

PERFORMANCE AND CORPORATE SERVICES OVERVIEW AND SCRUTINY COMMITTEE

17 APRIL 2026

BUSINESS MANAGEMENT AND MONITORING REPORT & CAPITAL OUTTURN REPORT (FOCUS ON ADULT SERVICES)

Report by the Deputy Chief Executive (S151 Officer)

RECOMMENDATION

1. The Committee is **RECOMMENDED** to
 - consider the report and raise any questions, and to **AGREE** any recommendations it wishes to make to Cabinet.

Executive Summary

2. The Performance and Corporate Services Overview and Scrutiny Committee has a constitutional responsibility to scrutinise 'corporate performance and directorate performance and financial reporting.'
3. The Cabinet is informed of the Council's performance via the Business Management and Monitoring Report (BMMR). To aid the ability to scrutinise, the Committee agreed to focus on Adult Services in April 2026.
4. To reflect the Cabinet March 2026 BMMR paper that reported the January financial position and end of Q3 performance and strategic risk, there is an abridged version as Annex 1 (Performance) and Annex 2 (Finance).

Background

5. The paper reports on the Council's performance in terms of finance, delivery and risk, including detail at a service level. To support a focus on Adult's Services, there are only excerpts relating to the service included here. In that respect, the report is the same as that considered by Cabinet on 17 March 2026.

Performance

6. Committee members should be aware that they are being provided with the scorecard of the Council's performance in relating to annual measures and specific measures directly relating to Adult Services in Annex 2.
7. There are 7 KPIs, 2 off track, 5 on Track

Financial Position

8. There is a forecast overspend of £7.5m in 2025/26 against a budget of £259.9m.
9. Increased demand within the Home First/Discharge to Assess service has created a £1.8m pressure; mitigations have been put in place to reduce this in the remaining two months of the year. In 2026/27 the on-going impact will be managed through the Better Care Fund.
10. The number of packages of care for service users under 65 has increased during 2025/26 and this is currently forecast to create a pressure of £3.5m - the on-going effect will need to be managed in 2026/27 as this is not built into the budget agreed in February 2026.
11. Pressures within the transport and external day service areas are the main reason for a forecast pressure of £1.7m within learning disabilities. The forecast also includes a £0.5m on-going pressure linked to the cost of equipment and the re-procurement of the equipment contract – the on-going impact of the new contract was considered through the 2026/27 budget process.

Adult Social Care Debtors

12. The collection rate, based on invoice volumes up to 31 January 2026, met the target of 94%. Debt requiring impairment is forecast to be £4.15m, £0.4m below the 2024/25 year-end balance of £4.5m.

Capital Programme

13. Updates on the Capital Programme are provided in the Capital Monitoring and Outturn Reports to Cabinet. The excerpts are from 17 March Cabinet
14. Capital expenditure included in the programme that relates to Adult Services is:

Residential Accommodation Programme

15. This programme will deliver much-needed, bespoke, and high-quality specialist supported housing in Oxfordshire for adults who may currently be in hospital or secure units. It marks a vital step forward in improving quality of life and long-term outcomes by enabling people to live more independently within their communities. The initiative is designed to ensure accommodation is provided in a way that is both financially sustainable and socially impactful. In the absence of private sector investment in these essential services, council-led intervention is crucial. Without it, individuals would remain in inappropriate or high-cost settings that do not support autonomy or integration.
16. Forecast expenditure for 2025/26 is £2.1m. This will be funded from the £5.9m funding for residential accommodation approved in February 2025.

Resonance Supported Homes Fund

17. During 2024/25 a further £2.0m was paid to the Resonance Supported Homes Fund bringing the total investment to £5.0m. A total of 5 properties have been purchased, developed and are now fully mobilised and operational. This investment resulted in a total of 22 new beds for people with a learning disability in Oxfordshire.

Disabled Facilities Grant

18. Disabled Facilities Grant of £8.8m has been passed to the District Councils in 2025/26 in accordance with the Better Care Fund grant determination. Households are eligible to apply for the grant for home adaptations if a child or adult in the household has a substantial and permanent disability. Types of adaptations funded by the grant include stairlifts, level access showers, ground floor extensions designed around a person's needs and kitchens designed for a wheelchair user.

Corporate Policies and Priorities

19. Overall corporate performance supports all the Council's policies and strategic priorities. Whilst the work of Adult Services has cross-cutting input into all the Council's strategic priorities also, its work primarily furthers the Council's ambitions to "Tackle inequalities in Oxfordshire", "Prioritise the health and wellbeing of residents", and "support carers and the social care system".

Strategic Risks

20. There are no strategic risks that relate directly to Adult Services. Risks that the service impact on are SR01 Financial Resilience and SR09 Delivering the Future Together.

Financial Implications

21. There are no additional financial implications beyond those outlined within the appendices to this report.

Comments checked by:

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Legal Implications

22. The Performance and Corporate Services Overview and Scrutiny Committee has a specific responsibility within its terms of reference, under Part 6.1A of the Constitution 5 (1) (a) to scrutinise 'corporate performance and directorate performance and financial reporting'.

