabinet Member for Transport Management, 12 December 2024

<ul style="list-style-type: none"> ▪ Nuffield: Proposed 20mph Speed Limits Part of Phase 3 of Countywide 20mph Speed Limit Project 	Delegated Decisions by Cabinet Member for Transport Management, 2024/193 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Letcombe Regis: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/151 - Cabinet Member for Transport Management

<ul style="list-style-type: none"> ▪ A4260: Vision Zero Speed Limit Review Proposed changes along the A4260 corridor include reductions to 50, 40 and 30mph on various lengths between Banbury and Shipton-on-Cherwell. Includes adjoining sections of B4030 at Hopcrofts Holt, and B4027 and A4095 at Bunkers Hill. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/298 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Armstrong Road, Oxford - Proposed Waiting Restrictions To seek a decision on the proposed introduction of waiting restrictions on Armstrong Road, associated with a development. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/319 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Raised Table - Denchworth Road, Grove To seek approval for the introduction of a raised table traffic calming feature on Denchworth Road, Grove. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/317 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ A44 Begbroke - Proposed 20 & 40mph Speed Limits To seek a decision on proposals for 20mph in the village and 40mph speed limit on the A44, Begbroke. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/316 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Westwell: Proposed 20mph Speed Limits To seek approval for the introduction of a 20mmph speed limit in Westwell. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/311 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Asthall Leigh & Field Assarts: Proposed 20mph Speed Limits To seek approval for the introduction of 20mph speed limits in Asthall Leigh & Field Assarts. 	Delegated Decisions by Cabinet Member for Transport

	Management, 2024/310 - Cabinet Member for Transport Management
<p>▪ Proposed Controlled Parking Zone (CPZ) - Littlemore North, Oxford</p> <p>Under the County Council's policy to rollout new CPZs across Oxfordshire, a new scheme is being promoted to reduce opportunities for commuter parking and to reduce car use within the city.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/276 - Cabinet Member for Transport Management
<p>▪ Highmoor: Proposed 20mph Speed Limits</p> <p>Part of Phase 3 Countywide 20mph Speed Limit Project</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/187 - Cabinet Member for Transport Management
<p>▪ Proposed Controlled Parking Zone (CPZ) - Hightown Road Area, Banbury</p> <p>To seek approval for the introduction of a new Controlled Parking Zone, for the Hightown Road area, Banbury</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/327 - Cabinet Member for Transport Management
<p>▪ Proposed Controlled Parking Zone (CPZ) - Cooper's Gate, Banbury</p> <p>To seek approval for the introduction of a new Controlled Parking Zone, for the Cooper's Gate, Banbury.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/326 - Cabinet Member for Transport Management
<p>▪ CPZ Parking Permit Eligibility (Various Locations, Oxford - September 2024)</p> <p>Periodically, the County Council carries out consultations to make changes to permit eligibility for individual dwellings which are associated with planning conditions, often through change of use or HMO's.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/297 - Cabinet Member for Transport

	Management
<p>▪ Westbury Crescent, Oxford - Highway Improvements Scheme 2024/25</p> <p>Scheme has been developed following earlier informal consultation with residents to address local concerns with traffic speeds on Westbury Crescent as well as a higher volume of traffic using the southern half of the Crescent. Scheme includes the introduction of One-Way Streets and traffic calming.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/296 - Cabinet Member for Transport Management
<p>▪ Lower Wolvercote, Oxford - Proposed Controlled Parking Zone (CPZ) 2024/25</p> <p>The County Council is planning to introduce a CPZ in Lower Wolvercote as part of wider strategy to manage on-street parking in the City, which aims to reduce traffic in Oxford.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/295 - Cabinet Member for Transport Management
<p>▪ Hardwick with Yelford: Proposed 20mph Speed Limits</p> <p>A decision is sought on the proposed 20mph speed limits.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/262 - Cabinet Member for Transport Management
<p>▪ Kingston Bagpuize: Proposed 20mph Speed Limits</p> <p>A decision is sought on the proposed 20mph speed limits.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/261 - Cabinet Member for Transport Management
<p>▪ Eye & Dunsden: Proposed 20mph Speed Limits</p> <p>Part of Phase 3 Countywide 20mph Speed Limit Project.</p>	Delegated Decisions by Cabinet Member for Transport Management, 2024/188 - Cabinet Member for Transport Management
<p>▪ East Challow: Proposed 20mph Speed Limits</p> <p>Part of Phase 3 Countywide 20mph Speed Limit Project.</p>	Delegated Decisions by Cabinet Member

	for Transport Management, 2024/184 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Shenington with Alkerton: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/178 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Rotherfield Peppard: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/177 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Wheatley: Proposed 20mph Speed Limits Part of Phase 3 Countywide Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/175 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Holton: Proposed 20mph Speed Limit Extension Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/174 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Shutford: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project 	Delegated Decisions by Cabinet Member for Transport Management, 2024/169 - Cabinet Member

	for Transport Management
<ul style="list-style-type: none"> ▪ Proposed 20mph & 30mph Speed Limit - Bloxham, Grove Rd / Ells Lane, Bloxham To seek a decision on proposed speed limit changes in Bloxham. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/292 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Proposed Puffin Crossing - A417 Reading Road, West Hendred As a result of road safety concerns raised regarding access for residents, and in particular school children, to and from the bus stops located on either side of the A417 Reading Road in the vicinity of the junction with The Greenway, it is proposed to provide a Puffin (signal controlled) crossing. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/302 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Goddington: Proposed 20mph Speed Limits Part of Phase 3 Countywide 20mph Speed Limit Project. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/161 - Cabinet Member for Transport Management
<ul style="list-style-type: none"> ▪ Charlbury Proposed Parking Scheme (2024) To seek approval for the introduction of parking measures in the centre of Charlbury with an aim of managing commuter parking. 	Delegated Decisions by Cabinet Member for Transport Management, 2024/334 - Cabinet Member for Transport Management

Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy, 12 December 2024

<ul style="list-style-type: none"> ▪ Infrastructure Delivery: Professional and Technical Services Framework To seek approval to enter into a professional and technical services framework and to delegate authority for the award of the professional and technical services framework to the Director of Environment and Highways. 	Delegated Decisions by Cabinet Member for Infrastructure & Development Strategy,
--	--

	2024/321 - Cabinet Member for Infrastructure and Development Strategy
--	---

**Delegated Decisions by Cabinet Member for Adult Social Care, 17
December 2024**

<ul style="list-style-type: none">▪ Technology Enabled Care Procurement of new TEC service from April 2025.	Delegated Decisions by Cabinet Member for Adult Social Care, 2024/288 - Cabinet Member for Adult Social Care
--	--

CABINET
19 November 2024

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

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 -) Note the report and annexes.
 - a) Approve the virement requests in Annex B-2a and note the requests in Annex B-2b.
 - b) Approve an introduction of a new charge in 2024/25 for monitoring of biodiversity net gain compliance.
 - c) Approve the increased charges in 2024/25 for the Disclosure and Barring Service (DBS)

Executive Summary

1. 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.
2. This report presents the September 2024 performance, risk, and finance position for the council.
3. Further information is provided in the following annexes to the report:

Annex A – Performance

Annex B – Finance

Annex C – Climate Action Programme Qtr2 update

Annex D – Equality, Diversity & Inclusion Plan Qtr2 update

4. 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.
5. Amendments to Measures

Measure **OCC10.04 Customer enquires resolved via telephony contact channel at first contact** has been removed and replaced by upgrading the below service level measure:

OCC10.04 - Answer 80% of calls to the Customer Service Centre within 30 seconds (exclude Social and Health Care Team (SHCT)): With the introduction of the new omnichannel contact centre platform in early November 2024, this gives

us the opportunity to look wider across the customer journey and experience received across multiple channels once implemented.

Measure **OCC04.04 % Adults aged 65+ (per 100,000) whose support needs met by residential and nursing care home** has been revised to:

OCC04.04 Adults aged 65+ (per 100,000) admitted to residential and care homes: This measures the number of adults aged 65 and over whose long-term support needs are met by admission to residential and nursing care homes (per 100,000 population). The target has been set to monitor how we are performing against the rest of the country.

Removed measure **OCC04.05 % of people transferring from homecare to care homes** has been replaced with:

OCC04.05 - Adults aged 65+ (per 100,000 population) admitted to residential and care homes (stretched target): This measure is in addition to measure **OCC04.04**

This stretched target is provided as part of the Better Care Fund (BCF), where the council agrees an improvement target with the Department of Health and Social Care, which must show improvement on the previous year.

Measures where the data is unavailable.

OCC03.06 Percentage of births that have received a face-to-face New Birth Visit:

A new contract with the service provider started on the 1 April 2024, we anticipate data will be available for Quarter 3 reporting.

OCC07.01 % of 2-2½ year review showing children at or above the expected level of development: A new contract with the service provider started on the 1 April 2024, we anticipate data will be available for Quarter 3 reporting.

Performance Overview

6. The Outcomes Framework for 2024/2025 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the customer contact centre and measures included in the council's Financial Strategy. The Outcomes Framework which sits underneath the strategic priorities is comprised of monthly, quarterly, termly, six-monthly and annual measures which may change as we progress through the year. At the appropriate period, relevant measures will be included in the report.

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

September 2024	Green		Amber		Red		Monitoring Only		Data Unavailable		Complaints measures – where no complaint received		Total	
Monthly	19	58%	4	12%	0	0%	6	18%	0	0%	4	12%	33	59%
Quarterly	14	70%	1	5%	3	15%	0	0%	2	10%	0	0%	20	36%
Biannual	0	0%	1	100 %	0	0%	0	0%	0	0%	0	0%	1	2%

Annual	1	50%	0	0%	1	50%	0	0%	0	0%	0	0%	2	3%
Total	34	61%	6	11%	4	7%	6	11%	2	3%	4	7%	56	100%

Table 1: Summary of September 2024 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin. This table does not include measures from priority OCC11 (finance).

8. A total of 56 measures reported in September 2024 (Table 1), consisting of:
- 34 measures rated as Green (meeting or exceeding target).
 - Six measures rated as Amber (missing the target by a narrow margin), of which five were Amber for 2+ months.
 - Four measures rated as Red (missing the target by a significant margin).
 - Six measures rated as Monitoring only (No target).
 - Two measures as Data unavailable.
 - Four measures as no data due to no complaints being received.

9. This bi-monthly Cabinet report is the third of 2024/2025. The table (Table 2) below compares monthly measures for the 2024/2025 reporting year, please note the number of reported measures fluctuates throughout the year.

Reporting month	Green		Amber		Red		Monitoring Only / No data		Complaints measures where no complaints were received		Total
April 2024	14	44%	3	9%	1	3%	7	22%	Not applicable		32
May 2024	22	58%	6	15%	2	7%	7	18%	Not applicable		38
June 2024	32	56%	7	12%	2	4%	9	16%	Not applicable		57
July 2024	22	57%	6	15%	4	10%	7	18%	Not applicable		39
August 2024	17	52%	5	15%	1	3%	6	18%	Not applicable		33
September 2024	43	61%	9	12%	7	10%	8	11%	4	6%	71

Table 2: Comparison of monthly reporting measures for Financial Year 2024/2025. *April, June and August measures do not include measures from priority OCC11 (finance).

10. There are seven measures reporting as Red for the reporting period. Table 3 lists the performance measures reporting as Red at the end of September 2024. Full details can be found in Annex A.

Performance measures reporting Red for September 2024
OCC01.04 Oxfordshire Greenhouse gas emissions as published annually by DESNZ with a 2-year lag
OCC03.08 Average response time to emergency incidents within Oxfordshire
OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms
OCC03.12 Number of accidental dwelling fires per 100,000 population within Oxfordshire
OCC11.02 Achievement of planned savings
OCC11.06 Total outturn variation for DSG funded services (high needs)
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors

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

11. This table indicates the direction of travel of measures compared to August 2024.

Status changes – August to September 2024	
Red to Green	OCC09.02 Participation in innovation funding bids or new projects in support of living Oxfordshire
Amber to Green	OCC05.03 204.6 KM (4.4%) of the road network to be treated, OCC10.06 Overall customer satisfaction rates for standard Registration Service
Red to Amber	Not applicable
Green to Amber	OCC10.04 Answer 80% of calls to the Customer Service Centre within 30 seconds (exclude SHCT)
Amber to Red	Not applicable
Green to Red	OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms

Table 4: Change in Performance across August to September 2024.

Performance Exceptions

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 focuses on fourteen exceptions, seven measures have Red ratings, and seven measures have Amber ratings for two months or more.

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

This priority has five measures being reported in September 2024: three (60%) are reporting as Green, one (20%) is reporting as an Amber exception, and one (20%) is reporting as Red.



Figure 1: Priority OCC01 Monthly performance for 2024/2025 financial year

Measure	August Status:	September Status:	Director:
OCC01.04 Oxfordshire Greenhouse gas emissions as published annually by DESNZ with a 2-year lag	No previous data available to enable comparison	Red	Robin Rogers
OCC01.07 Total % of household waste which is reused, recycled or composted	Amber	Amber	Paul Fermer

Table 5: Priority OCC01 Measure Exception - September 2024

OCC01.04 Oxfordshire Greenhouse gas emissions as published annually by DESNZ with a 2-year lag

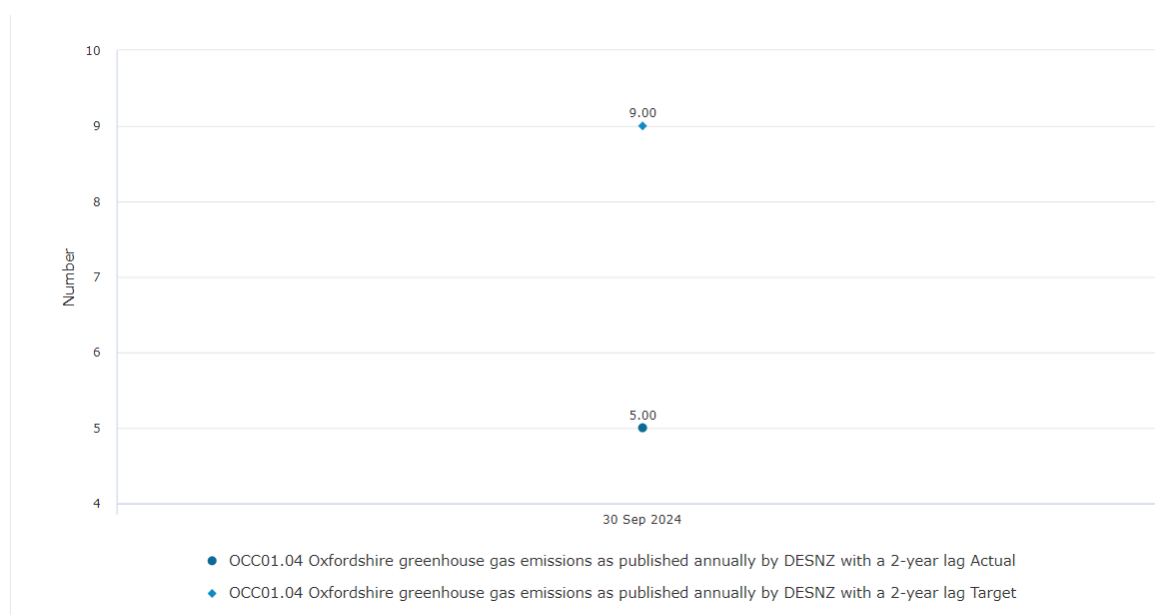


Figure 2: OCC01.04 Annual performance for 2024/2025 financial year

Oxfordshire's Greenhouse gas emissions reduced by 5% compared to the previous year. The 9% annual reduction is needed to stay within the five-year cumulative carbon budget set by the Oxfordshire Net Zero Route Map and Action Plan (ONZRMAP) and to keep the county on track to meet its net zero emissions target by 2050. While Oxfordshire did not meet the ambitious pathway to a zero carbon Oxfordshire (PAZCO) trajectory for Oxfordshire Leading the Way, it did meet the Climate Change Committee carbon budget.

The council is prioritising investment in climate initiatives to drive emissions reductions and is making efforts to collaborate closely with various partners to enhance the effectiveness of these actions.

OCC01.07 Total % of household waste which is reused, recycled, or composted

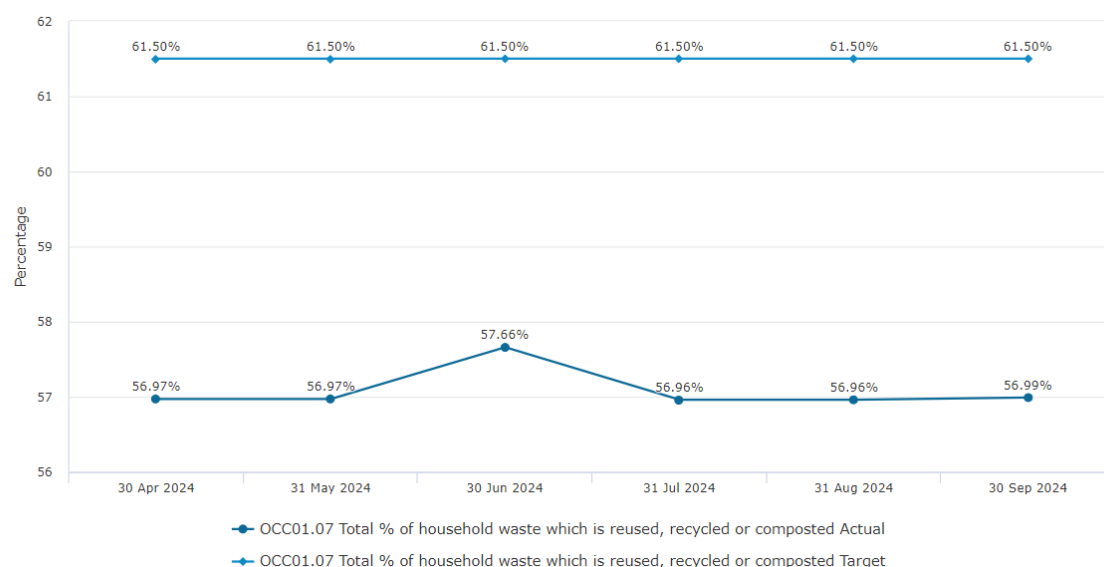


Figure 3: OCC01.07 Monthly performance for 2024/2025 financial year

The Service continues to await policy guidance from DEFRA regarding the national approach.

Priority OCC03: Prioritise the health and wellbeing of residents

This priority has nine measures being reported in September 2024: four (45%) are reporting as Green, one (11%) is reporting as an Amber exception, and three (33%) are reporting as Red. One (11%) measure is reported as data unavailable.



Figure 5: Priority OCC04. Monthly performance for 2024/2025 financial year

Measure	August Status:	Sept Status:	Director:
OCC03.08 Average response time to emergency incidents within Oxfordshire	Green	Red	Rob MacDougall
OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms	Green	Red	Rob MacDougall
OCC03.11 No of people directly reached with Trading Standards preventative advice and support	Amber	Amber	Rob MacDougall
OCC03.12 Number of accidental dwelling fires per 100,000 population within Oxfordshire	Green	Red	Rob MacDougall

Table 6: Priority OCC03 Measure Exceptions - September 2024

OCC03.08 Average response time to emergency incidents within Oxfordshire

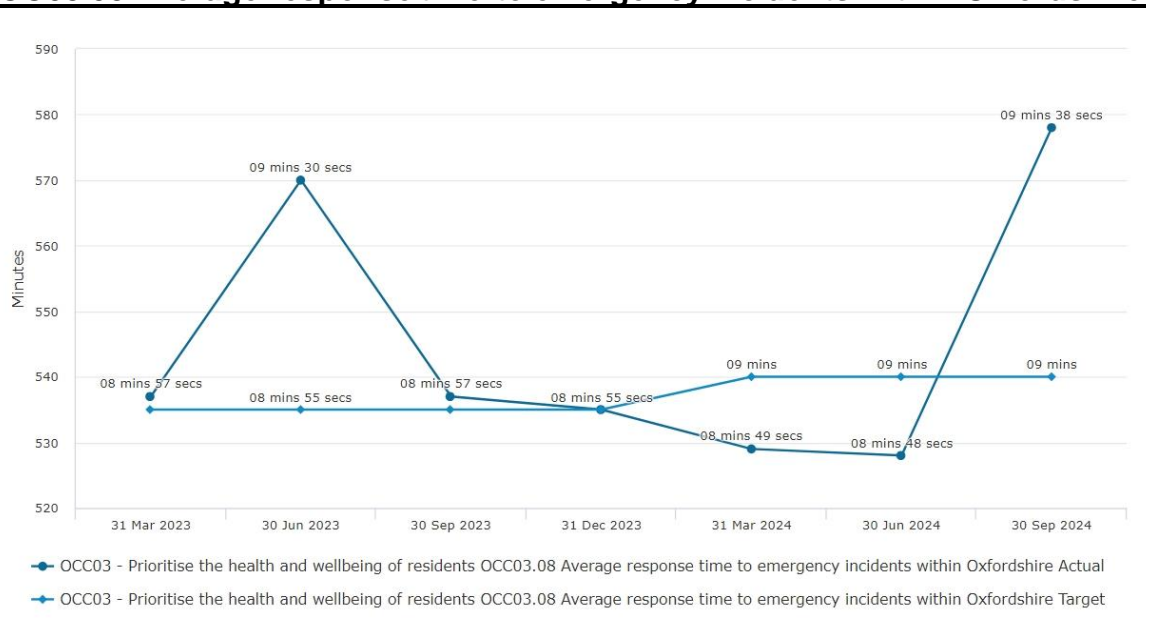


Figure 6: OCC03.08 Quarterly performance for 2024/2025 financial year

The service aims for an average response time of 9 minutes, the current performance is 9 minutes and 38 seconds. This 38-second deviation, representing a 7.04% increase, highlighting the impact of on-call station availability on response times. To address this.

OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms

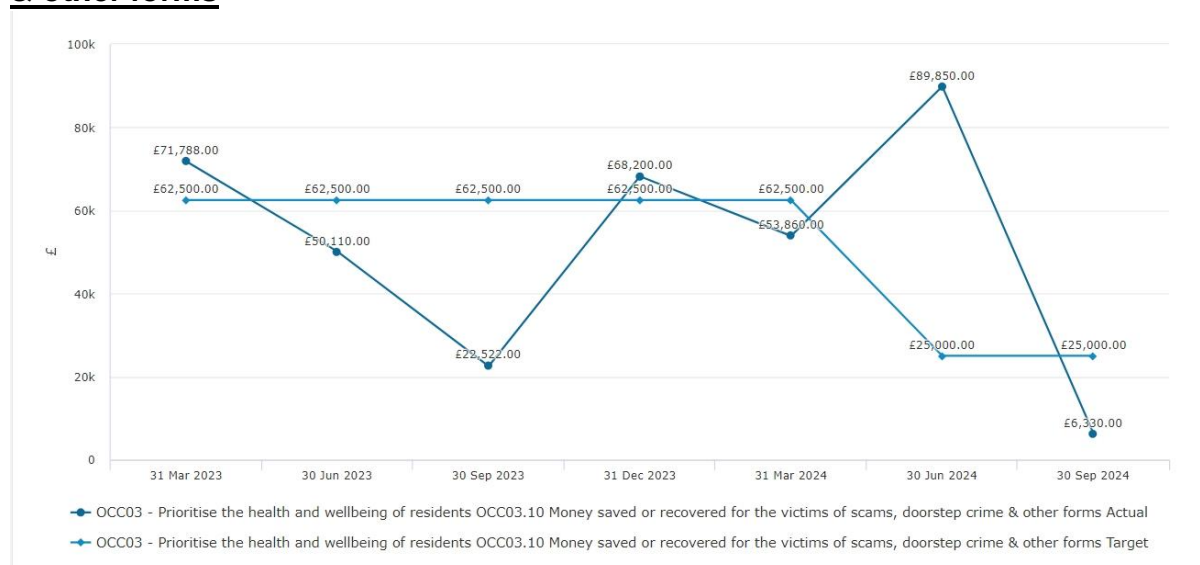


Figure 7: OCC03.10 Quarterly performance for 2024/2025 financial year

This measure aims to recover or save money for victims of crime, with an aspirational target set at £25,000. However, the actual performance in Quarter 2 stands at £6,330, which is approximately 25% of the target.

Performance in Quarter 1 was well above the target and the year-to-date performance is Green. The service has managed to save residents nearly £96,180 this financial year, showcasing its effectiveness and the importance of timely intervention.

OCC03.11 No of people directly reached with Trading Standards preventative advice and support

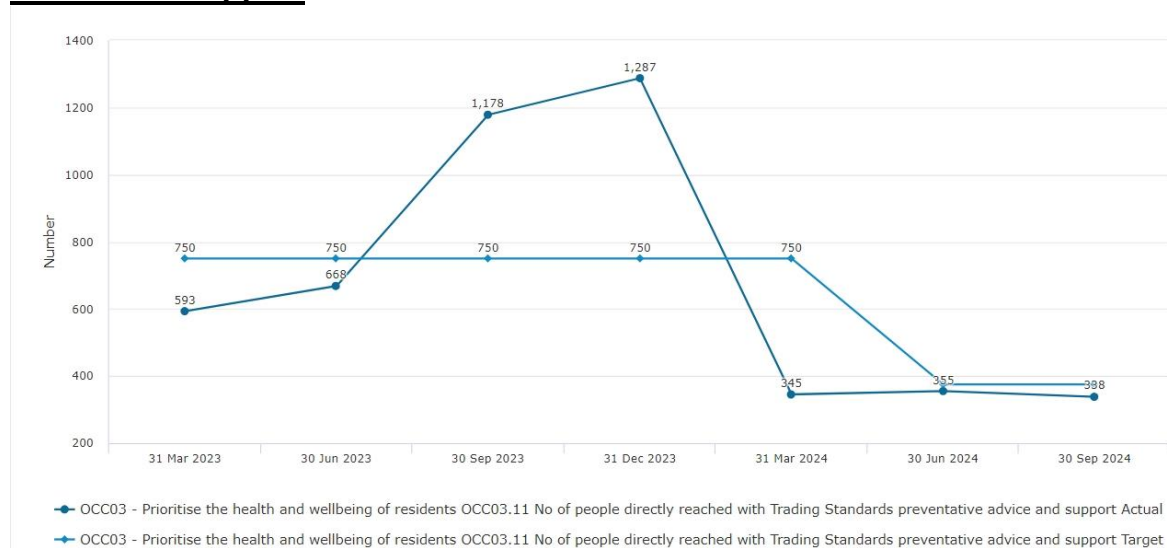


Figure 8: OCC03.11 Quarterly performance for 2024/2025 financial year

In Qtr2 338 people were directly reached, 30 residents received one-on-one scam and fraud intervention support, and 16 call blockers were installed to protect residents from scam and nuisance calls.

The primary focus of the preventative advice and support activities is on scam prevention, scam interventions, with sub activities such as the number of electric

blankets tested for safety.

OCC03.12 Number of accidental dwelling fires per 100,000 population within Oxfordshire

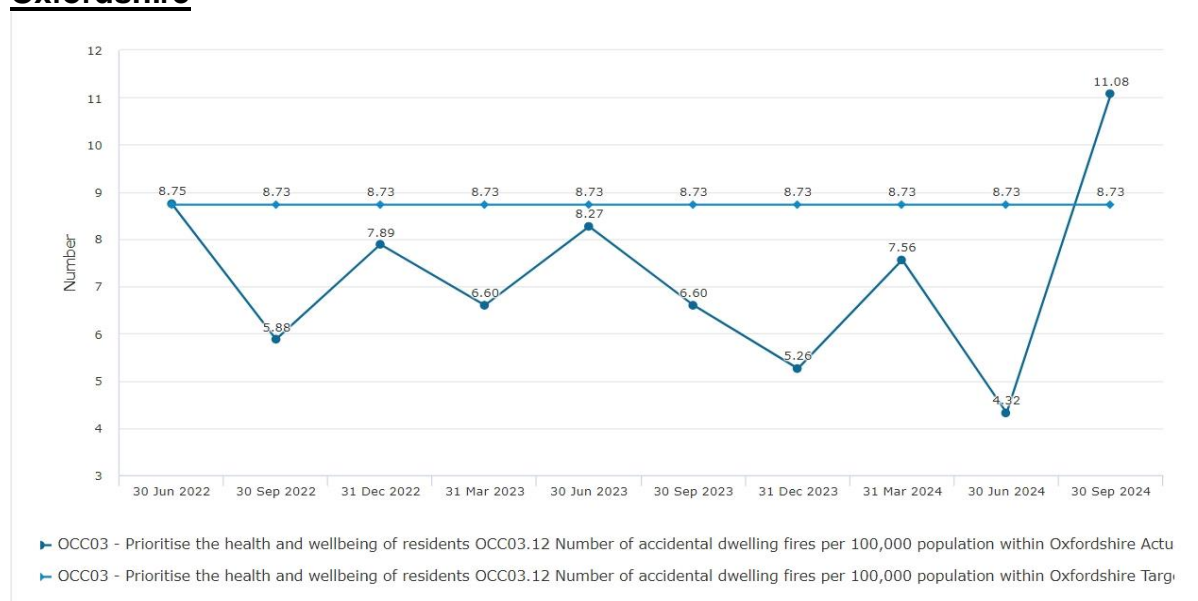


Figure 9: OCC03.12 Quarterly performance for 2024/2025 financial year

The service aims to keep the number of accidental dwelling fires per 100,000 population within Oxfordshire at or below 8.73, the actual figure for Quarter 2 is 11.08, which is above target and below the previous three-year average of 15.6 for this time of year and below the Great Britain average of 44.7 in 2022/2023.

For 2024/25, the service is focusing on proactive fire prevention by agreeing on performance measures with Community Risk and Response Managers. Stations will receive community risk profiles to target those most at risk of fires. Fire prevention activities include a multi-agency approach, social media awareness campaigns, and Safe and Well visits that provide referrals to other health and wellbeing services.

The service remains committed to protecting the community, Reducing harm, and saving lives through targeted prevention and protection efforts.

Priority OCC04: Support carers and the social care system

This priority has five measures being reported in September 2024: two (40%) are reporting as Green and two (40%) are reporting as Amber exceptions. One measure is reported as monitoring only.



Figure 10: Priority OCC04 Monthly performance for 2024/2025 financial year

Measure	August Status:	Sept Status:	Director:
OCC04.01 % of people who received short-term services during 24/25 with no further support request	Amber	Amber	Karen Fuller
OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)	Amber	Amber	Karen Fuller

Table 7: Priority OCC04 Measure Exceptions - September 2024

OCC04.01 % of people who received short-term services during 24/25 with no further support request



Figure 11: OCC04.01 Monthly performance for 2024/2025 financial year

The reablement service in Oxfordshire aims to help individuals regain their independence after an illness. In September, the service achieved a 76% success rate, slightly below the national average target of 77.5%. This is an improvement from the August position of 75.58%.

In the first six months of this year, 1,239 people completed reablement, a 14% increase from last year. While 750 people became completely independent, 150 had reduced care needs. So far in 2024/25 85.3% of service users have seen a decrease in their care needs, and the number of residents supported to become more independent has risen by over 4%.

Performance demonstrates ongoing progress and a strong commitment to helping residents maintain their independence. The service will continue to work with system partners and residents to ensure that people are able to access reablement support in the community as well as via the hospital discharge pathways.

OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)

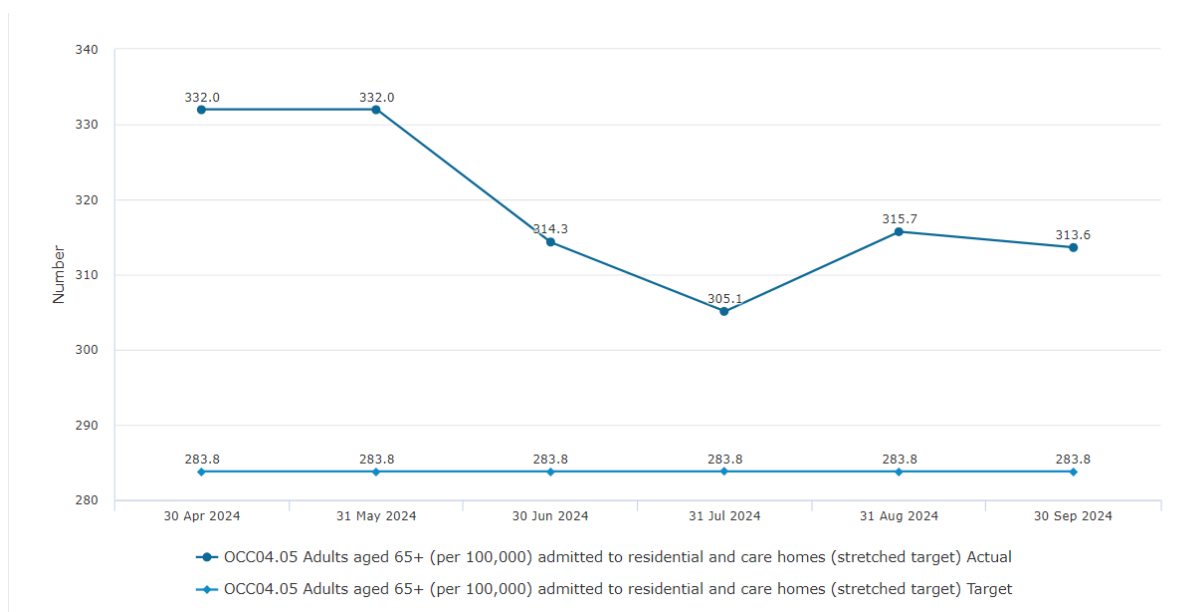


Figure 12: OCC04.05 Monthly performance for 2024/2025 financial year

The actual rate of admissions for adults aged 65+ decreased from 315.7 per 100,000 population in August to 313.6 per 100,000 in September.

This national measure tracks the number of people whose support needs are met by permanent care home admissions. While most people prefer to live at home, sometimes a care home is the best option. The goal is to reduce the number of permanent care home admissions. Last year (2023/24), 453 people were admitted, a rate of 346.2 per 100,000, which is better than the national average of 560.8 per 100,000 population. In the last 12 months, 442 people were admitted, a reduction from 2023/24, placing Oxfordshire in the top 10% nationally.

For 2022/23, Oxfordshire's rate was 357.7, ranking 16th out of 151 authorities. As part of the Better Care Fund, the Council agreed an improvement target with the Department of Health and Social Care, which must show improvement on the previous year. The stretched target for 2024/25 is 400 admissions or a rate of 294 per 100,000 population. Last year our BCF target was 326 per 100,000 population, compared to our current target of 283.8 per 100,000.

Efforts to support people at home include increasing home care services and extra care housing, with a 6% increase in home care hours purchased.

Priority OCC06: Preserve and improve access to nature and Green spaces

This priority has three measures being reported in September 2024: two (67%) are reporting as Green and one (33%) is reporting as an Amber exception.



Figure 13: OCC06: Preserve and improve access to nature and Green spaces. Monthly performance for 2024/2025 financial year.

Measure	August Status	Sept Status	Director
OCC06.04% [by length] of Public Rights of Way network free from serious issues or obstruction	Amber	Amber	Paul Farmer

Table 8: Priority OCC06 Measure Exceptions - September 2024

OCC06.04% [by length] of Public Rights of Way network free from serious issues or obstruction

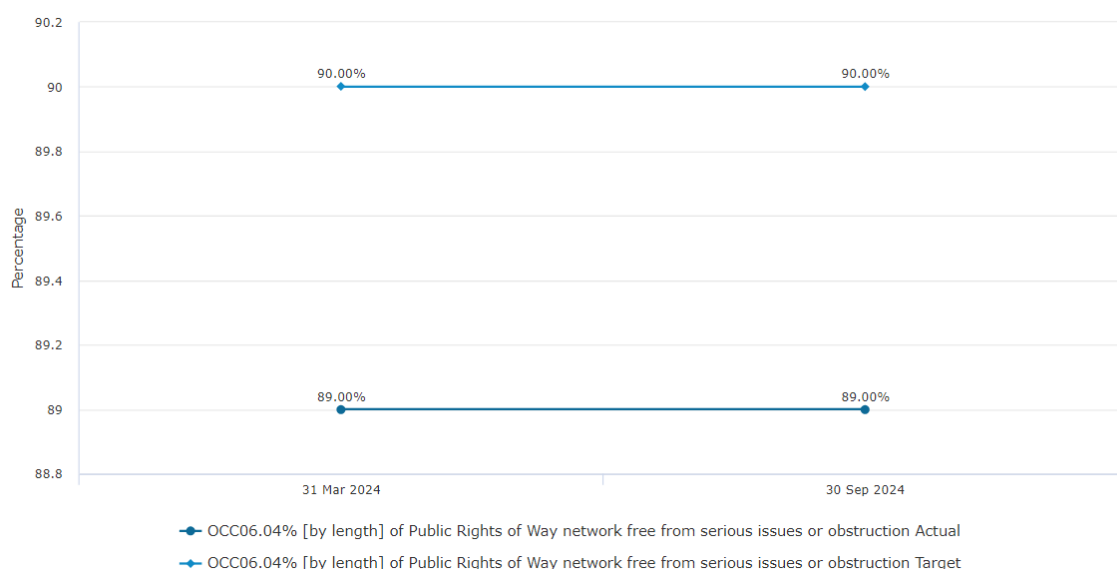


Figure 14: OCC06.04 Biannual performance for 2024/2025 financial year

The performance for the percentage of the Public Rights of Way (PRoW) network free from serious issues or obstructions is 89%, just below the target of 90%. This figure has remained consistent since March.

The council is responsible for 4266 km of PRoW network, and so despite an increase of 4.8 km (0.1% of the total network) in the length of links free from significant issues this quarter, the overall percentage did not change. The Countryside Access GIS system (CAMs) splits PRoW into 'links,' and the percentage is calculated by identifying all significant unresolved issues on the network, such as barbed wire fences, locked gates, unauthorised structures, unauthorised excavation, and buildings on the path. The total length of links associated with these issues is then determined to calculate the percentage of PRoW free from serious issues or obstructions. It is important to note that a link can be several kilometres long, even if the issue only affects a short section.

Many public right of way projects requires extended time to complete, but efforts are being made to promptly address issues identified during inspections or reported by residents.

Priority OCC11: Running the business

This priority has 12 bi-monthly and three quarterly measures being reported in September 2024: nine (60%) are Green, three (20%) Amber, and three (20%) Red.



Figure 15: OCC011 Finance: Bi-Monthly performance for 2024/2025 financial year

Measure:	July Status:	Sept Status:	Director:
OCC11.02 Achievement of planned savings	Red	Red	Lorna Baxter

OCC11.05 Total outturn variation DSG funded services (Schools / early years)	Amber	Amber	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 – Adult Social Care contribution debtors	Red	Red	Lorna Baxter

Table 9: Priority OCC11 Measure Exceptions - September 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: [Energy efficient classrooms for Whitchurch Primary School](#)

Pupils at Whitchurch Primary School are set to benefit from environmentally friendly classrooms after successfully applying for a schools' energy efficiency loan from Oxfordshire County Council. The school applied to the council for £22,000, out of an £800,000 fund, to finance the installation of solar photovoltaic (PV) technology, designed to convert sunlight into electrical energy.

Tackle inequalities in Oxfordshire

Link: [More success for Oxfordshire's innovative employment service](#)

Oxfordshire County Council has been graded "good" under new European accreditation guidelines for its support of adults with additional needs in finding and retaining stable employment. The council's Oxfordshire Employment service, part of its adult social care services, provides crucial work experience and support. This rating, awarded through the Supported Employment Quality Framework (SEQF), highlights the council's nearly 80 years of dedication to supported employment and its role as one of the first to undergo this new assessment.

Prioritise the health and wellbeing of residents

Link: [Eligible groups encouraged to get their flu and COVID boosters](#)

People in Oxfordshire eligible for annual winter flu and COVID jabs are encouraged to get vaccinated promptly. The flu vaccine is free for pregnant women, children aged two to three or in primary and secondary education, individuals in clinical risk groups (e.g., those with diabetes, heart disease, or weakened immune systems) and their close contacts, care home residents, carers, frontline health and social care workers, and everyone over 65.

Support carers and the social care system

Link: [Robots being used in Oxfordshire to help research the importance of touch](#)

Robots are being used in Oxfordshire as a training tool for the council's occupational therapists, helping them to gain a greater understanding of the impact of touch during physical and seated assessments. Occupational therapists from County Council's adult social care team are working with experts from University College London (UCL) and the Oxford Robotics Institute (ORI), University of Oxford, on the innovative research which uses robots to take the place of a person being assessed, programmed to take on different life like characteristics and health concerns.

Invest in an inclusive, integrated, and sustainable transport network

Link: [North Oxford travel improvements complete](#)

Residents in and around Cherwell and north Oxford are now benefitting from easier travel as construction work is complete on Oxfordshire County Council's Kidlington roundabout project. The project has improved footways and cycleways, added much needed pedestrian crossings and extended bus lanes. This completes the county council's North Oxford corridor improvements programme, which provides transport infrastructure to support the expected housing growth across Cherwell district.

Preserve and improve access to nature and Green spaces.

Link: [Reclaiming nature: taking inspiration from a rare and extraordinary Oxfordshire meadow that's barely changed for 1,000 years](#)

Oxfordshire County Council is transferring the lease of a meadow it owns in Swinford to the owners of the nearby Thames Valley Wildflower Meadow Restoration Project in Long Mead. The aim is to allow local experts in biodiversity to bring the meadow back to its full potential and help create a nature recovery network and habitat corridor linking a series of ancient meadows together. Some of the people involved in the project explain why it's taking place and how it will work.

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

Link: [Oxfordshire's Adopt Archie campaign needs 'forever families'](#)

Oxfordshire County Council and Adopt Thames Valley have launched a campaign to dispel myths about adoption and encourage more residents to consider adopting. The campaign features Archie, a lively two-year-old boy in need of a loving home. Archie enjoys racing toy cars, messy play, and sensory toys. The campaign aims to show that anyone with experience in caring for children can be a great candidate for adoption.

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

Link: [Food labelling and safety tests helping to keep residents safe](#)

Businesses that produce or sell food are being urged to ensure they are not putting customers at risk after over half of recently assessed food samples were found to be incorrectly labelled. Oxfordshire County Council's Trading Standards team regularly undertakes testing on food products to ensure that labelling is accurate, and products do not contain any harmful materials or Undeclared allergens such as peanuts or milk.

13. Strategic Risk Management Overview

1. 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.
2. 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.
3. Of the ten strategic risks, eight remain static, with the same scoring as reported in August 2024 and two risks have seen improvement.

Risk Name	Risk Description	30 Sep 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	8	8	★	➡
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).	20	12	8	★	↕
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	6	4	★	↕
08. Policy & Budget	Inability to seek agreement in relation to the policy and budget framework from a minority administration.	25	8	8	★	➡
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	12	12	●	➡
10. Climate Impact	Increasing vulnerability to climate impacts leads to failure of key infrastructure and services with a direct impact on health, safety, environment, and businesses.	25	20.00	20.00	▲	➡

Table 10 Strategic Risk Overview for September 2024.

14. Climate Action Programme Quarter 2 update

Table 10 provides an overview of the status of projects included in the 2024/25 Climate Action Programme, across its three pillars:

- Becoming a climate active council
- Decarbonising our estate and operations by 2030
- Enabling Oxfordshire's transition to net zero.

The Quarter 1 reporting focused on the 19 measures which are being taken forward by the Climate Action service, while this Quarter 2 update also includes the nine projects being taken forward by other services. From Quarter 3 onwards, it is proposed that all 28 projects will be reported on a quarterly basis.

Plan	Green		Amber		Red		Data unavailable		Total
Quarter 1	15	79%	4	21%	0	0%	0	0%	19
Quarter 2	20	71%	7	25%	1	4%	0	0%	28

Table 11: RAG status of Climate Action Programme projects for Quarter 1 and 2 2024/25

Annex C provides additional information on the Climate Action programme Quarter 2 progress.

15. Equality, Diversity and Inclusion (EDI) Action Plan Quarter 2 update

Table 11 provides an overview of the status of measures included in the 2024/25 EDI action plan.

EDI Action Plan	Green		Amber		Red		Data unavailable	Total	
Quarter 1									
Employer of Choice	9	75%	1	8%	0	0%	2	17%	12
Partner of Choice	2	50%	0	0%	0	0%	2	50%	4
Place shaper of choice	8	89%	1	11%	0	0%	0	0%	9
Total	19	76%	2	8%	0	0%	4	16%	25
Quarter 2									
Employer of Choice	11	92%	1	8%	0	0%	0	0%	12
Partner of Choice	4	100%	0	0%	0	0%	0	0%	4
Place shaper of choice	9	100%	0	0%	0	0%	0	0%	9
Total	24	96%	1	4%	0	0%	0	0%	25

Table 12: RAG status of EDI action plan for Quarter 1 2024/25

EDI Measure 24 - Better Housing Better Health services offer support to residents living in poor quality housing in all areas – this measure is now completed.

Annex D outlines the progress of the Equality, Diversity, and Inclusion Action Plan for Quarter 2 2024/25.

Financial position

16. As shown below there is a forecast service area overspend of £6.1m, an increase of £1.0m from the position reported to the September Cabinet. After taking account of additional interest receivable on balances held by the council and anticipated capital financing costs, the overall position is a forecast underspend of £1.3m.