23. There are no additional legal implications beyond those outlined within the appendices to this report.

Comments checked by:

Lorna Baxter
Deputy Chief Executive (S151 Officer)

Annex: Annex 1: Abridged Business Management and Monitoring Report – Annex A Performance section – March 2026

Annex 2: Abridged Business Management and Monitoring Report – Annex D Finance section – March 2026

Background papers: None

Other Documents: None

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April 2026

**Annex 1 – Abridged Business Management and Monitoring Report – Annex A
Performance – March 2026**

	Target	Q3	Status	
OCC04.01 % of people who received short term services during 25/26 with no further support request.	79.4%	77.08%	RED	Whilst the overall % to independence remains static for the last rolling 12 months, there are improvements that have been seen in the last 3 months following training of strategic providers, increased staffing levels and refinement of the discharge pathway available. Going forward our aim is to reflect these positive improvements in a way that is clear to all. Training continues to be delivered to zonal providers of reablement, prompt recording of outcomes is being actively worked on with the Home First multi-disciplinary team and recruitment to new posts.
OCC04.02 % of residents 18-64 with Learning Disability support who live on their own or with family (Monitoring only)	0%	91.61%	GREEN	
OCC04.03 % Section 42 safeguarding enquiries where identified risk was reduced or removed	93%	95%	GREEN	Oxfordshire County Council continue to work to reduce where risk is identified in safeguarding. The team continue to prioritise this ensuring that the risk to residents is reduced or removed where possible.

	Target	Q3	Status	
OCC04.05 Number of carers assessments completed (Monitoring only)	0	446	GREEN	
OCC04.06 % of young people referred who have an ASC assessment in place by their 18 th birthday	90%	96%	GREEN	
OCC04.07 The number of people supported into employment (Monitoring only)	0	12	GREEN	

Annex 2 Abridged Business Management and Monitoring Report – Annex D Finance – March 2026

Service Area forecast

Service	Cabinet Member	Director	Net Budget	Forecast	Forecast Variance	Last Reported (period 8)	Change
Adult Social Care	T Beard	K Fuller	£37.4m	£37.4m	£0.0m	£0.0m	£0.0m
Pooled Budgets (Adults Social Care and NHS)	T Beard	K Fuller	£222.5m	£230.0m	£7.5m	£4.5m	-£3.0m
Adult Services			£259.9m	£267.4m	£7.5m	£4.5m	-£3.0m

Confirmed Government Grants

Ringfenced	Issued By	Service Areas	Budget Book 2025/26
R	DHSC	Improved Better Care Fund	£13.7m
R	DHSC	Adult Social Care Market Sustainability and Improvement Fund	£10.0m
			£23.2m

No changes in grants since Budget Book

Savings

Savings	Target	Red - No Plan	Amber - Some Issues	Green - On track	Blue - Achieved	Variance Under / (-) Over
	£'000	£'000	£'000	£'000	£'000	£'000
Adult Services	6,474	0	468	613	5,962	-570

Highlight only the over and underachievements

Ref	Description	2025/26 £000	Amber - Some Issues £000	Green - On Track £000	Blue - Achieved £000	Variance Under / (-) Over £000
2025ASC682	Reviews of care packages for service users with mental health needs linked to health funding.	-900			-235	-665
2026ASC21	The charge for setting up of an universal deferred payment agreement have been reviewed for the first time since 2015 and updated to cover the setting up costs of these agreements, as set out in Care Act 2014.	-150	-60		-79	-11
2026ASC24	Arrangement fees for people who fund their own care have been reviewed and brought in line with other local authorities.	-20	0		-17	-3

Ref	Description	2025/26 £000	Amber - Some Issues £000	Green - On Track £000	Blue - Achieved £000	Variance Under / (-) Over £000
24AD12	High Cost placement reviews (packages over £2500 per week)	-175			-1,026	851
24AD4	Savings achieved through case reviews/management	-385		-280	-471	366
24AD7	Shared Lives - increase the number of people who can find a home through the shared lives scheme. Build further on the success of the service to provide options for respite for a wider range of individuals.	-74	-20		-110	56
2026RLGEST10	Several projects are being transitioned into the New Ways of Working with an amalgamation activities/ contracts, with a review of both Children's and Adults Transport services.	-25	0			-25
		-6474	-468	-613	-5962	570

Reserves

Reserves	Balance at 31 March 2025	Movement	Balance at 31 March 2026	Notes
Adults Social Care Grants	£0.5m	-£0.4m	£0.1m	
Grants and Contributions reserve	£0.5m	-£0.4m	£0.1m	
Trailblazer Initiative	£0.1m	-£0.1m	£0.0m	
Government Initiatives reserve	£0.1m	-£0.1m	£0.0m	
Trading & Vehicle & Equipment Reserve	£0.1m	£0.0m	£0.1m	
Budget Priorities				
Oxfordshire Way	£0.5m	£0.0m	£0.5m	
Social Care	£4.5m	-£4.5m	£0.0m	
OCCG Contributions	£0.3m	-£0.3m	£0.1m	
Other priorities (investment carry forwards, DWP Grant)	£0.8m	-£0.8m	£0.0m	
Government Initiatives reserve	£6.0m	-£5.4m	£0.6m	
Subtotal	£6.6m	-£5.9m	£0.7m	
Public Health & Homes for Ukraine	£14.4m	-£6.3m	£8.1m	