	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance Sept-24 %	Forecast Variance July-24 £m	Change Since July-24 £m
Adult Services	250.2	250.2	0.0	0.0%	0.0	0.0
Children's Services	200.4	204.0	3.5	1.8%	2.3	1.3
Environment & Highways	69.7	70.3	0.6	0.9%	0.9	-0.3
Economy & Place	1.8	1.8	0.0	0.0%	0.0	0.0
Oxfordshire Fire & Rescue Service and Community Safety	28.7	29.3	0.7	2.3%	0.6	0.0
Public Health & Communities	12.6	12.6	0.0	0.0%	0.0	0.0
Resources and Law & Governance	57.8	59.1	1.3	2.3%	1.3	0.0
Transformation, Digital & Customer Experience	7.7	7.7	0.0	0.0%	0.0	0.0
Service Areas Total	628.9	635.0	6.1	0.0	5.1	1.0
Budgets Held Centrally						
Capital Financing	20.7	17.3	-3.5	-16.6%	-3.1	-0.4
Interest on Balances	-10.7	-14.6	-3.9	37.0%	-2.5	-1.4
Contingency	7.4	7.4	-0.0	0.0%	0.0	-0.0
Pay Inflation	14.4	14.4	0.0	0.0%	0.0	0.0
Un-ringfenced Specific Grants	-55.3	-55.3	-0.0	0.0%	0.0	-0.0
Insurance	1.7	1.7	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-3.8	-3.8	0.0	0.0%	0.0	0.0
Contribution from Budget Priority Reserve	-1.4	-1.4	0.0	0.0%	0.0	0.0
Contributions to reserves	11.5	11.5	0.0	0.0%	0.0	0.0
Total Budgets Held Centrally	-15.4	-22.8	-7.4	48.1%	-5.6	-1.8
Net Operating Budget	613.5	612.2	-1.3	-0.2%	-0.4	-0.9
Business Rates & Council Tax funding	-613.5	-613.5	0.0	0.0%	0.0	0.0
Forecast Year End Position	0.0	-1.3	-1.3	-0.2%	-0.4	-0.9

Table 13 Finance overall forecast position

17. The breakeven position for Adult Services reported to the September Cabinet remains unchanged.

18. The forecast overspend of £3.5m for Children's Services has worsened by £1.3m and is due to pressures within Home to School Transport and risks in the delivery of previously agreed savings built into the 2024/25 budget.
19. The overspend for Environment & Highways has reduced by £0.3m since July 2024. The £0.6m pressure includes a £2.2m overspend in Network Management relating to the underachievement of lane rental income savings, offset by a £1.6m underspend in Highways maintenance from a reduction in energy costs from lower energy activity.
20. The breakeven position for Economy and Place reported to the September Cabinet remains unchanged.
21. Public Health & Communities are forecasting a breakeven position. Within that a forecast £0.2m underspend against the Public Health grant funding is assumed to be transferred to reserves at year end.
22. The forecast overspend of £0.7m for Oxfordshire Fire & Rescue Service and Community Safety has remained unchanged from the July position and is due to risks in the delivery of previously agreed savings built into the 2024/25 budget.
23. The forecast overspend of £1.3m for Resources and Law & Governance has remained unchanged from the position reported to Cabinet in September, the pressure is mainly driven by high locum costs in the Legal service.
24. Transformation, Digital & Customer Experience are reporting a breakeven position.
25. £7.4m on-going budget was agreed to be held in contingency as part of the 2024/25 budget. This will be held to meet potential risks around pay inflation and anticipated winter pressures in Adults and Children's Services later in the financial year. The current forecast assumes that there is no underspend against the contingency budget on the basis of these potential risks. However, as the year progresses and there is more certainty over the forecast position, any variances against the contingency budget will be factored in.
26. The 2024/25 budget includes planned service areas savings of £30.1m. 43% of these savings are assessed as delivered and 71% are forecast to be delivered.
27. The risk assessed level of one – off funding held in general balances in 2024/25 is £30.2m. A residual balance of £2.3m relating to the underspend at the end of 2023/24 was agreed to be held in balances as part of the Provisional Outturn Report for 2023/24. After taking account of the forecast underspend, balances are currently forecast to be £3.6m above the risk assessed level at 31 March 2024.
28. The forecast 2024/25 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £26.1m, £4.9m higher than the budget approved by Council in February 2024. The CIPFA code of practice 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 £55.8m as at 31 March 2024 to £81.9m at 31 March 2025.

Financial Implications

29. 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 2024. Strong and sustained financial management, collective action and oversight continues to be required to ensure that services are managed within budgets in 2024/25 and on-going into 2025/26.

Comments checked by: Ian Dyson, Director of Financial and Commercial Services

Legal Implications

30. 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.
31. 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 July 2024 performance, risk and finance position for the Council as part of its fiduciary duty to implement budgetary controls and monitoring.

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

LORNA BAXTER

Executive Director of Resources & Section 151 Officer

Contact Officers:

Louise Tustian, Director Transformation, Digital and Customer Experience
Ian Dyson, Director of Financial and Commercial Services

This page is intentionally left blank





Annex A - Performance - September 2024

Contents

Priority	Page
Priority 1	2
Priority 2	6
Priority 3	9
Priority 4	16
Priority 5	20
Priority 6	23
Priority 7	26
Priority 8	29
Priority 9	30
Priority 10	32
Priority 11	37

Page 157

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	30/09/2024
OCC01 - Put action to address the climate emergency at the heart of our work	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC01.02 Total No. of streetlights fitted with LED Lanterns	Paul Fermer	Cllr A Gant	During the month of September 2024, the target delivery has been exceeded.					213	119	★	898	582	★
OCC01.04 Oxfordshire green house gas emissions as published annually by DESNZ with a 2-year gap	Robin Rogers	Cllr A Gant	This latest data from DESNZ shows that Oxfordshire tracked the national trend in GHG reduction between 2021 and 2022 and showed a similar % reduction as the South East region and comparator authorities. While Oxfordshire met the Climate Change Committee carbon budget it did not meet the ambitious PAZCO trajectory for Oxfordshire Leading the Way. 2022 is the first full year post pandemic when normal economic activity resumed. During this period, transport emissions which are hard to decarbonise continued to dominate for the			The latest GHG data highlights the need to continue to invest in climate action and work with partners to stay on course for our county net zero ambitions. The majority of financing for the net zero transition will come from private sources and the council is seeking to create policy and partnerships that enable that investment. The cost of climate impacts such as from recent floods will be increasingly felt as national and global emissions are not reducing fast enough	This is the first time that Oxfordshire has not been on track to deliver against the Oxfordshire Leading the Way trajectory. The county is tracking regional and national emissions reductions, showing that national policy is the key driver. Therefore there is a risk that insufficient government action will prevent Oxfordshire meeting its net zero ambitions, and our new public affairs function is key to continue pressing for a more ambitious	5.00	9.00	▲	5.00	9.00	▲

Page 159			<p>county. The carbon intensity of the grid also increased in 2021 due to more coal and gas in the mix has been gradually reducing since.</p> <p>The 9% year on year reduction target from the PAZCO Oxfordshire Leading the Way scenario applies to CO2 only and excludes some transport sources, waste and land use changes.</p>			to prevent climate breakdown.	<p>policy framework nationally. There is a risk that Oxfordshire will not meet its ambitious carbon budgets as set out in the Net Zero Route map, however it is also possible that the county will recover its position given that the grid is decarbonising again since a peak in 2021 and that action is being taken at local and national level to tackle emissions. Further data will be available from DESNZ in summer 2025 relating to 2023 GHG emissions.</p>						
OCC01.05 Percentage of milestones delivered for the Local Nature Recovery Strategy	Paul Fermer	Cllr P Sudbury						100.00	100.00	★	200.00	200.00	★

			<p>Management Strategy. However, Oxfordshire's performance remains one of the best in the country based on national data.</p> <p>Government plans for implementing Extended Producer Responsibility for packaging waste in 2025 and Simpler Recycling reforms for households by 31 March 2026 are expected to assist in increasing recycling nationally. Locally the Oxfordshire Resources and Waste Partnership are considering local approaches to boosting reuse and recycling.</p>			<p>Payments to local authorities for managing packaging waste under the EPR scheme will now not be received until after October 2025.</p>	<p>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	30/09/2024
OCC02 - Tackle inequalities in Oxfordshire	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC02.01 Digital Inclusion through libraries (number of hours of use of library public computers)	Ansaf Azhar	Cllr N Fawcett	This figure remains above target and last month saw the highest usage since April. This month's figure includes usage from new devices as part of the pilot for a PN replacement programme. This pilot is being run at our 3 busiest libraries for computer use (Westgate, Abingdon and Cowley), and sees the pilot devices available for use alongside traditional PN computers..					7,886	6,000	★	45,580	34,500	★
OCC02.02 % of premises in Oxfordshire below legal Universal Service Obligation of 10Mb/s	Ansaf Azhar	Cllr N Fawcett						0.39	0.44	★	0.39	0.44	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC02.03 Number of physical visits to Libraries	Ansaf Azhar	Cllr N Fawcett	Visits have returned to a normal seasonal level after the busier summer period, but still represent an increase on last year. So far in 2024/25, the first six months have seen over a million visits to libraries (1,024,274) which is a 7.2% increase on the first six months of 2023/24.					162,329	120,000	★	1,022,082	745,000	★
OCC02.06 Digital engagement with Heritage Services Page 163	Ansaf Azhar	Cllr N Fawcett	We believe that this upturn in performance is largely due to the efforts of the local service teams and promotion of key summer events. The Quentin Blake exhibition at the Oxfordshire Museum was particularly well attended and a diverse range of engagement activity and social media connections were delivered over the last quarter.					242,591.0	222,000.0	★	398,427.0	333,000.0	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC02.08 Number of physical visits to Heritage sites (i.e. Museums, History Centre and VCH events)	Ansaf Azhar	Cllr N Fawcett	As per the digital engagement target performance (OCC02.06), the Heritage Service has been prioritising engagement activities and diversifying/developing audience reach and these efforts are paying off. The family-centred activity programme at the museum over the summer attracted record visits and the popular Quentin Blake exhibition has helped boost these figures.					35,456.00	19,500.00	★	69,915.00	38,000.00	★

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	30/09/2024
OCC03 - Prioritise the health and wellbeing of residents	★



Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.01 % of successfully treated opiate users not requiring treatment again within 6 months	Ansaf Azhar	CIlr L Leffman	Period Q1-24 The Community Alcohol and Drug Service continues to achieve very high opiate successful completion rates. The service's performance is currently top of the group of 33 similar local authorities and significantly above the national average of 5.1%. At the same time, the service is working to meet the national drug strategy requirements to increase the number of people in treatment per annum, with an increasing focus on increasing opiate users in treatment.					12.0%	7.0%	★	12.0%	7.0%	★



Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.02 % of the eligible population aged 40-74 who have been offered NHS Health Check	Ansaf Azhar	Cllr L Leffman	Period Q1-24 The combined NHS Health Check invitations by Primary Care and the Supplementary NHS Health Check Service in Q1 2024/25 represents a positive start to 2024/25, with the vast majority of GP Practices offering health checks in the quarter.					4.10%	5.00%	★	4.40%	5.00%	★
OCC03.04 Reduce the % of women smoking in pregnancy to contribute towards OCC smoke-free strategy	Ansaf Azhar	Cllr L Leffman	Period Q4-23 The new maternity in-house tobacco dependency advisor service (via NHS Long Term Plan funding) is live and supporting pregnant women to quit smoking. The local stop smoking service will also continue to support pregnant women to quit smoking. Younger pregnant women who smoke are offered an incentive to quit via the Family Nurse Partnership. An expression of interest was submitted in September 2024 by the ICB LMNS to the national incentive quit scheme for pregnant women via NHS England.					4.3%	6.0%	★	4.7%	6.0%	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.06 Percentage of births that have received a face to face New Birth Visit	Ansaf Azhar	Cllr N Ley	Q1 24/25 data - A new contract started on 1st April 2024 and data will be available at the end of October and will be reported in the next update						95%	?		95%	?
OCC03.08 Average response time to emergency incidents within Oxfordshire	Rob MacDougall	Cllr J Hannaby	The service is working hard to improve the availability of our on-call stations and has plans to implement measures that are aimed at improving and maintaining a stable, minimum level of fire cover. At present the increase in our response time is directly linked to the issue of availability and, until this is resolved, it is unlikely that our average response time can be positively impacted by other factors. Additionally however we are looking at how the metric is measured: there are concerns that crews are not booking "in attendance" at incident addresses they are sent to if they cannot immediately locate an actual incident. This then means that they continue "responding" until they actually locate	On-call availability is the focus of a set of "interim measures" being launched in 2025 which aims to place the focus and responsibility for this back on local stations and managers, whilst support from central teams will aim to ensure a minimum level of fire cover is provided. These measures will last until the launch of a new response model, which is the culmination of the CSS Review programme.	Initially there is a cultural and systemic change needed as part of these interim measures. This will take time for staff to adjust to, but will result in improved accountability for on-call availability and a greater level of oversight and management by local and senior leaders. As such, small, positive improvements should be seen within Q4, with more improvements seen in Q1 of 2025-2026.			09 mins 38 secs	09 mins	▲	09 mins 38 secs	09 mins	▲

			<p>an incident, resulting in a lengthy recorded time. We have addressed this through a service-wide communication and will review this via dip-sampling next month to check whether crews are booking in when they should be (i.e. once they have arrived at the address they were sent to). Due to reductions in our on-call availability, incidents on certain station grounds are often being attended by crews from further afield. Additionally there has been a lack of guidance around when crews book themselves "in attendance" at incidents, which has led to a negative impact in the average response time calculations.</p>										
OCC03.09 No of people contacted via Making Every Conversation Count	Ansaf Azhar	Cllr N Fawcett	MECC interactions remain well above target and continue to be an area of focus for library staff.					651	450	★	4,762	2,700	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.10 Money saved or recovered for the victims of scams, doorstep crime & other forms	Rob MacDougall	Cllr J Hannaby	<p>This is an aspirational target with several variables outside of the services control. Performance can also vary significantly, as a small number of high value savings can impact on the total amount saved, or not. Performance in the first half of the year is above target, due to the service supporting a fraud victim through a financial institution's complaints process / Financial Ombudsman Service complaint. This resulted in a refund of approximately £76,000. New rights exist for victims of fraud to seek quicker redress from their banks in certain situations, however this is capped at a maximum limit and we know victims unfortunately lose sums much greater than this.</p>					£6,330.00	£25,000.0	▲	£96,180.0	£50,000.0	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.11 No of people directly reached with Trading Standards preventative advice and support	Rob MacDougall	Cllr J Hannaby	This measure is slightly below target but expected to see an increase in Q3 as some of our annual one-off activities take place, such as electric blanket safety testing. In this quarter, 29 residents were supported on a 1-to-1 basis as part of scam/fraud intervention and support, with a further 10 call blockers fitted to protect residents from scam and nuisance calls.					338	375		693	750	



Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Finance Impact	Risk Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC03.12 Number of accidental dwelling fires per 100,000 population within Oxfordshire	Rob MacDougall	Cllr J Hannaby	Whilst the year to date figure of 11.08 is above target, it is below the previous three-year average for this time in the year (15.6). Our purpose remains that of protecting the community, reducing harm and saving lives and we will continue to look to reduce the number and severity of emergencies that happen through our targeted prevention and protection work. We have unfortunately seen a number of accidental dwelling fires across Oxfordshire, taking the number per 100,000 population to 11.08 above the target set which was 11.08. However the year to date figure is below the previous three-year average for this time in the year and also below the Great Britain average of 44.7 in 2022/2023.	Many factors can impact on the likelihood or risk of an accidental dwelling fire occurring, some of these are outside of our control – directly or indirectly. However, we undertake a range of prevention activities, such as Safe and Well visits, to reduce risk and save lives. Work is being undertaken to ensure that these activities are as effective as possible and directed to those most at risk	Due to the annual target, this performance indicator will continue to report as red, but we still expect to be below previous years and below the Great Britain average at year end.			11.08	8.73		15.40	17.46	

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	30/09/2024
OCC04 - Support carers and the social care system	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
---------	----------	------------------	---------	------------------	-----------	-------------	----------------	---------------	---------------	--------	------------	------------	-----

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.01 % of people who received short-term services during 24/25 with no further support request	Karen Fuller	Cllr T Bearder	This is a national measure which aims to monitor the effectiveness of reablement support. Reablement is a short term service which aims to help people regain their independence following a hospital admission or in the community. This measure monitors of the people who have completed a reablement episode the proportion that need no on-going care. Performance has increased in recent years - improving from 57% in 2020/21; to 76% in 23/24. This is slightly below the latest reported national figure of 77.5%	Whilst the number of people not requiring ongoing support is currently at 72.5% in year it must be noted that so far this year 85.3% of people who have used this service have seen a decrease in their care needs and the actual number of residents supported to become more independent via this service has risen by over 4% from 869 to 907. The service will continue to work with system partners and residents to ensure that people are able to access reablement support in the community as well as via the hospital discharge pathways.		If people do not receive effective reablement where a need for it is identified there is a risk that the opportunity to recover from illness and regain their independence will not be fully utilised.	Supporting people to regain and maintain their independence wherever possible is widely associated with better health and wellbeing outcomes and also ensures that unnecessary costs to residents and the council are not incurred.	76.00	77.50		76.00	77.50	
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family	Karen Fuller	Cllr T Bearder						89.63%		n/a	89.63%		n/a

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed	Karen Fuller	Cllr T Bearder						93.11	93.00	★	93.11	93.00	★
OCC04.04 Adults aged 65+ (per 100,000) admitted to residential and care homes	Karen Fuller	Cllr T Bearder						313.60	437.70	★	313.60	437.70	★
OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)	Karen Fuller	Cllr T Bearder	This is a national measure that looks at the number of people whose support needs are met by a permanent care home admission. Most people want to live in their own home and we work to help people stay at home as long as possible. However there are occasions where a person is best supported in a care home. The aim is to therefore reduce the number of people needing a permanent care home admission. Last year (2023/24) 453 people were permanently admitted to a care home or a rate of 346.2 people per 100,000 population. This is lower (i.e. better than the national average). The latest comparative data which is for					313.6	283.8	●	313.6	283.8	●

Page 175			<p>22/23, Oxfordshire's rate was 357.7 and the 16 best of 151 reporting authorities. As part of the Better Care Fund the Council agrees an improvement target with the Department of Health and Social Care, which must show improvement on the previous year. This stretched target for 2024/25 is 400 admissions or a rate of 284 per 100,000 people 65+.</p> <p>In the last 12 months 442 people have been permanently admitted to a care home, whilst this is a reduction on last year and in the top 10% in the country it is below the stretched target. People are supported to live at home through increasing the availability of services such as home care and extra care housing. In the last 12 months we have purchased over 6% more hours of home care.</p>										

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	30/09/2024
OCC05 - Invest in an inclusive, integrated and sustainable transport network	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC05.03 204.6 KM (4.4%) of the road network to be treated Page 176	Paul Fermer	Cllr A Gant	The annual target for the 2024/25 total surfacing program has been set at 4.4% of the network (excluding patching). <ul style="list-style-type: none"> 7.06 km were treated during September (0.15 % of the network). As at 30th of September, 198.33 km (4.30% of the network) has been treated. This means we are on track against the final target. 					7.06	2.00	★	198.33	194.20	★
OCC05.04 % of Annual change in average nitrogen dioxide concentrations in AQMAs	Paul Fermer	Cllr A Gant	There are currently 13 air quality management areas (AQMAs) in Oxfordshire declared in relation to nitrogen dioxide concentrations. The highest levels in each of the 13 AQMAs areas within Oxfordshire were recorded by the District and City			Delivery is on target and there are no impacts on risk at this stage.	There is no impact on finance at this stage.	11.00%	10.00%	★	11.00%	10.00%	★

Page 177			<p>Councils. The average of the highest levels was 32.33 µg/m which is less than the UK's statutory limit value of 40 µg/m. The 2023 figure is an 11% reduction in the average of highest nitrogen dioxide levels recorded in each of the 13 AQMAs in Oxfordshire compared to last year and a 35% reduction compared to the baseline year of 2019. Every year air pollutant levels are likely to fluctuate due to weather conditions and other local conditions such as road closures near monitoring sites. However, the downward trend is apparent across the UK, with most monitoring sites showing reductions in NO levels. This is likely to be due to newer road vehicles having to meet stricter emission standards and the uptake of electric road vehicles. A national move away from coal usage in power generation has also impacted nitrogen dioxide levels.</p>										

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC05.08 % of delivery against Countywide 20mph plan	Paul Fermer	Cllr A Gant	Good overall progress with fairly high confidence that the project will be very substantially complete by 31/03/2025.					35.00%	23.53%	★	57.69%	46.22%	★

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	30/09/2024
OCC06 - Preserve and improve access to nature and green spaces	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC06.02 Percentage of newly planted trees still alive on land OCC own & manage	Paul Fermer	Cllr P Sudbury	No change since last month. Watering has now been completed for the year.			No impact identified.	No financial implications	94.90%	90.00%	★	94.90%	90.00%	★
OCC06.03 Volunteer hours on the PRoW network through established groups	Paul Fermer	Cllr A Gant	Q2 - July to October 2024 Chiltern Society - 1547 Cotswolds Wardens - 225 Thame & Wheatley Ramblers group - 71 Vale Ramblers - 160 Total: 2003					2,003.00	1,750.00	★	3,756.00	3,500.00	★
OCC06.04% [by length] of Public Rights of Way network free from serious issues or obstruction	Paul Fermer	Cllr A Gant	This figure has remained at 89%. However, it should be noted that there was an increase of 4.8km in length of links free from significant issues but as this is just a small fraction of the network the overall figure did not change. The Countryside Access GIS system CAMs splits public rights of way (PRoW) into 'links' which all have					89.00%	90.00%	●	89.00%	90.00%	●

Page 180			length data associated with them. A link is a section of path that runs from one path or road to where it connects/intersects with another path or road. In order to generate the % figure we find all significant issues recorded on the entire network that are 'unresolved'. This includes issues such as barbed wire fences, locked gates, unauthorised structures, unauthorised excavation, buildings on path. These are issues that would generally have an impact on people using the paths although in some cases there may be alternative routes used to get around them. We then find all the 'links' that these issues are associated with and can then find the total length of these links. From this we can work out the % by length of PRow that are free from these serious issues or obstructions. It should be noted that a link can be a few kilometres in length while the										

			issue only affects a short section.										

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	30/09/2024
OCC07 - Create opportunities for children and young people to reach their full potential	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.01 % of 2-2½ year review showing children at or above the expected level of development	Ansaf Azhar	Cllr L Leffman	Q1 24/25 data - A new contract started on 1st April 2024 and data will be available at the end of October and will be reported in the next update						85.10	?		85.10	?
OCC07.02 No of children we care for who are Unaccompanied Asylum Seeking Children	<div><div></div><div>Lisa Lyons</div><div></div><div>Stephen Chandler</div></div>	Cllr J Howson						101		n/a	583		n/a


Page 183

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.03 % of children we care for placed out of county and more than 20 miles away from home	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson	At the end of September 275 people out of 791 were placed out of Oxfordshire and more than 20 miles away from their home address	Through the Oxfordshire Way we continue to develop community assets to keep people independent for as long as possible. Where people need care we continue to develop services that will allow them to stay in their own homes such as increasing the availability of home care, providing aids and adaptations, and developing additional extra care housing	The aim is to deliver the stretch target by the end of the year, but current we remain in the top 10% nationally	Most residents want to live in their own home for as long as possible. Supporting this supports Oxfordshire as a place of choice	There are no clear financial risks	35.00		!	34.17		!
OCC07.04 Number of Children and Young People accessing the Music Service	<ul style="list-style-type: none"> ■ Kate Reynolds ■ Lisa Lyons 	Cllr N Fawcett						8,129.00	8,500.00	★	8,129.00	8,500.00	★
OCC07.05 The number of children subject of a child protection plan	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson						509.00	618.00	★	517.83	618.00	★
OCC07.06 Number of Oxfordshire children we care for	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson						690		n/a	690		n/a
OCC07.07 % of Education Health & Care Plans completed within 20 weeks	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson						40.0%		n/a	41.9%		n/a

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC07.08 The number of Education Health Care Plans maintained by the local authority	<ul style="list-style-type: none"> ■ Lisa Lyons ■ Stephen Chandler 	Cllr J Howson						7,046.00		n/a	6,812.50		n/a

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	30/09/2024
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	30/09/2024
OCC09 - Work with local businesses and partners for environmental, economic and social benefit	★



Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC09.01 No of overdue inspections from Risk Based Inspection Programme Page 186	Rob MacDougall	Cllr J Hannaby	At the end of September we have zero inspections overdue on our Risk Based Inspection Programme. Concentrated hard work, across the team, has ensured that we are up to date with inspections of our highest risk premises					0	0	★	19	0	●
OCC09.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire	Lorna Baxter	Cllr N Fawcett						12.00	1.00	★	23.00	6.00	★
OCC09.03 No of Trading Standards interventions conducted with businesses	Rob MacDougall	Cllr N Ley						454	375	★	973	750	★
OCC09.04 % of Gigabit capable (DOCSIS 3.1 or Full Fibre) Broadband	Lorna Baxter	Cllr N Fawcett						85.60	78.50	★	85.60	78.50	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC09.05 % of Full Fibre To The Premises broadband (FTTP) premises in Oxfordshire.	Lorna Baxter	Cllr N Fawcett						59.70	52.00	★	59.70	52.00	★

Running the Business - Customer Experience

Status of Indicators	30/09/2024
OCC10 - Customer Service	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.01 % of Adult Social Care complaints (Stage 1) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	6 Adult Social Care statutory stage 1 complaints have been received in September 2024. 2 cases are closed within timescale and 4 are still open within timescale.					100.00	80.00	★	500.00	480.00	★
OCC10.02 % of Adult Social Care complaints (Stage 2) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	No Adult Social Care statutory stage 2 complaints were received in September 2024.						80.00	?		480.00	?
OCC10.03 Overall customer satisfaction rate for the Customer Service Centre – telephony	Louise Tustian	Cllr N Fawcett	Latest satisfaction survey: In September 2024, 22% of calls answered were surveyed which is a decrease of 3% compared to the previous month. 100% of customers surveyed were satisfied or very satisfied					100%	80%	★	100%	80%	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.04 Answer 80% of calls to the Customer Service Centre within 30 seconds (exclude SHCT)	Louise Tustian	Cllr N Fawcett	In September the number of calls answered increased by 2,305 to 10,483 calls and 8,234 of these were answered within 30 seconds equalling 79%. This compared to August where 8,178 were presented and 6,646 calls were answered within 30 seconds (81%) For this area of the contact centre, we have tracked 47,6 days to unforeseen absence	The move to Zoom (from the 8x8 software) and a review of meaningful KPIs will enable us to better understand the individual customer journeys. This includes the introduction of improved workforce management software that enables us to better align staffing to arrival patterns.	This metric is does not accurately reflect the customers experience of the Contact Centre as we are currently unable to understand the number of customers that this actually affects. The introduction of Zoom from November onwards as the Contact Centre platform will enable greater insight into the customers experience. A review of all KPI's is underway to be implemented in the new service delivery plan.	The risk of not answering calls in a timely manner leads to a risk of reputational damage to the Council	Not answering 80% of calls within 30 seconds, does not have a direct financial impact, but can lead to increased waiting times, increased stress and therefore higher staff sickness and turnover.	79.00%	80.00%		79.00%	80.00%	

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.05 Percentage of FOIs responded to within timescales	Louise Tustian	Cllr N Fawcett	<p>A total of 127 requests for information were received during, with an additional 7 requests redirected to the other organisations, mainly the local district councils. This is an increase of 22% compared to August (104), and a decrease of 4% compared to September 2023 (132).</p> <p>A total of 48 requests were responded to on-time (100%), and 79 requests remain open and on-time (100%). Even with the rise in requests throughout September compared to August, we continue to achieve an impressive response rate for 8 consecutive months.</p>	We consistently support and motivate colleagues throughout the organisation to highlight the importance of meeting statutory timeframes.	In the initial six months of the 2024-25 financial year, we successfully responded to 98% of initial requests within the statutory timeframe. We are committed to maintaining this high level of performance for the remainder of the financial year.			100.00	90.00	★	600.00	540.00	★
OCC10.06 Overall customer satisfaction rates for standard Registration Service	Anita Bradley	Cllr N Fawcett						97%	95%	★	95%	95%	●
OCC10.07 Overall customer satisfaction rate for Coroners Inquest Service	Anita Bradley	Cllr N Fawcett						100%	99%	★	100%	99%	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.08 % of Children Social Care complaints (Stage 1) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	9 Children Social Care statutory stage 1 complaints were received in August 2024. 2 cases are closed within timescale and 7 are still open within timescale.					100.00	80.00	★	200.00	480.00	▲
OCC10.09 % of Children Social Care complaints (Stage 2) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	No Children's Social Care statutory stage 2 complaints were received in September 2024.						80.00	?		480.00	?
OCC10.10 % of Children Social Care complaints (Stage 3) responded to within statutory timescales	Louise Tustian	Cllr N Fawcett	No Children's Social Care statutory stage 3 complaints were received in September 2024.						80.00	?		480.00	?
OCC10.11 % of Corporate Complaints (Stage 1) responded to within timescales	Louise Tustian	Cllr N Fawcett	33 Corporate stage 1 complaints have been received in September 2024. 8 were closed within timescale, 2 closed outside of time scale(1 Highways and Environment directorate and 1 Children services) , 19 are still open within timescale and 4 are overdue. Of these, 3 falls into the Highways and Environment directorate,1 into the Children's corporate directorate.					80.00	80.00	★	80.00	80.00	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC10.12 % of Corporate Complaints (Stage 2) responded to within timescales	Louise Tustian	CIlr N Fawcett	3 Corporate stage 2 complaints were received in September 2024. All the cases are still open within timescale.						80.00	?		80.00	?
OCC10.13 The percentage of customer telephone calls abandoned at the Customer Service Centre	Louise Tustian	CIlr N Fawcett	In September 2024, the Customer Service Centre was offered 13,136 calls across all services. Of these, 712 were abandoned equating to 5.4% of calls. Compared to the previous month, there was an increase of 2,393 calls offered. Compared to September 2023, there is a 3.3% decrease in the abandonment call rate					5.00%	10.00%	★	5.40%	10.00%	★

Running the business - Finance

Status of Indicators	30/09/2024
OCC11 - Finance	▲

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.01 Overall forecast revenue variance across the Council	Lorna Baxter	Cllr D Levy	This measures the overall forecast revenue variance across the Council. The target is to breakeven or underspend. September position is -0.2% (ie underspend)					-0.20	0.00	★	-0.10	0.00	★
OCC11.02 Achievement of planned savings	Lorna Baxter	Cllr D Levy	The target for the achievement of planned savings is 90%. September position is 71% of savings are on track to be delivered by year end.					71.00	90.00	▲	70.67	90.00	▲
OCC11.03 General balances are forecast to remain at or above the risk assessed level	Lorna Baxter	Cllr D Levy	General balances are forecast to remain within 85% of the risk assessed level for 2024/25 (£30.2m). September position is 112% as balances are forecast to be £33.8m at year end.					112.00	85.00	★	109.67	85.00	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.04 Directorates deliver services and achieve planned performance within agreed budget	Lorna Baxter	Cllr D Levy	This measures service areas delivering services and achieving planned performance within budget. The target is 1% variance. September performance is 1% overspend.					1.00	1.00	★	0.77	1.00	★
OCC11.05 Total Outturn variation for DSG funded services (schools/early years)	Lorna Baxter	Cllr D Levy	Total Outturn variation for DSG funded services (schools and early years). Target is breakeven or underspend. September position is 0% variance.					0.00	0.00	●	0.00	0.00	●
OCC11.06 Total Outturn variation for DSG funded services (high needs)	Lorna Baxter	Cllr D Levy	Total Outturn variation for DSG funded services (high needs). Target is overspend no higher than £21.3m. September position is £26.1m overspend.					£26,148,0	£21,300,0	▲	£22,890,6	£21,300,0	▲
OCC11.07 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr D Levy	Use of non-DSG revenue grant funding, target is at least 95% is spent by the year end. September position is on track to spend 95%.					95.00	95.00	★	95.00	95.00	★
OCC11.08 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr D Levy						97.10	95.00	★	96.48	95.00	★

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.09 Invoice collection rate - Corporate Debtors	Lorna Baxter	Cllr D Levy	This measure identifies the percentage of invoices issued that have been paid within 120 days. In this period, we measured invoices issued in April 2024. The collection rate was 97.18%, above the target of 95%.					97.18	95.00	★	97.39	95.00	★
OCC11.10 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr D Levy	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. Consequently, this figure is tracked through the year. Debt requiring impairment this month is £0.515m. The top five cases, including two which are in liquidation, account for 37% of the total bad debt and is being actively worked on by Legal Services and Debt Recovery Officers.					515,000	300,000	●	506,397	300,000	●

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD	
Page 196	OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	Lorna Baxter	Cllr D Levy	The 2023-24 year-end adults care contribution impairment for bad debt was £4.52m. At 30 September 2024 it is £5.16m, an increase of £0.65m. 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. We are revising our approach to overdue debt and bringing together a debt reduction and recovery plan.					5,163,000	3,500,000		4,919,788	3,500,000	
OCC11.12 Average cash balance compared to forecast average cash balance	Lorna Baxter	Cllr D Levy						£535,784,	£462,628,		£508,270,	£462,628,		
OCC11.13 Average interest rate achieved on in-house investment portfolio	Lorna Baxter	Cllr D Levy						4.51	4.25		4.68	4.25		
OCC11.14 Average annualised return achieved for externally managed funds	Lorna Baxter	Cllr D Levy						3.75	3.75		3.75	3.75		

Measure	Director	Portfolio Holder	Comment	Improvement Plan	Timeframe	Risk Impact	Finance Impact	Period Actual	Period Target	Status	YTD Actual	YTD Target	YTD
OCC11.15 Invoice Collection Rate - Adult Social Care contribution debtors	Lorna Baxter	Cllr D Levy	In this period, we measured invoices issued in April 2024. The 120-day invoice collection rate was 92.20% for this period, above the 92% target.					92.20	92.00	★	91.93	92.00	★

This page is intentionally left blank

Introduction

1. This annex sets out the third financial monitoring information for the 2024/25 financial year and is based on information to the end of September 2024. Key issues, as well as risks relating to inflation, demand and other factors, plus areas of emerging pressure are explained below.

The following information is also provided within the annex:

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

Overall Financial Position

2. As shown below there is a forecast service area overspend of £6.1m, an increase of £1.0m from the position reported to the September Cabinet. After taking account of additional interest receivable on balances held by the council and anticipated capital financing costs, the overall position is a forecast underspend of £1.3m.

	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance Sept-24 %	Forecast Variance July-24 £m	Change Since July-24 £m
Adult Services	250.2	250.2	0.0	0.0%	0.0	0.0
Children's Services	200.4	204.0	3.5	1.8%	2.3	1.3
Environment & Highways	69.7	70.3	0.6	0.9%	0.9	-0.3
Economy & Place	1.8	1.8	0.0	0.0%	0.0	0.0
Oxfordshire Fire & Rescue Service and Community Safety	28.7	29.3	0.7	2.3%	0.7	0.0
Public Health & Communities	12.6	12.6	0.0	0.0%	0.0	0.0
Resources and Law & Governance	57.8	59.1	1.3	2.3%	1.3	0.0
Transformation, Digital & Customer Experience	7.7	7.7	0.0	0.0%	0.0	0.0
Service Areas Total	628.9	635.0	6.1	1.0%	5.1	1.0
Budgets Held Centrally						
Capital Financing	20.7	17.3	-3.5	-16.6%	-3.1	-0.4
Interest on Balances	-10.7	-14.6	-3.9	37.0%	-2.5	-1.4
Contingency	7.4	7.4	-0.0	0.0%	0.0	-0.0
Pay Inflation	14.4	14.4	0.0	0.0%	0.0	0.0
Un-ringfenced Specific Grants	-55.3	-55.3	-0.0	0.0%	0.0	-0.0
Insurance	1.7	1.7	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-3.8	-3.8	0.0	0.0%	0.0	0.0
Contribution from Budget Priority Reserve	-1.4	-1.4	0.0	0.0%	0.0	0.0
Contributions to reserves	11.5	11.5	0.0	0.0%	0.0	0.0
Total Budgets Held Centrally	-15.4	-22.8	-7.4	48.1%	-5.6	-1.8
Net Operating Budget	613.5	612.2	-1.3	-0.2%	-0.4	-0.9
Business Rates & Council Tax funding	-613.5	-613.5	0.0	0.0%	0.0	0.0
Forecast Year End Position	0.0	-1.3	-1.3	-0.2%	-0.4	-0.9

3. The breakeven position for Adult Services reported to the September Cabinet remains unchanged.
4. The forecast overspend of £3.5m for Children's Services has worsened by £1.3m and is due to pressures within Home to School Transport and risks in the delivery of previously agreed savings built into the 2024/25 budget.
5. The overspend for Environment & Highways has reduced by £0.3m since July 2024. The £0.6m pressure includes a £2.2m overspend in Network Management relating to the underachievement of lane rental income savings, offset by a £1.6m underspend in Highways maintenance from a reduction in energy costs from lower energy activity.
6. The breakeven position for Economy and Place reported to the September Cabinet remains unchanged.
7. Public Health & Communities are forecasting a breakeven position. Within that a forecast £0.2m underspend against the Public Health grant funding is assumed to be transferred to reserves at year end.
8. The forecast overspend of £0.7m for Oxfordshire Fire & Rescue Service and Community Safety has remained unchanged from the July position and is due to risks in the delivery of previously agreed savings built into the 2024/25 budget.
9. The forecast overspend of £1.3m for Resources and Law & Governance has remained unchanged from the position reported to Cabinet in September, the pressure is mainly driven by high locum costs in the Legal service.
10. Transformation, Digital & Customer Experience are reporting a breakeven position.
11. £7.4m on-going budget was agreed to be held in contingency as part of the 2024/25 budget. This will be held to meet potential risks around pay inflation and anticipated winter pressures in Adults and Children's Services later in the financial year. The current forecast assumes that there is no underspend against the contingency budget on the basis of these potential risks. However, as the year progresses and there is more certainty over the forecast position, any variance against the contingency budget will be factored in.
12. The 2024/25 budget includes planned service areas savings of £30.1m. 43% of these savings are assessed as delivered and 71% are forecast to be delivered.
13. The risk assessed level of one – off funding held in general balances in 2024/25 is £30.2m. A residual balance of £2.3m relating to the underspend at the end of 2023/24 was agreed to be held in balances as part of the Provisional Outturn Report for 2023/24. After taking account of the forecast underspend, balances are currently forecast to be £3.6m above the risk assessed level at 31 March 2024.
14. The forecast 2024/25 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £26.1m, £4.9m higher than the budget approved by Council in

February 2024. The CIPFA code of practice 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 £55.8m as at 31 March 2024 to £81.9m at 31 March 2025.

Service Areas Forecasts

Adult Services

15. Adult Services are reporting a breakeven position against a budget of £250.2m.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Adult Social Care	27.2	27.5	0.3	0.3	0.0
Health, Education & Social Care Commissioning	5.5	5.2	-0.3	-0.3	0.0
Housing & Social Care Commissioning	1.4	1.4	0.0	0.0	0.0
Business Support Service	1.1	1.1	0.0	0.0	0.0
Pooled Budgets	214.9	214.9	0.0	0.0	0.0
Total Adult Services	250.2	250.2	0.0	0.0	0.0

16. The position assumes that all savings are delivered. Further detail is provided in the savings section of the report.

Pooled Budgets

Age Well Pooled Budget

17. 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.
18. 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.
19. The council elements of the Age Well pool as at the end of September are forecast to breakeven.
20. The council's share of the Better Care Fund (BCF) being utilised within the pool is £31.1m in 2024/25, an increase of 5.7% from 2023/24.
21. There are significant risks and assumptions within the forecast where certainty is not possible at this stage. These include:
 - Growth in placements, particularly residential, through the year. Although there is a seasonal trend, it is difficult to predict accurately how activity will move. The forecast includes an element of growth held to mitigate this risk.

- Requests for fee uplifts for unit costs over and above ceiling rates are still being requested and this is being managed through a fee uplift panel. A deadline for requests to be put forward for consideration is to be communicated to providers. Funding is held to cover further requests any unallocated budget will be released to the wider system or cover future risks within the service.
- The ICB have begun a programme of package reviews, resulting in a number of packages being assessed as no longer having a health need and therefore becoming a social care commitment. To date the increase in costs to the council within older people is £1.0m in 2024/25. This has potential to increase depending on the outcomes of any further assessments taking place by the ICB.

Live Well Pooled Budget

22. 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.
23. Budgets within the pool are managed on an aligned basis with the Integrated Care Board (ICB) for Buckinghamshire, Oxfordshire, and Berkshire West (BOB).
24. The council elements of the Live Well pool are forecast to spend to budgets.
25. Risks or uncertainties in both service groups relate to:
- The ICB have begun a programme of package reviews, resulting in a number of packages being assessed as no longer having a health need and therefore becoming a social care commitment. To date the increase in costs to the council within learning and physical disabilities is £1.1m in 2024/25. This has potential to increase depending on the outcomes of any further assessments taking place by the ICB.
 - Transport costs are forecast to overspend by £0.7m. This is due to market conditions rather than increased demand. Work is ongoing to reduce these costs in future years via a transport working group.
 - Growth in care packages, particularly for supported living and home support, through the year. It is difficult to predict accurately how activity will move throughout the remaining four months of the year.
 - A paper is going to the ICB's Executive Management Committee on the 11th November to formally agree to their share of the costs for adults with Section 117 aftercare support under the Mental Health Act for service users with a physical disability.

Non-Pool Services

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

Reserves

27. £1.0m held in the Budget Priorities reserve for Adult Social Care at 1 April 2024 will be used to fund known pressures in 2024/25.
28. £0.6m held in reserves because of additional contributions made by the ICB in

previous years will be allocated in 2024/25 and 2025/26 as agreed with the Joint Commissioning Executive.

29. As the Supervisory Body the council has a statutory obligation to assess and authorise Deprivation of Liberty Safeguarding (DoLS) requests. The number of requests the council receives has increased so £0.4m has been held in the Budget Priorities reserve to help meet its statutory obligation. This funding will be utilised in 2024/25.
30. £0.1m held in the Government Initiative Reserve relates to ongoing costs associated with charging reforms prior to implementation which is now scheduled for autumn 2025.
31. £0.3m of Apprenticeship funding is held within the grants and contributions reserve, funding was awarded to the council late in February 2024 to increase social work capacity within adult social care, the funding will be used before March 2025. Noting the positive impact of the recruitment campaign, 300 applications were received for social work apprenticeships from which 30 were appointed.
32. £0.2m Accelerated Reform Fund funding awarded in January 2024 will be used to address barriers to adopting innovative practices and build capacity and capability within adult social care.

Ringfenced Grants

33. As set out in Annex 4, ring-fenced government grants expected to be received by Adult Services in 2024/25 total £23.2m.
34. The Improved Better Care Fund Grant is £10.7m, with no change since 2023/24. 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.
35. The Market Sustainability and Improvement Fund is £10.0m and is being used to support the provider fee uplift in 2024/25 in line with the terms of the grant, to enhance the uplift, and to maintain uplifts from 2023/24 funded through the Market Sustainability and Fair Cost of Care grant which now forms part of this grant.
36. The Adult Social Care Discharge Fund is £2.5m. 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. There are a number of virements to note reflecting budget movements within the pools linked to inflationary uplifts, and allocation of Deprivation of Liberty Safeguards funding.

Savings

38. The 2024/25 budget includes planned savings of £4.3m. 98% of savings are expected to be delivered and 2% are currently unconfirmed and have an element

39. The unconfirmed savings relate to an action to reduce the outstanding unsecured debt. This will not be confirmed until the end of the financial year but while action continues to be taken early reports indicate that this will not be achieved. Updates will continue to be provided in future reports.
40. There are also £0.3m of savings brought forward from 2023/24 to be delivered in 2024/25. 100% of this is expected to be delivered.

Investments

41. Planned one – off investments of £1.4m were agreed as part of the 2024/25 budget. Initial plans have been discussed to spend £0.6m of the investment with further work being carried out to utilise the remaining investment. To maximise the effect of this funding an element may be required to be carried forward into the following year, an update will be provided within the next report. £0.2m of the investment linked to the Oxfordshire Way is to be managed by the Partnership Delivery Service.
42. Options are being worked through to fully understand the benefits to the council as a result of the investment in digital technologies. The scoping exercise linked to these projects and any implementation flowing from this may require some of the funding to be moved into to an earmarked reserve for use in 2025/26.
43. The digital acceleration allocation is likely to be oversubscribed and the ambition would be to reallocate part of the investment set against shared lives which is unlikely to fully utilise this allocation.
44. Any investment opportunities to be funded from the shared lives investment budget is not identified until quarter three of the current financial year following recommendations to be made from project work beginning in September 2024. Opportunities need to be identified to ensure the benefit of the investment to be spent against transport is maximised county wide.

Children's Services

45. Children's services are forecasting an overspend of £3.5m against a budget of £200.4m.
46. For High Needs DSG there is a forecast in year deficit of £26.1m, £4.9m higher than the budget approved by Council in February 2024.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Education & Learning	52.9	53.9	1.0	0.0	1.0

Annex B
Business Management and Monitoring Report September 2024

Schools ¹	0.2	0.2	0.0	0.0	0.0
Subtotal Education	53.1	54.1	1.0	0.0	1.0
Early Help, Front Door & Social Care	87.0	84.9	-2.1	1.4	-3.5
Provider Services & Safeguarding	51.6	51.6	0.0	0.0	0.0
Subtotal Childrens' Social Care	138.6	136.6	-2.0	1.4	-3.5
Children's Services Central Costs	8.8	13.3	4.5	0.8	3.7
Total Childrens' Services	200.4	204.0	3.5	2.3	1.3
Overspend on High Needs DSG that will be transferred to the unusable reserve	88.4	114.6	26.1	21.3	4.9

Education

47. Within Education & Learning, Home to School Transport continues to be high risk. At this point in the year expenditure is forecast to exceed the budget by £1.0m based on the pupils and transport requirement for the new academic year from September.

Children's Social Care & Central Costs

48. There is a forecast overspend of £2.5m for Children's Social Care and Central Costs.

49. The forecast overspend is as a result of risks to the delivery of previously agreed reductions to budgets or savings built into the budget for 2024/25 mitigated by funding to cover increasing demand and underspends noted in investments.

50. In relation to staffing, several initiatives are planned to support the reduction of agency social workers. For 2024/25 this is currently expected to be managed within the budget, however there could be risks in future financial years should the number and cost of agency social workers not reduce in line with expectations.

51. The latest activity for Children's Social Care is as below:

	Q2 2022/23	Q3 2022/23	Q4 2022/23	Q1 2023/24	Q2 2023/24	Q3 2023/24	Q4 2023/24	Q1 2024/25	Q2 2024/25
Oxfordshire born children	778	755	735	709	677	651	624	623	643
Disabled Children	61	62	58	56	51	50	49	48	43
Subtotal	839	817	793	765	728	701	673	671	686
Unaccompanied	69	73	108	100	94	108	95	99	99
Total	908	890	901	865	822	809	768	770	785

52. The downward trend in the number of children we care for during 2023/24 has in recent months broadly stabilised and is in line with the numbers forecast for the budget at this point in the year.

Dedicated Schools Grant (DSG)

¹ *Maintained Schools are funded by Dedicated Schools Grant

53. The forecast overspend against High Needs DSG funding is a deficit of £26.1m, £4.9m higher than the budget approved by Council in February 2024.

Summary of DSG funding	2024/25 Budget £m	2024/25 Projected Outturn £m	Variance £m
Schools block	129.1	129.1	0.0
Central Services Schools block	5.2	5.2	0.0
High Needs block	88.4	114.6	26.1
Early Years block	74.8	74.8	0.0
Total	297.5	323.6	26.1

54. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit would increase the cumulative negative DSG balance held in this reserve from £45.6m as at 31 March 2024 to £71.7m at 31 March 2025.

Savings

55. The 2024/25 budget includes planned savings of £12.3m. Although some of the savings have already been secured or are expected to be delivered, there remains £6.1m of savings to deliver through activities during the year to manage demand and the cost of care. The savings also include a reduction in agency costs which is at risk of delivery.

Investments

56. Planned investments of £6.7m agreed as part of the 2024/25 budget include:

- £1.5m investment for additional capacity in the SEND service.
- £1.0m investment to extend the Family Safeguarding model to reduce demand.
- £1.0m investment on Recruitment & Retention Strategy.
- £0.8m investment on Home to School Transport to improve data and systems and increase independent travel.
- £0.5m investment in Digital innovation to assist customer pathways and user experience in information finding and advice.
- £0.7m to develop the Oxfordshire Way approach.

Virements

57. A temporary virement is requested to reallocated £1.3m of the children's demography from social care to transport. The budget agreed in February 2024 reflected the demographic pressure being used for both services and this reflects the actual position in year.

Environment & Highways

58. Environment & Highways is forecasting an overspend of £0.6m against a budget of £69.7m.

Annex B
Business Management and Monitoring Report September 2024

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Infrastructure Delivery	1.2	1.2	0.0	0.0	0.0
Environment	37.1	37.1	0.0	0.0	0.0
Transport Policy	13.2	13.2	0.0	0.0	0.0
Highways & Maintenance	20.7	19.1	-1.6	-1.3	-0.3
Network Management	-6.4	-4.2	2.2	2.2	0.0
Supported Transport	1.9	1.9	0.0	0.0	0.0
Senior Management Team	0.3	0.3	0.0	0.0	0.0
Data Intelligence & Business Support	1.7	1.7	0.0	0.0	0.0
Total Environment & Highways	69.7	70.3	0.6	0.9	-0.3

Infrastructure Delivery

59. The Infrastructure Delivery service area is forecasting a breakeven position.

Environment

60. The Environment service area is forecasting a breakeven position.

61. Waste Management are forecasting a breakeven position. The service is confident that the risks identified around waste pressures can be managed throughout the year.

62. The table below summarises budgeted and actual waste activity.

**	Budget				Outturn Forecast*			
Waste Stream	Annual	Tonnage		Price/ Tonne	Annual	Tonnage		Price/ Tonne
	£m	K'Tonnes	%	£	£m	K'Tonnes	%	£
Recycling/ Composting	8.362	175	60%	47.86	8.078	151	56%	53.24
ERF	16.167	105	36%	154.41	17.114	111	41%	154.71
Landfill	1.624	11	4%	149.30	1.304	7	3%	167.58
Total	26.153	291	100%	90.09	26.497	269	100%	98.09
*September figures presented as the latest dataset.								
** Please note that budget, outturn & variance figures are rounded to the nearest 1000								

63. Other services within Environment & Circular economy are also forecasting a break-even position. All investments in flood management activity are currently on

Transport Policy

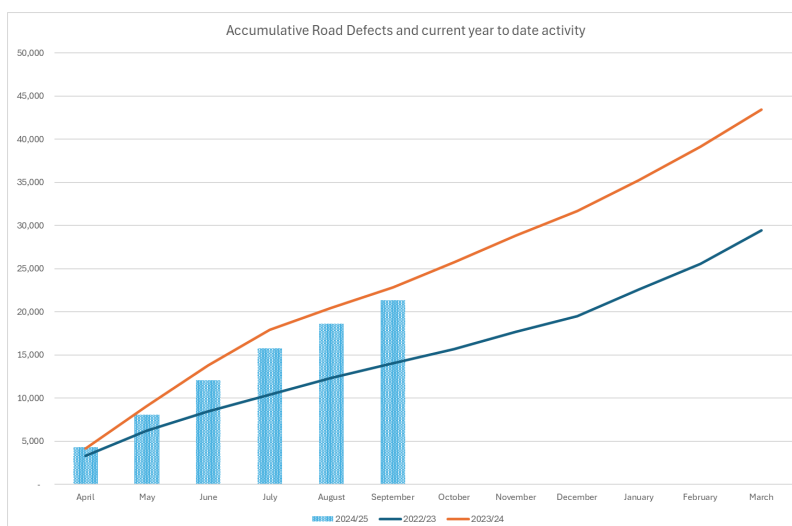
64. The Transport policy service area is forecasting a breakeven position

Highways & Maintenance

65. Highways & Maintenance are forecasting an underspend of £1.6m. This reflects a reduction in energy consumption for street lighting and the ongoing effect of a price update received during 2023/24 setting out more favourable energy prices.

66. Although there is currently an underspend position, it has been reported that the price for energy is likely to rise in October thus potentially reducing the overall forecast underspend. However, services have not had an updated price point from Crown Commercial Services.

67. Current level of defects remains lower than last year and in line with the current budget.



Network Management

68. Network Management is forecasting an overspend of £2.2m. This is due to a delay in approval of the council's application to implement charging for Lane Rental by the Department for Transport. Although the full level of income will not be achieved options and risks are being assessed to mitigate the impact, such as delays in other planned expenditure, income trends and additional drawdown of the parking account reserve.

Supported transport

69. The Supported transport service area is forecasting a breakeven position.

Senior Management Team

70. The Senior management team area have incurred £0.6m associated with early pension and redundancy costs from the layering of the Tiers 1 and 2 management structure, this will be funded through the Redundancy reserve.

71. The services have also noted that there is a risk of not fully achieving the Agency, Delaying and Commercial savings proposed for 2024/25.

Data Intelligence & Business Support

72. The Data Intelligence & Business Support service area is forecasting a breakeven position.

Virements

73. There are number of virements that predominantly realign and correct internal budgets as detailed in Annex B-2b.

Savings

74. The 2024/25 budget includes planned savings of £8.1m. 57% are forecast to be delivered. Savings at risk of delivery include:

- Lane rental an introduction of charges for all works on the business roads at the busiest times to minimise disruption: the service anticipates that the full £2.2m income expectation is unlikely to be achieved. As noted in paragraph 67 this is due to delay at DfT of approving the application. Pending a decision being made, there is a forecast overspend of £2.2m.
- Income of £0.2m from introduction of a new Controlled Parking Zones (CPZs): Income realisation is likely to be between December 2024 and March 2025 through a mix of permit fees and fines. An update on additional CPZ income will be reported later in the monitoring cycle.
- Prevention of unsorted waste at Household Waste Recycling Centres. A saving of £0.2m is now unlikely to be delivered this year due to implementation delays.
- £0.5m commercial savings to be achieved through contractual negotiation is not likely to be fully delivered by the end of this financial year.

Investments

75. The 2024/25 budget includes planned investments of £2.5m. 94% are on track to be delivered and include:

- £0.2m to improve the collection of fees, charges, and penalties.
- £0.5m for gully and ditch clearing and repairs in areas recently flooded.
- £0.5m to reclaim footpaths and cycleways and manage vegetation.
- £0.1m investment in improved enforcement of Controlled Parking Zones.

76. Investments that are at risk of being delivered include:

- £0.2m to introduce new Controlled Parking Zones: the Network and Co-ordination service is currently working on CPZ programme prioritisation to identify, design and consult four new schemes. New CPZs could go live by December 2024 at the earliest depending on the complexity/consultation

- £0.2m investment in Automatic Number Plate Recognition to improve enforcement of moving traffic offences. Additional sites are being identified with an expectation that they will be live from October 2024.

Reserves

77. The parking account is managed to allow for variances in income across the years.

78. The parking account is forecasting a reduction in the net contribution to reserve, due to a 20% reduction in income received in 2024/25, when compared to the same period last year. Although this will not have an in-year impact on the revenue account, the reduction in income, if it continues, could put at risk the longer-term financial viability of the reserve. This will be monitored closely throughout the remainder of the year.

Review of Charges

79. A new charge is being introduced in 2024/25 for the monitoring of biodiversity net gain compliance. This charge is for the costs of the council's Biodiversity Officers undertaking assessments and making site visits to monitor biodiversity net gains. The charges proposed are £772 for a Principal Officer and £605 for an Officer.

80. The table below sets out the proposed charges.

Service Area	Charge	Unit	Proposed Charge exc VAT 2024/25 £	Proposed Charge inc VAT 2024/25 £	Proposed date effective from	Discretionary or Statutory	VAT Class
Environment & Heritage	NEW CHARGE in 2024/25 - Monitoring of biodiversity net gain compliance by Biodiversity Officer	Daily rate for Senior Biodiversity Officer undertaking report review and site visits for biodiversity net gain monitoring (for inclusion in the biodiversity monitoring calculator)	643.50	772.20	01/12/2024	Discretionary	SR
		Daily rate for Biodiversity Officer undertaking report review and site visits for biodiversity net gain monitoring (for inclusion in the biodiversity monitoring calculator)	504.90	605.88	01/12/2024	Discretionary	SR

81. The Disclosure and Barring Service (DBS) are recommending an increase in the Home to School Transport - DBS application charge due to parliamentary approval to increase costs of an enhanced DBS application by £11.50. This increase in cost is expected to be passed onto service providers as part of the DBS vetting process. The charges proposed are:

- Increase the charge from £132.79 to £133.10 effective from 19th November 2024
- Further increase the charge from £133.10 to £144.40 effective from 2nd

82. The table below sets out the existing agreed and proposed charges.

Service Area	Charge	Unit	Current Charge exc VAT 2024/25 £	Current Charge inc VAT 2024/25 £	Proposed Charge exc VAT 2024/25 £	Proposed Charge inc VAT 2024/25 £	Change %	Proposed date effective from	Discretionary or Statutory	VAT Class
Supported Transport	Home to School Transport - DBS Vetting and Safeguard Training	Per application	132.79	132.79	133.10	133.10	0.23%	19/11/2024 to 01/12/2024	Discretionary	NB
Supported Transport	Home to School Transport - DBS Vetting and Safeguard Training	Per application	133.10	133.10	144.40	144.40	8.5%	02/12/2024 to 31/03/2025	Discretionary	NB

Economy & Place

83. Economy & Place is forecasting an overspend against a budget of £1.8m.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Economy	0.0	0.0	0.0	0.0	0.0
Strategic Planning	0.7	0.7	0.0	0.0	0.0
Climate Action	1.2	1.2	0.0	0.0	0.0
Place Making	-1.9	-1.9	0.0	0.0	0.0
Innovation	0.3	0.3	0.0	0.0	0.0
Senior Management Team	1.0	1.0	0.0	0.0	0.0
Business Performance & Services Improvement	0.5	0.5	0.0	0.0	0.0
Total Environment & Place	1.8	1.8	0.0	0.0	0.0

84. All services in Economy & Place are forecasting a breakeven position.

85. The Senior management team area have incurred £0.6m associated with early pension and redundancy costs from the layering of the Tiers 1 and 2 management structure, this will be funded through the Redundancy reserve.

Savings

86. The 2024/25 budget includes planned savings of £1.0m. 100% are forecast to be delivered.

Public Health and Communities

87. Public Health and Communities are forecasting a breakeven position against a budget of £12.5m.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Public Health Functions	40.0	39.8	-0.2	0.0	0.0
Public Health Recharges	0.6	0.6	0.0	0.0	0.0
Other Income	-1.4	-1.4	0.0	0.0	0.0
Grant Income	-34.4	-34.4	0.0	0.0	0.0
Transfer to Public Health Reserve	0.0	0.2	0.2	0.0	0.0
Total Public Health	4.8	4.8	0.0	0.0	0.0
Total Libraries & Heritage	7.8	7.8	0.0	0.0	0.0
Total Public Health and Communities	12.6	12.6	0.0	0.0	0.0

88. A £0.2m underspend in services funded by the Public Health ringfenced grant will be transferred to the Public Health reserve at year end.

89. Sexual health services are reporting a £0.1m underspend due to activity levels being lower than anticipated.

90. Tobacco Control are reporting a £0.1m underspend due to an increased Section 31 grant to support the increase in tobacco control and stop smoking activity.

Ringfenced Government Grants

91. The ringfenced Public Health grant totals £34.4m in 2024/25.

92. A ringfenced Stop Smoking Services Grant £0.8m has been awarded to the council to increase the number of smokers engaging with effective interventions to quit smoking.

Use of Un-ringfenced Government Grant Funding

93. Un-ringfenced grants held centrally and agreed to be used to support expenditure budgets within Public Health 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.
- £1.2m 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.

- £0.2m Employment Individual Placement Support in community drug and alcohol treatment grant, to improve quality of life for people with alcohol and 'other drug' dependence.
- £1.1m Rough Sleeping Drug and Alcohol Grant is being used to provide specialist support for rough sleepers and those at risk.

Reserves

94. Public Health earmarked reserves were £4.5m at 1 April 2024. £1.4m is earmarked to be spent in 2024/25, £1.1m in 2025/26, £0.4m in 2026/27 and £0.4m in 2027/28, leaving a balance of £0.8m. The use of the reserve is continuously being reviewed and it is anticipated that there will be further commitments against this funding agreed throughout 2024/25.

95. £0.1m is being held to expand the Making Every Contact Count work programme in Oxfordshire; this will be spent in 2024/25.

96. The History Service donations reserve of £0.02m is earmarked to be spent in 2024/25

97. The Museum Service donations reserve of £0.1m is earmarked to be spent equally over the next 3 years.

Virements

98. There is one small virement to note reflecting increased expenditure on stop smoking services funded by grant.

Savings

99. The 2024/25 budget includes planned savings of £0.5m. 100% are forecast to be achieved due to uncertainty about the delivery of full savings early in the financial year.

Oxfordshire Fire & Rescue Service and Community Safety (OFRSC)

100. Oxfordshire Fire & Rescue Service and Community Safety are forecasting a £0.7m overspend position against a budget of £28.1m, unchanged from the July position.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Community Safety Management	0.0	0.0	0.0	0.0	0.0
Fire & Rescue	27.0	27.7	0.7	0.7	0.0
Emergency Planning	0.3	0.3	0.0	0.0	0.0
Trading Standards	1.4	1.4	0.0	0.0	0.0

Total Oxfordshire Fire & Rescue Service and Community Safety	28.7	29.4	0.7	0.7	0.0
---	-------------	-------------	------------	------------	------------

101. All services are forecasting a breakeven position with the exception of Fire and Rescue which is forecasting an overspend of £0.7m due to staffing savings that are not expected to be achieved.

Use of Un-ringfenced Government Grant Funding

102. Un-ringfenced grant funding held centrally and agreed to be used to support expenditure budgets within Oxfordshire Fire & Rescue Service includes:

- £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 two years.

Reserves

103. £3.2m is held in reserves for the renewal of fire and rescue vehicles and breathing apparatus equipment. A fleet replacement strategy has been developed and several vehicles have been ordered and expected to be received in 2024/25.

104. The Fire Uplift Grant reserve held £0.5m at 1 April 2024. This is being held to fund employee costs expected to be incurred over the next three to five years.

105. £0.5m 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.

Resources and Law & Governance

106. The services within Resources are forecasting an overspend of £1.3m against a budget of £57.8m, unchanged from the July forecast.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Corporate Services	10.7	11.6	0.9	0.9	0.0
HR & Cultural Change	5.1	4.9	-0.2	-0.2	0.0
Financial & Commercial Services	9.5	9.5	0.0	0.0	0.0
Property & Assets	19.3	19.3	0.0	0.0	0.0
Public Affairs, Policy & Partnership	4.3	4.3	0.0	0.0	0.0
Law, Governance, Coroner & Registration Services	8.9	9.5	0.6	0.6	0.0
Total Resources	57.8	59.1	1.3	1.3	0.0

107. There is a forecast overspend of £0.9m within **Corporate Services** due to previously agreed savings of £0.9m which were held corporately but expected to

be achieved through reductions in costs related to IT expenditure across the organisation. Since further work has identified that these are not achievable there is a forecast pressure in 2024/25 and the on-going impact will need to be considered as part of the 2025/26 budget process.

108. **Human Resources & Organisational Development (HR&OD)** are forecasting an underspend of £0.2m due to in year savings from staff seconded to transformation projects. All savings are expected to be fully delivered.
109. **Financial & Commercial Services** are forecasting a breakeven position, all savings and investments are expected to be fully delivered.
110. **Property & Assets Services** are forecasting a breakeven position, however some risks identified by the service will require mitigation. All savings are expected to be fully delivered.
111. **Public Affairs, Policy & Partnership services** are forecasting a breakeven position. All savings and investments are expected to be fully delivered.
112. **Law, Governance, Coroners & Registration Services** are forecasting an overspend of £0.6m as a result of high locum costs in the Legal service where recruitment continues to be a challenge.

Savings

113. The 2024/25 budget includes planned savings of £1.9m. 98% are forecast to be achieved.

Transformation, Digital & Customer Experience (TDCE)

114. The services within TDCE are forecasting a breakeven position against a budget of £7.7m.

Service Area	Latest Budget Sept-24 £m	Forecast Spend Sept-24 £m	Forecast Variance Sept-24 £m	Forecast Variance July-24 £m	Change Since July-24 £m
Delivery Unit	3.4	3.4	0.0	0.0	0.0
Customer Experience	3.4	3.4	0.0	0.0	0.0
Insight & Corporate Programmes	0.7	0.7	0.0	0.0	0.0
TDCE Management	0.2	0.2	0.0	0.0	0.0
Total Resources	7.7	7.7	0.0	0.0	0.0

115. **Delivery Unit** is forecasting a breakeven position.
116. **Customer Experience** service are forecasting a breakeven position, 100% of savings are expected to be delivered.
117. **Insight & Corporate Programmes and TDCE Management** are forecasting breakeven positions.

Overview of Medium Term Financial Strategy Investments and Savings

118. The 2024/25 budget includes planned services savings of £30.1m. 43% of these savings are assessed as delivered with 71% are forecast to be delivered by the year end. Work is continuing to ensure that these savings are achieved.

Service areas	2024/25 Planned Savings	Actual Delivery to Date	Actual Delivery to Date	Forecast delivery	Forecast delivery
	£m	£m	%	£m	%
Adult Services	4.3	2.9	67%	4.2	98%
Children's Services	12.3	4.6	37%	7.3	59%
Environment & Highways	8.1	2.7	33%	4.6	57%
Economy and Place	1.0	0.3	36%	1.0	100%
Public Health & Communities	0.5	0.2	53%	0.5	100%
Oxfordshire Fire & Rescue Service and Community Safety	0.5	0.1	15%	0.4	83%
Resources and Law & Governance	1.9	1.8	94%	1.9	98%
Transformation, Digital & Customer Experience	1.5	0.4	23%	1.5	100%
TOTAL	30.1	12.9	43%	21.4	71%

119. The 2024/25 budget includes planned service areas investments of £11.6m, 4% are assessed as delivered and 85% are forecast to be delivered by the year-end.

Service Areas	2024/25 Planned Investments	Actual Delivery to Date	Actual Delivery to Date	Forecast delivery	Forecast delivery
	£m	£m	%	£m	%
Adult Services	1.4	0.0	0%	0.6	42%
Children's Services	6.7	0.1	2%	5.9	88%
Environment & Highways	2.5	0.3	11%	2.4	94%
Economy and Place	0.3	0.0	0%	0.3	100%
Resources and Law & Governance	0.6	0.0	7%	0.6	100%
TOTAL	11.6	0.5	4%	9.8	85%

Adult Services

120. The 2024/25 budget includes planned savings of £4.3m. 98% are forecast to be delivered, the £0.1m saving to reduce outstanding unsecured debt is at risk of being delivered.

Children's Services

121. The 2024/25 budget includes planned savings of £12.3m. 59% of these savings are forecast to be delivered, there remains £6.1m of savings to deliver through activities during the year to manage demand and cost of care which includes agency costs which are at risk of delivery. 88% of planned investments of £6.7m are forecast to be delivered, there is a risk to the delivery of a £0.5m investment

Environment & Highways

122. The 2024/25 budget includes planned savings of £8.1m. 57% are forecast to be delivered. The savings at risk of being delivered include the £2.2m lane rental income underachievement, £0.2m to reduce the amount of waste that is sent to the Energy Recovery Facility, £0.1m reduction in fleet management costs, and £0.5m contracts savings. 94% of planned investments of £2.5m are on track to be delivered.

Economy and Place

123. The 2024/25 budget includes planned savings of £1.0m. 100% are forecast to be delivered. 100% of planned investments of £0.3m are on track to be delivered.

Public Health & Communities

124. The 2024/25 budget includes planned savings of £0.5m. 100% are forecast to be delivered.

Oxfordshire Fire & Rescue Service and Community Safety

125. The 2024/25 budget includes planned savings of £0.5m. 46% are forecast to be delivered, £0.3m staffing savings is at risk of being delivered.

Resources and Law & Governance

126. The 2024/25 budget includes planned savings of £1.9m. 94% of these savings have been delivered and 98% are forecast to be delivered. 100% of planned investments of £0.6m are expected to be achieved.

Transformation, Digital & Customer Experience

127. The delayering staffing savings of £1.5m has been reallocated from service areas to the Transformation service. Budgets for senior managers have been adjusted to reflect the new structure. £0.4m of the £1.5m saving has been achieved so far and it is anticipated that this will increase later in the year as the programme progresses.

Debt Management

Corporate Debtors

128. The combined collection rate, based on invoice volumes up to September 2024 is 97%, 2% above the 95% target. The collection rate based on value of invoices for the same period is 94%.
129. Debt requiring impairment at the end of September is £0.5m, £0.2m above the year-end target of £0.3m. The top five debt cases account for 37% of all bad debt; two of those cases relates to companies in liquidation so will remain through the year.

Adult Social Care Debtors

130. The combined 120-day invoice collection rate up to September 2024 is 92%, equaling the target collection rate of 92%. The collection rate based on value of invoices for the same period is 82%.

131. The 2023/24 year-end adults care contribution impairment for bad debt was £4.5m. The current projected 2024/25 year-end bad debt position is £5.2m, £0.7m higher. In addition, there is a 2024/25 £0.1m saving linked to reducing social care debt, as reported in the Adults' service section this is not expected to be delivered. The cumulative impact this period is a total projected pressure of £0.8m. Financial services continue to work with the service to support activity to reduce the debt.

Budgets Held Centrally

132. After taking account of the use of contingency and additional interest on balances to support the forecast service areas overspend, there is a combined underspend of £7.4m against budgets held centrally.

Capital Financing Costs

133. The borrowing costs and minimum revenue provision (MRP) for capital projects funded by Prudential Borrowing are either recharged to service areas 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 service areas costs will be in line with budget.
134. Interest payable is currently forecast to be £11.9m, £3.4m below budget. This reflects the early repayment of two LOBO loans and actual interest costs being lower than budgeted. This is expected to be one – off in 2024/25 as interest payable is expected to increase in 2025/26.

Interest on Balances

135. The forecast for in house interest receivable is £25.7m, £6.5m above the budget. The additional interest is a result of higher than forecast cash balances coupled with higher than forecast deposit rates. Of the £6.5m, an estimated £2.6m of this will be applied to developer contribution balances.
136. Cash balances for the year are forecast to be £81.9m lower than they would otherwise have been as a result of negative DSG balances. The impact of this is an estimated opportunity cost of £3.4m in unearned interest during 2024/25.

Pay Inflation and Contingency

137. Ongoing funding for pay inflation in 2024/25 total £14.4m and the contingency budget for 2024/25 totals £7.4m. This is held to meet potential risks around pay inflation and potential winter pressures in Adults and Children's services later in the financial year.
138. The pay inflation budget includes funding for an estimated pay award equivalent to 5.0% for all green book staff.
139. Agreement to the green book pay award applicable from April 2024 was reached on 22 October 2024. The increase is £1,290 on all pay points up to SCP 43 and 2.50% for all other pay points Agreement has also been reached for a 2.5%

140. After taking account of the number of staff employed on different points on the pay scale the current pay offer is estimated to cost £6.5m which equates to an overall estimated increase equivalent to 3.5%. As a result of the pay award being lower than budgeted, there will be an underspend of at least £3.0m which will be confirmed and reflected in the forecast in the next report.
141. Cabinet is recommended to approve the transfer of budgeted funding for inflation held centrally to directorates as set out in Annex 2a to meet the additional cost relating to staff in post.
142. Further virements will be transacted to add funding for the pay award to vacant posts when those are recruited to.

Reserves

143. As set out in Annex B - 3 Earmarked Reserves are forecast to be £174.0m at 31 March 2025.

Transformation Reserve

144. £10.0m funding was agreed to be added to the Transformation Reserve as part of the budget agreed in February 2024. £2.3m of this funding is being used to support revenue budget investments, with £1.5m supporting the 2024/25 budget and a further £0.8m in 2025/26.
145. As stated in the monitoring report to Cabinet in September, £5.3m of this funding is expected to be used in 2024/25. To date £4.5m has been transferred to the Transformation service to support Transformation priorities.

Redundancy Reserve

146. The balance held in the Redundancy Reserve was £2.4m at 31 March 2024. Reflecting the need to reduce the size of the council to be sustainable in future £5.0m was agreed to be added to the reserve as part of the 2024/25 budget. To date the redundancy costs to be funded from this reserve are £1.4m.

Dedicated Schools Grant (DSG) Unusable Reserve

147. 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 £26.1m for 2024/25 will increase the total High Needs deficit held in the reserve to £81.9m as at 31 March 2025. 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 2025/26.

Grants

148. As set out in Annex B - 4 government grants totalling £513.1m are expected to be received by the Council during 2024/25. This includes £18.9m in schools' grants for additional mainstream funding, early years funding and pupil premium,

Homes for Ukraine

149. 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 as well as funding for thank you payments for hosts. Funding for the tariff element was originally 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 continues at £10,500.
150. Based on the position as at the end of September 2024, £27.7m of the grant funding received to date has now been allocated and £3.3m remains unallocated. A further £0.8m funding is expected to be received following the quarter 1 claim and the quarter 2 2024/25 claim has been submitted.

General Balances

151. The risk assessed level of balances for 2024/25 is £30.2m.
152. As set out in the Provisional Outturn Report for 2023/24, a one-off balance of £2.3m has been held in balances pending a decision about future use.
153. After taking account of the forecast underspend and the additional £2.3m, balances are currently forecast to be £3.6m above the risk assessed level at 31 March 2025.

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

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Variance Last Reported (July Position) Reporting Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	underspend- overspend+	%	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Adult Services	250,201	250,201	0	0.00%	0	0	G
Children's Services	200,448	203,963	3,515	1.75%	2,254	1,261	R
Environment & Highways	69,707	70,307	600	0.86%	900	-300	G
Economy and Place	1,778	1,778	0	0.00%	0	0	G
Oxfordshire Fire & Rescue Service and Community Safety	28,676	29,326	650	2.27%	650	0	R
Public Health & Communities	12,600	12,600	0	-1.03%	0	0	G
Resources and Law & Governance	57,769	59,089	1,320	2.28%	1,320	0	R
Transformation, Digital & Customer Experience	7,704	7,704	0	0.00%	0	0	G
Directorate Total Net	628,883	634,968	6,085	0.97%	5,124	961	G

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

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Projected Year End Variance	Variance Last Reported (July Position) Reporting Month	Change in Variance	Projected Year End Traffic Light
	£000	£000	underspend- overspend+	%	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Budget held Centrally							
Capital Financing							
Capital Financing - Principal	14,933	14,933	0	0.00%	0	0	
Prudential Borrowing Recharges	-9,557	-9,557	0	0.00%	0	0	
Capital Financing - Interest	15,351	11,900	-3,451	-22.48%	-3,051	-400	
Interest on Balances	-10,673	-14,620	-3,947	36.98%	-2,507	-1,440	
Contingency	7,364	7,364	0	0.00%	0	0	
Pay Inflation held corporately	14,375	14,375	0	0.00%	0	0	
Unringfenced Specific Government Grants	-55,264	-55,264	0	0.00%	0	0	
Insurance	1,737	1,737	0	0.00%	0	0	
Contribution from COVID-19 Reserve	-3,756	-3,756	0	0.00%	0	0	
Contribution from Budget Priorities Reserve	-1,396	-1,396	0	0.00%	0	0	
Contributions to (+)/from (-)reserves	11,487	11,487	0	0.00%	0	0	
Total Budget held Centrally	-15,399	-22,797	-7,398	48.04%	-5,558	-1,840	
Net Operating Budget	613,484	612,171	-1,313	-0.21%	-434	-879	
Business Rates & Council Tax Funding	-613,483	-613,483	0	0.00%	0	0	
Forecast Year End Position	0	-1,312	-1,313	-0.21%	-434	-879	

Business Management and Monitoring Report: Adult Services
Position to the end of September 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	27,209	27,509	300	300	0
SCS2	Other Adult Social Care Services	5,531	5,231	-300	-300	0
SCS3	Housing & Social Care Commissioning	1,378	1,378	0	0	0
SCS4	Business Support Service	1,141	1,141	0	0	0
SCS5	Pooled Budget Contributions	214,942	214,942	0	0	0
Total Adult Services		250,201	250,201	0	0	0

Business Management & Monitoring Report: Children's Services
Forecast Position at the end of September 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	Education & Learning	52,891	53,891	1,000	0	1,000
CEF2	Early Help, Front Door + Social Care	87,023	84,934	-2,089	1,439	-3,528
CEF3	Provider Services & Safeguarding	51,557	51,622	65	0	65
CEF4	Schools	215	215	0	0	0
CEF5	Children's Services Central Costs	8,762	13,301	4,539	815	3,724
CEF9	Children's Services Corporate Overheads	0	0	0	0	0
Total Children's Services		200,448	203,963	3,515	2,254	1,261
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
	Schools DSG	129,099	129,099	0	0	0
	High Needs DSG	88,440	114,588	26,148	21,262	4,886
	Early Years DSG	74,767	74,767	0	0	0
	Central DSG	5,154	5,154	0	0	0
Total DSG Funded Expenditure		297,460	323,608	26,148	21,262	4,886

Business Management & Monitoring Report : Oxfordshire Fire & Rescue Service and Community Safety
Position to the end of September 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
CDA3	Community Safety					
COM4-1	Community Safety Management	0	0	0	0	0
COM4-2	Fire & Rescue	26,987	27,637	650	650	0
COM4-3	Emergency Planning	309	309	0	0	0
COM4-5	Trading Standards	1,381	1,381	0	0	0
Total Community Safety		28,676	29,326	650	650	0

Business Management & Monitoring Report : Public Health & Communities
Position to the end of September 2024
Revenue Budget Monitoring

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Reported	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
PH1	PH - Mandatory Functions	19,470	19,370	-100	-100	0
PH2	PH - Non Mandatory Functions	19,180	19,080	-100	-100	0
PH3	Public Health Recharges	577	577	0	0	0
PH4	Grant Income	-34,401	-34,401	0	0	0
	Transfer to Public Health Reserve	0	200	200	200	0
	Total Public Health	4,826	4,826	0	0	0
COD1-2	Homes for Ukraine	0	0	0	0	0
COD5-3	Libraries & Heritage	7,774	7,774	0	0	0
COD9-3	Migration	0	0	0	0	0
	Total Libraries & Heritage	7,774	7,774	0	0	0
	Total Public Health & Communities	12,600	12,600	0	0	0

Business Management & Monitoring Report: Economy and Place
Position to the end of September 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	OXLEP	0	0	0	0	0
EP2	Economy	0	0	0	0	0
EP3	Strategic Planning	696	696	0	0	0
EP4	Climate Action	1,184	1,184	0	0	0
EP5	Place Making	-1,881	-1,881	0	0	0
EP6	Innovation	303	303	0	0	0
EP7	Senior Management Team	980	980	0	0	0
EP8	Business Performance & Services Improvement	496	496	0	0	0
Total Economy & Place		1,778	1,778	0	0	0

Business Management & Monitoring Report: Environment & Highways
Position to the end of September 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
EH1	Infrastructure Delivery	1,243	1,243	0	0	0
EH2	Environment	37,066	37,066	0	0	0
EH3	Transport Policy	13,170	13,170	0	0	0
EH4	Highways & Maintenance	20,740	19,140	-1,600	-1,300	-300
EH5	Network Management	-6,361	-4,161	2,200	2,200	0
EH6	Supported Transport	1,875	1,875	0	0	0
EH7	Senior Management Team	279	279	0	0	0
EH8	Data Intelligence & Business Support	1,695	1,695	0	0	0
Total Environment & Highways		69,707	70,307	600	900	-300

Business Management & Monitoring Report: Resources and Law & Governance
Position to the end of September 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
HRCCDIR	HR & Cultural Change	5,076	4,896	-180	-180	0
FCSDIR	Financial & Commercial Services	9,506	9,506	0	0	0
PADIR	Property & Assets	19,318	19,318	0	0	0
PAPPDIR	Public Affairs, Policy & Partnership	4,330	4,330	0	0	0
CORPDIR	Corporate Services	10,661	11,561	900	900	0
LGCRDIR	Law & Governance	8,878	9,478	600	600	0
Total Resources and Law & Governance		57,769	59,089	1,320	1,320	0

Business Management & Monitoring Report: Transformation, Digital & Customer Experience
Position to the end of September 2024
Revenue Budget Monitoring

		Change in Variance	Variance Last Cabinet Reporting Month	Projected Year End Variance	Projected Full Year Spend	Net Budget (Latest Estimate)
		£000	£000	£000	£000	£000
				underspend-		
				overspend+		
TDCE1	Delivery Unit	0	0	0	3,415	3,415
TDCE2	Customer Experience	0	0	0	3,437	3,437
TDCE3	Digital	0	0	0	0	0
TDCE4	Insight & Corporate Programmes	0	0	0	676	676
TDCE5	TDCE Management	0	0	0	176	176
Total Transformation, Digital & Customer Experience		0	0	0	7,704	7,704

Business Management Report
Position to the end of September 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
CD	Nov	Sept	Green Book Pay Award 2024/25 (back dated to 1 April 2024)	SCSMGT	Adults	P	1,496	
				CEFMGT	Children's	P	1,853	
				EHMGT	Environment & Highways	P	841	
				EPMGT	Economy & Place	P	297	
				FRCSMGT	OFRS & Community Safety	P	184	
				PHMGT	PH & Communities	P	332	
				RLGMGT	Resources, Law & Governance	P	1,273	
				TDCMGT	Transformation, Digital & Cust Exp	P	236	
				VSMMGT	Strategic Measures	P	-6,512	
CD	Nov	Sept	Reallocation of Children's Services demography to reflect current demand pressures between social care and transport	CEF1-4	Access to Learning	T	1,300	0
				CEF2-3	Childrens Social Care	T	-1,300	0
				EH6	Supported Transport	T	1,300	-1,300
Grand Total							1,300	-1,300

Business Management Report
Position to the end of September 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
CS	Nov	Aug	Social Work Apprentices - Budget realignment - Move investment budget from holding code	CEF2-3	Childrens Social Care	P	-300	0
				CEF3-2	QA Safeguarding + Recruit + Retention	P	300	0
		Sept	Early Years SEN Intervention Team salaries	CEF1-2	SEND	P	124	-124
				CEF4-2	Early Years Funding Formula	P	-124	124
			To fund "Evaluate My School" for extending our Oxfordshire PRO licence to include EY settings	CEF1-2	SEND	T	10	-10
				CEF4-2	Early Years Funding Formula	T	-10	10
				CEF3-1	Provider Services	P	-154	154
			YJB grant and PCC funding budget realignment	CEF3-1	Provider Services	T	48	-48
			NRM Grant 24.25	CEF3-1	Provider Services	T	-77	77
			A4C Contract - Reserve drawdown	CEF3-1	Provider Services	T	-77	77
AS	Nov	Aug	ASC Inflation Budget Reallocation 24/25 (Panel)	ACSNPOOL	Live Well Pool	P	190	-190
				BCFPOOL	Age Well Pool	P	11	-11
				SCS5	Pooled Budget Contributions	P	0	0
			DOLs assessment Adjustment	SCS1-2	Safeguarding & Mental Health	P	150	0
				SCS5	Pooled Budget Contributions	P	-150	0
			Panel Meeting Inflation reallocation	ACSNPOOL	Live Well Pool	P	117	-117
				BCFPOOL	Age Well Pool	P	56	-56
				SCS5	Pooled Budget Contributions	P	0	0
			Uplift to 24/25 budget for ECH Central costs	BCFPOOL	Age Well Pool	P	86	-86
				SCS5	Pooled Budget Contributions	P	0	0
		Sept	Panel Meeting Inflation reallocation & HIA uplift	ACSNPOOL	Live Well Pool	P	172	-172
				BCFPOOL	Age Well Pool	P	30	-30
				SCS5	Pooled Budget Contributions	P	0	0
EP	Nov	Aug	Realign budgets based on Accountable Officer assessment of activity.	EP5	Place Making	P	-407	407
SM	Nov	Sept	Strategic Measures Un-ringfenced grant budgets	VSMMGT	Strategic Measures	T	41	-41
CD	Nov	Aug	Head of Change move from CSI A21011 to HR BCE001	PAPPDIR	Public Affairs, Policy & Partnership	P	-94	0
				TDCEdir	Transformation, Digital & Customer Service	P	94	0
			Transformation projects and programs to cost centres from V00025 as agreed as part of the 24/25 budget setting	TDCEdir	Transformation, Digital & Customer Service	T	4,448	0
				VSMMGT	Strategic Measures	T	-4,448	0
		Sept	Allocate 25hrs post3259889 G8/9 scp26	CEF3-1	Provider Services	T	-30	0

Business Management Report
Position to the end of September 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
				SCS2	Health Ed. & Social Care Commissioning	T	30	0
			Teacher Pay Award 2024-25	CEF1-2	SEND	P	6	0
				CEF1-9	Attendance	P	1	0
				VSMMGT	Strategic Measures	P	-7	0
			Top up of 22/23 pay award for Cleaning & Catering Staff	PADIR	Property & Assets	P	164	0
				VSMMGT	Strategic Measures	P	-164	0
EH	Nov	Aug	Budget Tidy NTH370	EH4	Highways & Maintenance	P	-640	640
		Sept	Move of OxTog team	EH2	Environment	T	-57	0
				EH4	Highways & Maintenance	T	57	0
PH & C	Nov	Aug	Local stop smoking services and support update	PH2	Public Health - Non-Mandatory Functions	P	5	-5
RLG	Nov	Aug	24-25 Virement CSI A21011 to HR ICOM001 - £5k Training	HRCCDIR	HR & Cultural Change	P	5	0
				PAPPDIR	Public Affairs, Policy & Partnership	P	-5	0
			Membership Subscription for New Local as agreed by Lorna & Martin to fund from A23000	CORPDIR	Corporate Services	P	-20	0
				PAPPDIR	Public Affairs, Policy & Partnership	P	20	0
Grand Total							-521	521

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

	2024/25			Description
	Balance at 1 April 2024 £m	Forecast Movement £m	Forecast Balance at 31 March 2025 £m	
Revenue Grants Unapplied				
Grants and Contributions Reserve	33.7	-13.4	20.2	This reserve holds unspent ring-fenced grants and contributions committed to be spent in future years. This includes Public Health ringfenced grant and funding for the Homes for Ukraine Scheme in Oxfordshire.
Covid-19 Reserve	7.9	-3.8	4.1	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 £6.1m funding from the reserve is built into the council's Medium Term Financial Plan agreed in February 2024. After taking account of the position at the end of 2023/24 £1.4m is uncommitted and available to support pressures.
Government Initiatives Reserve	3.2	-0.5	2.7	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	44.7	-17.6	27.1	
Corporate Priorities				
Budget Priorities Reserve	10.7	-9.2	1.6	This reserve is being used to support the implementation of the Council's priorities and the Medium Term Financial Strategy.
Transformation Reserve	1.8	3.2	5.0	This reserve is needed to fund the implementation costs of the Council's Transformation programme.
Zero Emissions Zone (ZEZ)	1.2	0.0	1.2	This reserve holds surpluses generated by Network Coordination for the development and expansion of the ZEZ in the future years.
Youth Provision Reserve	0.0	0.0	0.0	Funding for locality based youth provision
Commercial Pump Priming Reserve	0.0	2.0	2.0	This reserve is being used to support the Council's Commercial Strategy
Subtotal Corporate Priorities	13.8	-4.0	9.8	

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

	2024/25			Description
	Balance at 1 April 2024	Forecast Movement	Forecast Balance at 31 March 2025	
	£m	£m	£m	
Funding for Risk				
Insurance Reserve	10.3	0.0	10.3	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	17.0	4.0	21.0	In light of the significant pressures relating to High Needs DSG and other budgets with demographic volatility this reserve is being held to help manage demographic risk. The MTFS includes a budgeted contribution of £4.0m in each year.
Council Elections	0.6	0.2	0.8	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	2.5	4.8	This reserve is available to fund redundancy costs arising from Transformational Change.
Trading Accounts	0.1	-0.1	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	-3.0	0.0	This reserve holds any surplus/ deficit as a result of income from council tax being more or less than originally estimated. This reserve has been replaced with the Collection Fund reserve in 2024/25.
Business Rates Reserve	11.7	-11.7	0.0	This reserve is to smooth the volatility of Business Rates income and to mitigate risk around future changes to Business Rates. This reserve has been replaced with the Collection Fund reserve in 2024/25.
Collection Fund Reserve	0.0	8.4	8.4	Create one new collection fund reserve and remove balances from Business Rates and CT reserves. Total includes £4.0m planned balance + additional Business Rates funding of £2.0m received in 2023/24 and a further £2.2m forecast additional funding in 2024/25.
IFRS 9 (Changes in the Value of Treasury Management Pooled Funds)	0.0	5.0	5.0	New reserve created as part of the 2024/25 budget to smooth the potential impact of IFRS9 (changes in the value of Treasury Management Pooled Funds at year end) which may otherwise impact on the revenue account if the statutory override which removes changes in their value from the accounts ends on 1 April 2025.
Subtotal Risk	45.0	5.3	50.2	

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

	2024/25			Description
	Balance at 1 April 2024	Forecast Movement	Forecast Balance at 31 March 2025	
	£m	£m	£m	
Capital & Equipment				
Capital Reserves	80.8	-16.2	64.7	<p>This reserve has been established for the purpose of financing capital expenditure in future years. Drawdown will be confirmed later in the year.</p> <p>This reserve is to fund future replacements of vehicles and equipment.</p> <p>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.</p>
Vehicle and Equipment Reserve	4.1	-1.0	3.1	
Investment Pump Priming Reserve	0.1	0.0	0.1	
Subtotal Capital & Equipment	85.1	-17.2	67.9	
Other Reserves				
Schools' Reserves	13.0	0.0	13.0	<p>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.</p> <p>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.</p> <p>This relates to funding for the Growth Deal</p> <p>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.</p>
Partnership Reserves	2.1	-0.3	1.7	
On Street Car Parking Reserve	6.5	-2.2	4.3	
Subtotal Other Reserves	21.6	-2.5	19.0	
Total Earmarked Reserves	210.1	-36.2	174.0	

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

	2024/25			Description
	Balance at 1 April 2024 £m	Forecast Movement £m	Forecast Balance at 31 March 2025 £m	
DSG Unusable Reserve *	-45.6	-26.1	-71.7	* total excluding postive balances (eg. new schools set up fund offset by High Needs Deficit)
DSG High Needs deficit within Unusable Reserve *	-55.8	-26.1	-81.9	
Total Earmarked Reserves after DSG Unusable Reserve	164.5	-62.3	102.3	

Business Management Report
Position to the end of September 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Estimate 2024/25	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Adult Services					
	Improved Better Care Fund	DHSC	10,705	0	0	10,705
	Adult Social Care Market Sustainability and Improvement Fund	DHSC	10,026	0	0	10,026
	Adult Social Care Discharge Fund	DHSC	1,501	1,000	0	2,501
	TOTAL ADULT SERVICES		22,232	1,000	0	23,232
R	Children's Services					
	Dedicated School Grants					
	Dedicated Schools Grant (DSG) - Schools Block	DfE	132,163	-3,721	0	128,442
	Dedicated Schools Grant (DSG) - Central Block	DfE	5,153	1	0	5,154
	Dedicated Schools Grant (DSG) - Early Years Block	DfE	73,221	386	0	73,607
	Dedicated Schools Grant (DSG) - High Needs Block	DfE	89,405	81	0	89,486
	Subtotal DSG Grants		299,942	-3,253	0	296,689
	School Grants					
	Pupil Premium	DfE	8,194	-122	0	8,072
	Education Funding Agency - Sixth Form Funding and Threshold	DfE	321	0	0	321
	PE and Sport Grant	DfE	2,217	0	0	2,217
	Universal Infant Free School Meals	DfE	4,047	0	0	4,047
	Teacher's Pay Grant	DfE	0	0	0	0
	Teacher's Pension Grant	DfE	10	0	2,342	2,352
	Recovery Premium Grant	DfE	0	0	137	137
	National Tutoring Grant	DfE	0	0	96	96
	Teacher's Pay Additional Grant	DfE	0	0	1,684	1,684
	ESFA Training Grant	DfE	0	0	19	19
	Early Years Supplement Grant	DfE	0	0	0	0
	Subtotal School Grants		14,789	-122	4,278	18,945

Business Management Report
Position to the end of September 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Estimate 2024/25	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R U	Other Children's Services Grants					
	<u>Education</u>					
	Role of Virtual School Heads to children with a social worker	DfE	0	0	88	88
	Multiply	DfE	0	0	717	717
	Music Service	AC	844	0	0	844
	<u>Social Care</u>					
	Youth Justice Grant	YJB	704	0	9	713
	Asylum (UASC and Post 18)	HO	4,636	1,335	0	5,971
	Extended Personal Adviser Duty Grant - Care Leavers Staffing	DfE	112	0	0	112
	Staying Put Implementation Grant - Fostering Main	DfE	288	0	0	288
	Remand Framework	YJB	37	0	0	37
	Reducing Parental Conflict Workforce Development Grant	DWP	0	60	0	60
	Matching project - Adoption Grant	DfE	0	114	0	114
	Holiday Activities and Food Programme	DfE	0	1,547	0	1,547
	Family Group Conferences	DfE	0	178	0	178
	Turnaround Programme	YJB	0	150	20	170
	Child Decision Making Pilots (NRM)	HO	0	48	0	48
	Fostering Recruitment Support Hub Mobilisation	DfE	0	42	0	42
	Employer Support Fund - Social Work Apprenticeships	DfE	0	2	0	2
	Implementation of Supported Accommodation Reforms	DfE	299	691	-990	0
	Subtotal Other Children's Services Grants		6,920	4,167	-156	10,931
	TOTAL CHILDREN'S SERVICES		321,651	792	4,122	326,565

Business Management Report
Position to the end of September 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Estimate 2024/25	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Economy & Place					
	Zero Emissions Transport City		0	0	187	187
	LEP		0	0	615	615
	OBS		0	0	205	205
	TOTAL ECONOMY & PLACE		0	0	1,007	1,007
R	Environment & Highways					
	Bus Service Operators Grant	DfT	309	0	0	309
	Natural England	DEFRA	227	0	0	227
	PMO	H&GD	70	0	0	70
	LNRS Natural Environment	NE	0	111	0	111
	Active travel	ATE	0	90	0	90
	Capability & Ambition Fund	ATE	0	1,136	0	1,136
	Bus Service Improvement Plan	DfT	0	0	3,564	3,564
	TOTAL ENVIRONMENT & HIGHWAYS		606	1,337	3,564	5,507
R	Public Health & Communities					
	Public Health Grant	DHSC	34,401	0	0	34,401
	Local Stop Smoking Grant	DHSC	790	5	0	795
	Homes for Ukraine	DLUHC	0	0	0	0
	TOTAL PUBLIC HEALTH & COMMUNITIES		35,191	5	0	35,196

Business Management Report
Position to the end of September 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Estimate 2024/25	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Fire & Rescue Service and Community Safety					
	Fire Fighter's Pension Fund Grant	DLUHC	1,061	0	0	1,061
	Fire Fighter's Pension Fund Admin Grant	DLUHC	75	0	0	75
	Fire Protection Uplift Grant	DLUHC	303	-51	0	252
	Fire Fighter's New Dimensions Grant	DLUHC	40	0	0	40
	TOTAL FIRE & RESCUE and COMMUNITY SAFETY		1,479	-51	0	1,428
	Resources and Law & Governance					
						0
	TOTAL RESOURCES and LAW & GOVERNANCE		0	0	0	0
	Transformation, Digital & Customer Experience					
						0
	TOTAL TRANSFORMATION, DIGITAL & CUSTOMER EXPERIENCE		0	0	0	0
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45	-45		0
U	Extended Rights to Free Travel	DfE	278	707		985
U	Firelink	DLUHC	213	-126		87
U	New Homes Bonus	DLUHC	1,700	-26		1,674
U	Local Reform & Community Voices Grant	DfE	328	0		328
U	Social Care in Prisons Grant	DfE	183			183
U	War Pensions Disregard Grant	DfE	4			4
U	Social Care Support Grant (including Independent Living Fund)	DLUHC	42,443			42,443
U	Services Grant	DfE	444	58		502
U	Supplementary Substance Misuse Treatment & Recovery Grant	OHID	635	501		1,136

Business Management Report
Position to the end of September 2024
Government Grants 2024/25

Ringfenced	Directorate	Issued By	Estimate 2024/25	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
U	Supplementary Substance Misuse Treatment & Recovery Housing Grant	OHID	622			622
U	Supplementary Substance Misuse Inpatient Detox & Rehabilitation	OHID	80			80
U	Rough Sleeping Drugs & Alcohol Grant	DLUHC	1,140			1,140
U	Domestic Abuse Duty Grant	DLUHC	1,151	38		1,189
U	Individual Placement and Support in community drug and alcohol treatment	OHID	228			228
U	Supporting Families - previously Troubled Families	DfE	1,048	245		1,293
U	Leaving Care Allowance Uplift Grant	DfE	0	136		136
U	Rough sleeping strategy - Care Leavers	DfE	0	95		95
U	Implementation of Supported Accommodation Reforms	DfE	0	0	990	990
U	Wraparound Childcare Programme	DfE	0	0	2,110	2,110
U	Financial Reporting Grant	DLUHC	0		41	41
	Subtotal Strategic Measures		50,541	1,583	3,140	55,264
	Business Rates					
U	Section 31 Grant for Business Rate Compensation	DLUHC	19,945	1,289		21,234
U	Business Rates S31 Grant Top-Up	DLUHC	42,128			42,128
U	Revenue Support Grant	DLUHC	1,394	141		1,535
	Subtotal Business Rates		63,467	1,430	0	64,897
	Grants held on behalf of Local Enterprise Partnership					
R	Dept for Business & Trade funding	BEIS	261		-261	0
R	DfE Skills Bootcamp funding	DLUHC	2,696		-2,696	0
	Subtotal Grants held on behalf of Local Enterprise Partnership		2,957	0	-2,957	0
	TOTAL STRATEGIC MEASURES		116,965	3,013	183	120,161
	Total All Grants		498,124	6,096	8,876	513,097

Business Management Report
Position to the end of September 2024
Government Grants 2024/25

Ringfenced			Esimate 2024/25	In year Adjustments / New Allocations previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
	Directorate	Issued By	£000	£000	£000	£000

R Ringfenced grant
U Un-ringfenced grant

Issued by

HO Home Office
DHSC Department of Health & Social Care
DfT Department for Transport
DfE Department for Education

DLUHC Department for Levelling Up, Housing and Communities
BEIS Department for Business, Energy & Industrial Strategy
OHID Office for Health Improvement and Disparities
DEFRA Department for Environment, Food and Rural Affairs
AC Arts Council
YJB Youth Justice Board
NDTi National Development team for Inclusion

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

	Forecast 2024/25	
	£m	£m
General Balances: Outturn 2023/24	42.026	
County Fund Balance		42.026
Planned Contribution from Balances (February 2024)		-3.700
Planned Contribution from Balances (June 2024)		-5.800
Original forecast outturn position 2023/24		32.526
Additions		0.000
Calls on balances deducted		0.000
Automatic calls on/returns to balances		0.000
Additional Strategic Measures		0.000
Net General Balances		32.526
Calls on / returns to balances requested in this report		0.000
Forecast Variation at Year End		
Less forecast (overspend)/underspend (as set out in Annex 1)		1.313
Forecast Outturn position		33.839
Risk Assessed Level of Balances for 2024/25		30.200
Surplus/(deficit) balances compared to risk assessed level		3.6

Annex C – Overview of Climate Action Programme 2024/25 Delivery Plan

The table below provides an overview of the actions included in the 2024/25 delivery plan for the Climate Action Programme, across its three pillars:

- Becoming a climate active council
- Decarbonising our estate and operations by 2030
- Enabling Oxfordshire's transition to net zero.

Climate Action Programme 2024/25 delivery plan		
Becoming a climate active council		RAG
Expand Carbon Literacy training – targeting silver status	Head of Climate Action / Organisational Development	A
<ul style="list-style-type: none"> • OCC is currently behind in its ambition to reach Silver Accreditation as a Carbon Literate Organisation. • 367 staff have now completed the nationally recognised Carbon Literacy Training since 2021. • 8 staff are now trained to deliver Carbon Literacy Training, up from 7 in 2023/24. • A scoping paper has been prepared to chart a pathway to attaining Silver Accreditation. • Staff capacity has been allocated following filling a vacancy and 12 training sessions will be delivered in Q4. 		
Decarbonising our estate and operations by 2030		RAG
Deliver Carbon Management Plan 2022-30: planned actions for 2024/25 (estate, fleet, highway assets and staff travel)	Director of Property and Assets / Head of Climate Action	A
<ul style="list-style-type: none"> • The Carbon Management Plan 2022-30 is being reviewed following conversation with portfolio member to update projections of residual emissions. • The majority of carbon savings to date have come from the streetlighting LED conversion programme which is now complete. • The property decarbonisation works – delayed in 23/24 - have now entered a design and build contract to deliver nearly all of the works. These are currently in the design stage with substantial activity taking place across the summer and output for the first 19 sites expected to be coming to the relevant governance process in October and November, with delivery to start following relevant approval. • £30 million of capital investment is agreed in the capital programme (this includes external capital grant funding) to support the decarbonisation and resilience of the council's fleet and property. This investment will reduce emissions by a further 64% compared to 2019/20 over the next three years. • Currently a second phase of property decarbonisation works of £20 million is in the capital pipeline (unfunded) and will be requested to come forward into the capital programme. This cost is now around £25.5 million, as we have more detailed information from energy audits. It is predicted to help reduce corporate emissions by a further 38% compared to 2025/26. • Options to fast-track delivery for property and fleet decarbonisation works by 2028 are being explored. This will not increase the overall funding envelope for the programme but would require front loading of funding allocations from 2025-2027. • Electrification of our fleet vehicles has continued and there are now 55 fully electric vehicles in the fleet. 99 vehicles are due to be exchanged in year. 		

<ul style="list-style-type: none"> The key risks identified include delays in the property decarbonisation and fleet replacement programmes (which is currently reporting an amber status against the 99 vehicle deliveries in 24/25) and the need for additional funding. 		
Developing a carbon insetting/offsetting strategy and action plan for the council's own estate	Head of Climate Action	G
<ul style="list-style-type: none"> Work is underway to assess the council's offsetting requirements. This has identified a range of offset options with significant variability in pricing. It has also identified that the market around offsets is very constrained. A number of options including commercial investments in schemes such as biochar, solar generation and our ability to allocate these credits to our estate will be investigated. An early budget proposal for 2025/26 has been submitted for limited forward purchasing of offset credits through a nationally accredited schemes like the Woodland Carbon Code (WCC). The key risks identified are the limited availability of accredited offsets in the market and underdeveloped options for insetting using carbon reduction schemes. Mitigation of these factors will be central to the completed Strategy and Action Plan. There is also work taking place with the Local Nature Partnership to look how partners can catalyse more woodland carbon code accredited schemes coming to market in Oxfordshire. 		
Support schools through providing Action on Carbon and Energy in Schools (ACES) programme and deliver and evaluate success of loan scheme	Head of Climate Action	G
<ul style="list-style-type: none"> The ACES programme funded by the Council is now in its third year. It continues to provide valuable support to schools in implementing energy-saving measures to reduce carbon emissions. Since April 2024, the programme has completed 8 energy assessments, with 3 more scheduled for November, working toward the annual target of 15. Additionally, ACES has completed 1 detailed energy assessment, with 2 more planned, aiming to reach their target of 5 for the 2024/25 period. For the coming school year, ACES will focus on providing 1-to-1 support for 12 schools to further improve energy efficiency efforts. The Schools Energy Efficiency Loan Scheme has seen strong demand, with all funding (£800k) now allocated in principle. This funding will support energy efficiency improvements and energy generation projects across 14 schools. During the summer of 2024, 5 schools completed installations of photovoltaic (PV) panels and LED lighting to boost energy efficiency and provide energy generation. The remaining 9 schools are scheduled to carry out similar projects in Q3 and Q4 of the 2024/25 period, further contributing to carbon reduction efforts. A capital budget proposal to expand the energy efficiency schools loan scheme has been submitted, which would allow roll out across the majority of maintained schools providing energy efficiency upgrades and renewable energy installations. The key risks identified are limited school staffing capacity, which may prevent schools from utilising ACES support or completing loan scheme projects. ACES is due to be retendered this year. 		

Expand Scope 3 greenhouse gas reporting (supply chain emissions) and develop emissions reduction roadmaps with key suppliers (Scope 3)	Head of Procurement Contract Management	G
<ul style="list-style-type: none"> We are working to increase the number of suppliers within the greenhouse gas reporting for OCC. Four suppliers have been included in 2023/24 year's report Annex 3. An activity-based data approach has been taken. An initial supply chain emission estimation was made for 2020/21 expenditure data, which allowed for the identification of emissions hotspots within the supply chain, and higher emitting suppliers. Top emitting suppliers are being targeted to provide actual emissions, which then replace the expenditure-based estimation. Our ability to progress in including more suppliers in our reporting largely depends on the relative readiness different suppliers (and sectors) have for collecting the required data and the capabilities they have to calculate the corresponding emissions. One particular success has been the acquisition of activity-based data from the Oxford Bus Company. This has allowed the team to reflect the transition of the Oxford Bus Company's fleet over to fully electric, which reduces emissions, rather than using emissions data from an average bus company in the UK as a proxy. A more efficient way of collecting this activity-based data is being developed (e.g. an online questionnaire) and reporting is also being encouraged among SMEs within Oxfordshire that are part of the OCC supply chain (approximately 12% of OCC suppliers are registered in Oxfordshire). 		
Develop process and toolkit to manage carbon in infrastructure projects	Director of Environment and Highways / Head of Climate Action	G
<ul style="list-style-type: none"> Since June we have conducted a series of workshops with transport infrastructure, highways, property, procurement, planning, policy and leadership teams to understand OCC's position in relation to PAS2080 (framework principles of whole life carbon management in OCC's capital programme) which have been summarised in a PAS2080 Gaps report. An implementation plan will be developed as part of the gap analysis exercise, which will be finalised and submitted for OCC leadership approval by December 2024. 		
Enabling Oxfordshire's transition to net zero (linked to PAZCO)		
Transport and connectivity		RAG
Implement Local Transport and Connectivity Plan (LTCP), including embodied carbon policy	Director of Environment and Highways	A
<ul style="list-style-type: none"> Following adoption of the LTCP in July 2022 work has been ongoing to progress and implement the policies in the LTCP. This has included the following since Q1 of 2024: <ul style="list-style-type: none"> Approval of the Strategic Active Travel Network Progressing Phase 2 School Streets at 5 schools Adoption of the Vision Zero Strategy and Action Plan Adoption of the New Bus Service Improvement Plan Launch of the new countywide, multi-operator MyBus ticket Ongoing work to deliver a Horizon Europe funded project (Green-log) for a freight consolidation pilot in Oxford, with demonstration commencing in Winter 2024 		

<ul style="list-style-type: none"> ○ Central Oxfordshire Movement and Place Framework and development commenced. • Ongoing delays to the reopening of the Botley Road have impacted the rollout of traffic filters and other central Oxford schemes within the LTCP. • Overall, the LTCP monitoring report shows that there has been some positive progress against KPIs compared to last year. This includes an increase in bus and rail usage and a reduction of car trips and road fatalities or serious injuries. • However, cycle trips have declined, and cycle, bus and rail usage all remain lower than the 2019 baseline. Similarly, private car related measures such as vehicle miles have continued to increase following the COVID-19 pandemic. This has been accompanied by a small increase in road transport emissions. • The LTCP monitoring report also notes challenges around government's approach to funding delivery, which requires significant work to identify and bid for individual opportunities, thus impacting OCC's ability to deliver on the LTCP. 		
Evaluate and extend car-share schemes enabling reduced vehicle ownership, subject to receiving grant funding	Lead Technologist – EV Integration	A
<ul style="list-style-type: none"> • OCC launched an Electric Vehicle (EV) car club pilot in April 2024 with 10 shared EVs based at Park and Charge hubs in towns and villages around the county (plus one in Oxford) • The project received no council or grant funding and car clubs have been delivered at the risk and cost of car club operators Co Wheels, Zimbl, Enterprise CarClub and Thame EV Hire • Some cars saw little usage and were removed during the pilot, others have seen significant usage and have remained in place, and EVs have also been added at new locations. • Overall, the first year saw 1,000 new car club members/users join, more than 3,000 individual hiring sessions take place and over 165,000 electric miles driven. As a result, pilot was extended by 6 months. • Recent conversations with partner councils and car club providers suggest that 11 of the car club vehicles will continue beyond the pilot end date in October, with 4 new locations also being added. • The main stumbling block with the project is a lack of funding and dedicated resource to continue work on this beyond the pilot and scale up an equitable roll out of car clubs across the county. • As the pilot has proven demand for car clubs outside of the city, next steps should be that we put a project/programme of works together and identify resources and funding to further expand the car club network as part of achieving our Net Zero goals and LTCP target of reducing 1 in 4 car trips. 		
Delivery of Oxfordshire Electric Vehicle Infrastructure Strategy through the OxLEVI programme	Team Leader – EV Integration	A
<ul style="list-style-type: none"> • The OXLEVI programme is set to deliver at least 1,200 public EV chargers and 500 cable gullies across Oxfordshire by the end of 2026 • Procurement is underway with final ITT documents near completion and awaiting final sign off from all partners and the funders, the Office for Zero Emission Vehicles (OZEV) • Pending OZEV approval, we are due to tender for two chargepoint operator (CPO) concession contracts and a cable gully supplier in October 2024, leading to contract award in February 2025 and contract start in March 2025 • Procurement of CPOs has been delayed due to the need to use open tender approach rather than the Oxford DPS, due to a legal challenge around the legitimacy 		

<p>of using frameworks to procure high value concession contracts. This has affected many other local authorities and their LEVI plans.</p> <ul style="list-style-type: none"> The greatest risk at present is a delay in getting sign off from OZEV and the tender having to go out under new procurement regulations after 28 October. 		
Buildings		RAG
Delivery of retrofit innovation programmes – Clean Heat Streets, Oxfordshire Energy Insights Project	Head of Climate Action	A
<ul style="list-style-type: none"> OCC's Energy Systems & Investment team has been working on the Alternative Energy Markets programme, funded by DESNZ. The Energy Saver App was launched in July 2024, offering energy insights to residents across Oxfordshire with a smart meter, plus the offer of smart technology to a select group of app users later in the year. The project is built on an innovative Intelligent Smart Energy Engine that is able to assess and recommend a combined tariff and technology offer, personalised for app users to their energy profile. The project aims to see c. 500 households be offered heat pumps, batteries, and solar PV, testing the impact of modelled tariffs not currently available on the market on the take up of energy smart appliances. The offer will be on a monthly fee basis, removing a significant barrier to adoption. The app has surpassed 1,000 downloads, however, we require many more active users in order to drive the other innovative elements of the trial. This therefore continues to be promoted both internally and externally to increase uptake. On the Clean Heat Streets project, part of the Heat Pump Ready programme, funded by DESNZ, a celebration event was held at Rose Hill community centre to update the local community and stakeholders with progress one year on from the start of the programme. Clean Heat Streets is the only one of the original four projects in the programme which is continuing to successfully deliver heat pumps to local communities. 150 homes registered for a free survey, of which 130 qualified. Heat pumps have been installed in 20 homes to date. 		
Expand retrofit delivery to homes in fuel poverty – complete Home Upgrade Grant 2 and apply for Local Authority Retrofit Scheme	Head of Climate Action	G
<ul style="list-style-type: none"> OCC was awarded over £6 million of capital retrofit grants through a government-backed scheme, Home Upgrade Grant phase 2 (HUG2). The purpose of this scheme is to tackle fuel poverty by upgrading the worst performing off-gas grid domestic properties. We are currently in the second, and final year of the HUG2 scheme. Delivery has scaled in year two and we have distributed £1.2 million since April. The next phase of funding from central government the 'Local Warmth fund' has now been announced with further detail expected in the autumn statement. Officers intend to put in an Expression of Interest to this scheme which is due to run for 3-5 years. 		
Input into the development of strong local planning policy driving environmental outcomes	Head of Strategic Planning	G
<ul style="list-style-type: none"> OCC is currently responding to the emerging District and City Local Plans, and also providing advice to strategic sites and Nationally Significant Infrastructure Projects. Since September 2024 the Climate Team has responded to the National Planning Policy Framework Consultation and the South East Strategic Reservoir Option 		

<p>consultation, and worked with the Strategic Planning team to promote the inclusion of climate action in the delivery of various strategic sites.</p> <ul style="list-style-type: none"> OCC is responsible for the production of the Local Nature Recovery Strategy for Oxfordshire by July 2025. The Biodiversity & Nature Recovery team has taken the lead in its production. The document is at an advanced stage and we are preparing to undertake a final consultation with partners prior to full public consultation. The Biodiversity & Nature Recovery team continues to work through the planning process on an ongoing basis to ensure positive outcomes for biodiversity, protected spaces and Biodiversity Net Gain. The Strategic Planning team coordinated submission of OCC's statements to the Oxford City Local Plan Examination Hearing Sessions. This reiterated our position that the Examination needs to carefully review the proposed spatial strategy to ensure the most sustainable patterns of development are brought forward, which will have positive implications on climate action. The Strategic Planning team also submitted responses to highlight the need for improved governance with the City's Community Infrastructure Levy allocations to support delivery of OCC projects such as active travel and other sustainable transport modes. 		
Energy		RAG
In partnership, delivery of Local Energy Oxfordshire Neighbourhoods (LEO-N) expanding our work on smart community energy systems	Head of Climate Action / Consortium	R
<ul style="list-style-type: none"> This is currently rated as red as the partners submission for a follow up programme to LEO programme: LEON, to the Strategic Infrastructure Fund of OfGEM was not successful. Deliverables intended to be funded by LEON that are critical to the Oxfordshire Local Area Energy Plan (OxLAEP), such as the integration of neighbourhood-level energy plans and community energy focus were strengthened in the LAEP tender specifications prior to going to market. The LEO-N project partners remain committed to the project, and OFGEM has confirmed that a resubmission is possible. This will be explored in line with feedback received from the bid submission. OCC and Oxford City Council have carried out a gap analysis to determine alternative pathways for the delivery of strategic LEO-N outputs, including opportunities under council service planning, and alternative funding sources. This work is ongoing. 		
Development and delivery of Local Area Energy plan for County	Head of Climate Action / FOP Infrastructure Advisory Group	G
<ul style="list-style-type: none"> The Future Oxfordshire Partnership agreed to allocate OxLAEP a budget of £600,000, in alignment with OxLAEP Outline Business Case Option 4: five district level LAEPs plus County-wide report, to be delivered by December 2025. Following the FOP decision at the end of July 2024 and permission to go to market through the Oxfordshire Commercial Board, OCC hosted two pre-procurement Open Days, attended by over 20 organisations. Officers from the OCC Climate Action Team worked with the County Procurement and Legal teams to issue the tender documentation on 21 August 2024. The ITT will close on 30 September 2024, and the contract is expected to start in mid-December 2024. 		

Development of green finance workstreams including Oxfordshire green prospectus, finance strategy, Green Bond and 2025 100together green finance conference	Head of Finance / Various	G
<ul style="list-style-type: none"> OCC has been working with Abundance Investment to explore green bonds. The development of a Green Prospectus is also underway, led by OxLEP. 31Ten have been appointed as the leaders of a small consortium which will support with the development of the prospectus. The 100together programme is continuing, with a networking event hosted by Lady Margaret Hall taking place in early September 2024. A date has been confirmed for the next conference, which will be held in June 2025. 		
Waste and consumption (circular economy)		RAG
Develop Oxfordshire circular economy strategy	Head of Environment and Circular Economy	A
<ul style="list-style-type: none"> Work on the Circular Economy Strategy was stalled for a while due to a lack of resource, although restarted in October 2024. A final strategy is expected to be ready for approval in May 2025 		
Delivery of strong climate outcomes in the Minerals and Waste Local Plan	Head of Strategic Planning	G
<ul style="list-style-type: none"> The adopted Minerals and Waste Local Plan, and its policies have been used in the determination of 17 Minerals and Waste planning applications which includes policies to ensure strong climate outcomes A review is underway to assess progress alongside a proposed new system for plan making. The team have been successful in bidding for Central Government funding for a new Sustainability Officer role within the team A Climate Impact Assessment tool is being explored which can be used to strategically assess minerals and waste sites. 		
Adaptation and resilience		RAG
Convene multiagency underwater summit to review 2023-24 Oxfordshire flooding to scope pre-emptive action to reduce harm from future recurrence	Director of Public Affairs, Policy and Partnerships	G
<ul style="list-style-type: none"> We are organising a round table with stakeholders in late November on water and flood resilience. It follows on from the water summit hosted by the county council in November 2022 and is designed to develop a shared understanding across different sectors about approaches to flood resilience in Oxfordshire, including how we can reduce incidents of flooding through nature-based and landscape-scale solutions. 		
Develop an adaptation strategy which incorporates the role of people, nature and technology in adapting and building resilience	Head of Climate Action	G
<ul style="list-style-type: none"> Sustainability West Midlands was commissioned in May 2024 to support the development of the Oxfordshire Climate Adaptation Route Map. The specification for the Route Map was agreed with the FOP Environment Advisory Group which is part-funding the Route Map. Two workshops were held as part of the Route Map development process both in terms of capacity building, and to engage stakeholders directly on the issues facing the county and the content of the Route Map 		

<ul style="list-style-type: none"> Approximately 20 one-to-one interviews with internal and external stakeholders were also held to obtain information on adaptation activities which are already underway across the county, and candid views of the scope of the Route Map. A survey was also shared with a wider stakeholder group. The draft Climate Adaptation Route Map has been received and reviewed internally and by stakeholders. A risk on the effects on Climate Change has been added to the council's Strategic Risk Register A Storymap has been developed to summarise the Extreme Value Analysis carried out by Atkins, and provides a visual indication of the hazard exposure and risks facing communities across Oxfordshire under different future warming scenarios. This tool will be used to help local groups understand the risks they face in their areas (extreme heat, flooding, and what mitigation steps they can take. An Adaptation Summit is scheduled for February 2025, with the intention of discussing and disseminating the actions from the Adaptation Route Map among a wider range of stakeholders. 		
Extend pilot flood wardens' engagement programme	Principal Officer – Flood Risk Management	G
<ul style="list-style-type: none"> A flood warden pilot scheme was established by the Flood Risk Management Team following approvals from the Steering Group and ran for 6 months up to the end of March 2024. This involved three areas across the county that identified groups that could be trained to undertake flood warden duties. The three areas were Witney, Ascott Under Wychwood and Sunningwell. At the end of the pilot scheme a survey was sent to all the flood wardens to provide feedback. 100% positive feedback was received, and in July 2024 approval was given to move the scheme to business as usual and roll the scheme out to other areas across the county. Following this a list of potential areas for initial rollout was developed, the first being Abingdon. This will involve approaching parish/ town councils/ local flood groups in the areas to help advertise for volunteers. Training will then be arranged with the volunteers and link into any other community-based work. Advertisements for volunteers in Abingdon have already been released, and a training session will run September – October 2024. 		
Natural environment		RAG
Develop Local Nature Recovery Strategy (LNRS) for Oxfordshire, integrating with adaptation strategy	Principal Biodiversity Officer	G
<ul style="list-style-type: none"> From February to March 2024 the team held 12 workshops, 2 engagement events, and 1 online survey covering a 40-day period, involving over 1,000 people. The responses from this engagement have been analysed to get an understanding of top priorities from nature recovery in the county. In May 2024 a public webinar was held to present a summary of the outcomes from the survey and workshops. Over 120 people joined the call and more watched the recording. LNRS launched a mapping tool to identify local places where landowners and organisations were willing to improve or create habitats so the strategy can align with 'willingness' to increase the likelihood that the future recommendations are delivered. Over 170 individual locations were added and 15-20 emails were sent to us with mapped areas that covered larger areas of the county. 		

<ul style="list-style-type: none"> The LNRS partnership has developed the maps, and statutory documents based on local priorities and strategies and these are being prepared to be sent to local authorities, Natural England, and OCC for approval to go online for public consultation between October – November 2024. 		
Develop biodiversity net gain policy	Principal Biodiversity Officer	G
<ul style="list-style-type: none"> This work stream has been on hold since April 2024 due to insufficient staff resource. Work has begun again from September 2024 onwards. Next steps are to report against Biodiversity Actions in 2024, finish drafting the Biodiversity Action Framework and to develop a Biodiversity Action Plan for 2025 these work areas will be the focus up to December 2024. 		
Working with Natural Capital Investment Group for LNP to develop offset model for Oxfordshire	Oxfordshire Local Nature Partnership Manager	G
<ul style="list-style-type: none"> Draft nature market principles and framework draft are substantially progressed, drawing on British Standards Institution (BSI) nature markets framework and existing Oxford Offset Principles; currently assessing inseting strategy (whether to create in-house or utilise potential future BSI/market standard). Expecting to be in near final form (subject to stakeholder review) by end of October 2024. Two potential sites identified and discussions progressing with landowners; one site to test application of nature-based Wilder Carbon standard and another for potential woodland creation project delivering carbon benefits alongside biodiversity and flood protection benefit. Developing an investment fund that would stimulate revenue-generating, financially self-sustaining projects that deliver measurable benefits to biodiversity in alignment with the LNRS. 		
Deliver tree replacement programme, including development of County-wide partnerships and collaborations to increase tree cover.	Head of Environment and Circular Economy / Principal Officer - Arboriculture	G
<ul style="list-style-type: none"> As of April 2024 all Tree Aftercare & Planting Service (TAPS) posts have been fully recruited. The Sutton Farm workshop refurbishment has been completed, providing a viable storage and workspace for the TAPS team. Between May and August 2024, in-house aftercare and watering visits were undertaken by TAPS (>700 trees) and Tree Guardians / Community Groups (>80 trees). The Tree Planting feedback form was launched and promoted, and shows that 95% of respondents were pleased to see that OCC is planting trees, and that 96% of respondents who have seen trees being planted give the quality of planting a 4+ rating out of 5. Tree planting locations have been identified for this season (December 2024 – March 2025) and shared with internal stakeholders (OCC staff) and external stakeholders (parish councils, town councils, and OCC councillors). Letter drops have been made to residents with more than 10 trees planted on their street to raise awareness of the scheme. 		
Community support and engagement		RAG
Develop new climate engagement and comms strategy and activity	Head of Climate Action	G
<ul style="list-style-type: none"> The Climate Engagement Route Map is currently in development. A desktop/literature review has been completed to understand existing policies, partnerships and climate engagement/ survey results. 		





<ul style="list-style-type: none"> We are currently in the participatory phase of information gathering to provide an evidence-base for the route map. This phase consists of: <ul style="list-style-type: none"> A Knowledge, Attitudes and Practices (KAP) survey which was produced and circulated, and now has over 1,000 responses. Policy Lab research on minority groups in climate action Internal Geographical Information Systems mapping of second language data Embedding ourselves within the community at events and meetings with the Community Action Groups (CAG) and Oxfordshire Local Nature Recovery Partnership Oxfordshire Local Nature Partnership (OLNP) to listen and understand. This will launch us into the route map drafting in early 2025. 		
Continue to support scale up of Community Action Group (CAG) network	Head of Environment and Circular Economy	G
<ul style="list-style-type: none"> The CAG annual report for 2023/24 has been delivered. The report showed doubling of events and volunteer hours, indicating that the network continues to grow from strength to strength. 		
Partnership and Strategy		RAG
Support the creation of a Zero Carbon Oxfordshire Climate Partnership	Head of Climate Action	G
<ul style="list-style-type: none"> Work is underway to expand the Zero Carbon Oxford Partnership to a county-wide partnership. A Steering Group meeting was held in October 2024 to make key decisions about the formation of the new partnership, including name, branding and governance structure. 		
Play an active role in networks to promote OCC's work and lobby government	Various	G
<ul style="list-style-type: none"> OCC was nominated for the National Council or Local Authority of the Year at the Energy Efficiency Awards 2024. Members of the Climate Action Team have attended and spoken at a number of different external events, including the Heat Pump Summit, Local Authority Retrofit Forum, UK Real Estate Investment and Infrastructure Forum and the Installer Show. The team have also run a number of workshops to support various programmes including climate engagement, adaptation and off-setting/in-setting with attendees from the district councils and other local organisations. The potential for locally led Climate Action has been a core theme in the council's engagements with central government on devolution. The council continues to work jointly in a number of formal and informal forums on activity to tackle the climate emergency, including through the Greater South East Net Zero Hub, Local Nature Partnership, Future Oxfordshire Partnership, LEO and the Low Carbon Hub, and actively leading a number a workstreams under the Zero Carbon Oxford Partnership (ZCOP). Partnership with Oxfordshire businesses has continued through the Oxfordshire Greentech network, with the council supporting their Climate Solutions Conference in March 24. The council is an active member of the following key national networks through which it shares best practice with other local authorities and lobbies government on national climate policy: UK100, Association of Directors of Environment, Planning and Transport Climate Change and Environment Boards (ADEPT), Local Government Association Sustainability Action Network, Association of Public Service Excellence Energy (APSE) network. 		

Annex D - Equality, Diversity and Inclusion - September 2024


Contents

Commitment	Page
Employer of Choice	2
Partner of Choice	6
Placeshaper of Choice	7

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

Employer of Choice

Status of Indicators	30/09/2024
EDI01 - Employer of Choice	

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
02. Ensure our workforce is representative of the population and attract diverse candidates	Review the diversity of our workforce and engage with corporate activity to ensure that our workforce is representative of the Oxfordshire population and take more direct action to attract a diverse range of potential candidates	Adult Social Care	Karen Fuller		Delivering to plan	Delivering to plan	★	A corporate action plan is in place to increase our attraction of diverse candidates.	Delivering to plan	Delivering to plan	★
03. Promote programmes that promote diversity in leadership in social care	Promote programmes such as Skills for Care's Moving Up that promote diversity in leadership in social care	Adult Social Care	Karen Fuller		Delivering to plan	Delivering to plan	★	4 candidates are undertaking the Moving Up programme and we are considering a further cohort for next year - DLT to consider. The Principia OT and Principal SW are exploring EDI training for the workgroup.	Delivering to plan	Delivering to plan	★
04. Continue to recruit from diverse ethnic backgrounds including foster carers and volunteers	We aim to recruit a diverse workforce. This will also apply to foster carers and volunteers. We will continue to target recruitment on employees from diverse ethnic backgrounds (currently 10.8 of staff across CEF.	Children's Services	Lisa Lyons		Delivering to plan	Delivering to plan	★	There is a long lead in time with recruitment of foster carers (about nine months) but the action is on track. 25 new social workers have recently been recruited internationally and will be joining the team soon.	Delivering to plan	Delivering to plan	★
11. DTFT Champions & Team Leaders to promote e-learning re: awareness of EDI	DTFT Champions & Team Leaders to promote e-learning re: awareness of EDI	Transformation Digital and Customer Experience	Clare Martin		Delivering to plan	Delivering to plan	★	The need for new starters in the Customer Service Centre has been low, however we have embedded e learning and ongoing training in our induction training. Our CSC staff Focus Group recently celebrated National Customer Services week (7th - 14th October) which included topics such as Service with Respect and Celebrating Success.	Delivering to plan	Delivering to plan	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
12. More DTFT champions engagement in relevant awareness events highlighting in huddles and VMBs	More DTFT champions engagement in relevant awareness events (e.g. south Asian week, EID etc) highlighting in huddles and VMBs	Transformat Digital and Customer Experience	Clare Martin		Delivering to plan	Delivering to plan	★	We continue to encourage DTFT champions to work across the CSC to promote engagement and awareness. The recent National Customer Servies week focused on Service with Respect and Customer Sucess. We continue to hold daily huddles to discuss and communicate relevant events	Delivering to plan	Delivering to plan	★
13. Advertise vacancies to wide diverse audiences to attract diverse applicants	Advertise vacancies to wide diverse audiences to attract diverse applicants	Resources	Cherie Cuthbertson		Delivering to plan	Delivering to plan	★	We are continuing to review our EDI recruitment audit and develop actions plans to increase advertising vacancies to a wider audience. Part of this will be to seek Disability Leader status and the finalisation of procurement of Diversity Jobs Group and links with advertising with our new in-house ATS.	Delivering to plan	Delivering to plan	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
14. Ensure diversity in our apprenticeship cohorts	Ensure diversity in our apprenticeship cohorts	Resources	Cherie Cuthbertson		Delivering to plan	Delivering to plan	★	<p>Apprenticeships</p> <ul style="list-style-type: none"> Supported apprenticeships – allows candidates with an EHCP Plan the flexibility to achieve the lower qualification of entry level 3 functional skills as part of the apprenticeship Ring fenced apprenticeship posts for Children in Care or Leaving Care <p>Work Experience</p> <ul style="list-style-type: none"> Tailored OCC work taster days for children and young people up to the age of 18 with complex special educational needs and disabilities. <p>Internships</p> <ul style="list-style-type: none"> Supported Internships – we provide unpaid work placements for young people aged 16 to 24, whose disability could be a barrier to employment. Change 100 – we offer paid summer internships for university students and recent graduates with any disability or long-term condition this expands our awareness and experience of how we provide inclusive working environments to people with disabilities.. Targeted Internships – paid internships for candidates from but not limited to the following: <ul style="list-style-type: none"> Care leavers. Young people not in education, employment, or training (NEET). Armed forces families. People with disabilities, learning disabilities, EHCPs, or special educational needs. People in our 10 priority wards. People returning to work after long-term unemployment. 	Delivering to plan	Delivering to plan	★
15. Deliver EDI training and learning across the council	Deliver EDI training and learning across the council	Resources	Cherie Cuthbertson		Delivering to plan	Delivering to plan	★		Delivering to plan	Delivering to plan	★
16. Ensure recruitment advertising processes is extended to include BAME & LGBTQ	Ensure recruitment advertising processes is extended to include BAME & LGBTQ	Environment and Highways	Paul Fermer		Slightly behind schedule	Delivering to plan	●	Continue to be proactive on recruitment channels to be inclusive and reach as wider audience as possible.	Ahead of schedule	Ahead of schedule	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
19. Ensure we have a representative workforce and opportunities reach all potential candidates	Review the diversity of our workforce and engage with corporate activity to ensure that our workforce is representative of the Oxfordshire population and that our employment opportunities within the sector are reaching all potential candidates.?	Law and Governance	Anita Bradley		Delivering to plan	Delivering to plan	★	Working with corporate centre on actions related to diverse recruitment	Delivering to plan	Delivering to plan	★
25. Creation of improvement actions for EDI following the findings from our reviews and inspections	Creation of improvement actions following the findings from our independent cultural review in March 2024 and the HMI inspection in early 2024 we will be considering any findings or recommendations relating to inclusion, equality and diversity to ensure improvement in this area.	Community Safety	Jo Bowcock		Delivering to plan	Delivering to plan	★	actions relating to EDI have formed part of our Fire improvement Pipeline and we have considered impact and opportunities for each area. We are now developing the timescales for the work to enable a clear implementation program	Ahead of schedule	Ahead of schedule	★
26. Creation of a reach and attraction framework for Wholetime Firefighter recruitment	Creation of a reach and attraction framework for Wholetime Firefighter recruitment to ensure that we are able to reach potential candidates that represent our communities. Review of Wholetime Firefighter recruitment assessments and undertaking EIA's for each assessment.	Community Safety	Jo Bowcock		Delivering to plan	Delivering to plan	★	We have a draft reach and attraction framework for Firefighter recruitment and now looking to consult with a wider group of stakeholders including our Talent Acquisition officer for further input.	Ahead of schedule	Ahead of schedule	★

Partner of Choice

Status of Indicators	30/09/2024
EDI02 - Partner of choice	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
01. Include social value requirements when tendering contracts	Include social value requirements when tendering contracts such as creating apprenticeship opportunities to maximise benefit for local community?	Adult Social Care	Pippa Corner		Delivering to plan	Delivering to plan	★	Any contract over £100,000 will either be subject to social value, or have an exemption agreed through the formal process. This is now managed by Procurement so the action is complete.	Ahead of schedule	Ahead of schedule	★
05. Work with our partners to increase the number of SNAs	We will work with our partners to increase the number of Strengths & Needs Assessments (SNAs) particularly in areas of relative deprivation.	Children's Services	Lisa Lyons		Delivering to plan	Delivering to plan	★		Delivering to plan	Delivering to plan	★
07. Build partnership links and contacts for the single database, to share assets and information	Build partnership links and contacts for the single database, to share assets and information	Public Affairs, Policy and Partnerships	Susannah Wintersgill		Delivering to plan	Delivering to plan	★	Stakeholder database maintained. Team managing relationships with key EDI cohorts across county, and uses this to make introductions to other council services.E.g. as with the Autism Strategy. Also looking at opportunities for introducing SLT to community groups.	Delivering to plan	Delivering to plan	★
20. Engage with The Network and learn from best practice across UK and further afield	Engage with The Network and learn from best practice across UK and further afield.	Law and Governance	Anita Bradley		Delivering to plan	Delivering to plan	★		Delivering to plan	Delivering to plan	★

Placeshaper of Choice

Status of Indicators	30/09/2024
EDI03 - Placeshaper of choice	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
06. Support the council's commitment to addressing inequality with hard to reach communities	Help support the council's commitment to addressing inequality through greater engagement with hard to reach communities and those who are excluded from the main council communications channels (evidencing inclusion in engagement and consultation practice).	Public Affairs, Policy and Partnerships	Susannah Wintersgill		Delivering to plan	Delivering to plan	★	When designing engagement exercises, ensure stakeholder mapping undertaken to inform this. Putting EDI at the front of the work, rather than at the end.	Delivering to plan	Delivering to plan	★
08. Using Oxfordshire conversation events for residents to ask questions of cabinet	Using Oxfordshire conversation events that will offer opportunities for residents to hear from and ask questions of members of the cabinet, including outreach activities to ensure the inclusion of seldom heard groups and those who are digitally excluded.	Public Affairs, Policy and Partnerships	Susannah Wintersgill		Delivering to plan	Delivering to plan	★	Focus of this work is on SEND and creating opportunities for senior leaders across the wider system to engage with seldom heard and target groups.	Delivering to plan	Delivering to plan	★
09. Support services to complete EIAs alongside budget and business planning	Support services to complete EIAs alongside budget and business planning		Susannah Wintersgill		Delivering to plan	Delivering to plan	★	EIA's were completed during budget and business planning, offering comments and feedback during the process. We have also provided equalities statements for capital budget proposals. Whilst that period has come to a close, we will continue to offer EIA advice and steer across the organisation, as well as creating the overarching EIA.	Delivering to plan	Delivering to plan	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
17. Policy team create accessible documentation	The policy team carry out consultation on key stages of the plan and consultees can respond electronically or on hard copy. The documents we produce are checked for accessibility. We also carry out face to face meetings with organisations and residents for the areas in which preferred sites are proposed to be located. We also try to involve hard to engage groups.	Environment and Highways	Paul Fermer		Delivering to plan	Delivering to plan	★	Continue to use corporate systems for consultation making an effort to use accessible material/documents. It is not always possible to carry out face to face engagement but this is promoted where possible.	Ahead of schedule	Ahead of schedule	★
21. Ensure the design of school buildings consider accessibility so that buildings are inclusive	Ensure the design of school buildings consider accessibility; medical and therapy support; sensory needs; flexibility and adaptability; health and well-being and safety and security so that buildings are inclusive and pupils are not disadvantaged by facilities or services.	Resources	Vic Kurzeja		Delivering to plan	Delivering to plan	★		Ahead of schedule	Ahead of schedule	★
22. Completion of annual domestic abuse needs assessment	Completion of annual domestic abuse needs assessment	Public Health and Communities	Kate Holburn		Delivering to plan	Delivering to plan	★	Following the needs assessment, quarterly contract monitoring of commissioned Domestic Abuse Services includes a review data about service access and use of safe accommodation by individuals with protected characteristics. This allows us to monitor who is or is not engaging with the service to promote access.	Ahead of schedule	Ahead of schedule	★
23. Deliver phase 3 grants for community profiles	Deliver phase 3 grants for community profiles		David Munday		Delivering to plan	Delivering to plan	★	Following the setting up of grant schemes for phase 3 profile areas, the majority of grant funds have now been disbursed with just £5k remaining to be disbursed in one of the areas. The scheme is on track to have disbursed the remaining funds by the end of the financial year.	Ahead of schedule	Ahead of schedule	★
24. BHBH services offer support to residents living in poor quality housing in all areas	Better Housing, Better Health services offer support to residents living in poor quality housing in urban and rural areas	Public Health and Communities	Rosie Rowe		Delivering to plan	Delivering to plan	★	Measure Completed	Ahead of schedule	Ahead of schedule	★

Measure	Measure description	Directorate	Measure Owner	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD Actual	YTD Target	YTD
27. Continue to develop innovations and technologies with inclusion at the heart of our work	We will continue to develop innovations and technologies with inclusion at the heart of our work, to benefit all residents of Oxfordshire.	IT Operations	Laura Peacock		Delivering to plan	Delivering to plan	★	This approach has been embedded into business a usual processes. Please note that this responsibility now sits in Economy and Place, following the restructure.	Delivering to plan	Delivering to plan	★

This page is intentionally left blank



Action and Recommendation Tracker People Overview and Scrutiny Committee

Councillor K Mallon, Chair | Richard Doney, Scrutiny Officer, richard.doney@oxfordshire.gov.uk

The action and recommendation tracker enables the Committee to monitor progress against agreed actions and recommendations. The tracker is updated with the actions and recommendations agreed at each meeting. Once an action or recommendation has been completed or fully implemented, it will be shaded green and reported into the next meeting of the Committee, after which it will be removed from the tracker.

KEY	No progress reported	In progress	Complete
-----	----------------------	-------------	----------

Recommendations

Meeting date	Item	Recommendation	Responsible person	Completion date	Last reviewed	Update/response
There are no outstanding recommendations.						

KEY	No progress reported	In progress	Complete
-----	----------------------	-------------	----------

Actions

Meeting date	Item	Action	Responsible person	Completion date	Last reviewed	Update/response
19/09/24	OSAB Annual Safeguarding Report	Update of social worker pay, and compare to national rates of social worker pay, including: A summary of the recent recruitment process, what is being done to recruit local and train new staff	Karen Fuller, Victoria Baran			In progress
19/09/24	OSAB Annual Safeguarding Report	Data of staff vs people in care	Karen Fuller, Victoria Baran			In progress
19/09/24	OSAB Annual Safeguarding Report	Once the National Adult Safeguarding Data has been reported in April 2025, the data and Oxfordshire comparisons will be fed back to committee.	Karen Fuller, Victoria Baran			In progress