

Public Document Pack

To: Members of the Cabinet

Notice of a Meeting of the Cabinet

Tuesday, 15 March 2022 at 10.00 am

Council Chamber - County Hall, New Road, Oxford OX1 1ND

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

In line with current Government advice, those attending the meeting are asked to consider wearing a face-covering.



Stephen Chandler
Interim Chief Executive

March 2022

Committee Officer: **Colm Ó Caomhánaigh**
Tel: 07393 001096; E-Mail:
colm.oocaomhanaigh@oxfordshire.gov.uk

Membership

Councillors

Liz Leffman	Leader of the Council
Liz Brighthouse OBE	Deputy Leader of the Council
Glynis Phillips	Cabinet Member for Corporate Services
Neil Fawcett	Cabinet Member for Community Services & Safety
Dr Pete Sudbury	Cabinet Member for Climate Change Delivery & Environment
Tim Bearder	Cabinet Member for Highways Management
Duncan Enright	Cabinet Member for Travel & Development Strategy
Calum Miller	Cabinet Member for Finance
Jenny Hannaby	Cabinet Member for Adult Social Care
Mark Lygo	Cabinet Member for Public Health & Equality

The Agenda is attached. Decisions taken at the meeting will become effective at the end of the working day on unless called in by that date for review by the appropriate Scrutiny Committee. Copies of this Notice, Agenda and supporting papers are circulated to all Members of the County Council.

Date of next meeting: 26 April 2022

Declarations of Interest

The duty to declare.....

Under the Localism Act 2011 it is a criminal offence to

- (a) fail to register a disclosable pecuniary interest within 28 days of election or co-option (or re-election or re-appointment), or
- (b) provide false or misleading information on registration, or
- (c) participate in discussion or voting in a meeting on a matter in which the member or co-opted member has a disclosable pecuniary interest.

Whose Interests must be included?

The Act provides that the interests which must be notified are those of a member or co-opted member of the authority, **or**

- those of a spouse or civil partner of the member or co-opted member;
- those of a person with whom the member or co-opted member is living as husband/wife
- those of a person with whom the member or co-opted member is living as if they were civil partners.

(in each case where the member or co-opted member is aware that the other person has the interest).

What if I remember that I have a Disclosable Pecuniary Interest during the Meeting?.

The Code requires that, at a meeting, where a member or co-opted member has a disclosable interest (of which they are aware) in any matter being considered, they disclose that interest to the meeting. The Council will continue to include an appropriate item on agendas for all meetings, to facilitate this.

Although not explicitly required by the legislation or by the code, it is recommended that in the interests of transparency and for the benefit of all in attendance at the meeting (including members of the public) the nature as well as the existence of the interest is disclosed.

A member or co-opted member who has disclosed a pecuniary interest at a meeting must not participate (or participate further) in any discussion of the matter; and must not participate in any vote or further vote taken; and must withdraw from the room.

Members are asked to continue to pay regard to the following provisions in the code that *“You must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself”* or *“You must not place yourself in situations where your honesty and integrity may be questioned.....”*.

Please seek advice from the Monitoring Officer prior to the meeting should you have any doubt about your approach.

List of Disclosable Pecuniary Interests:

Employment (includes *“any employment, office, trade, profession or vocation carried on for profit or gain”*.), **Sponsorship, Contracts, Land, Licences, Corporate Tenancies, Securities.**

For a full list of Disclosable Pecuniary Interests and further Guidance on this matter please see the Guide to the New Code of Conduct and Register of Interests at Members' conduct guidelines. <http://intranet.oxfordshire.gov.uk/wps/wcm/connect/occ/Insite/Elected+members/> or email democracy@oxfordshire.gov.uk for a hard copy of the document.

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, but please give as much notice as possible before the meeting.

AGENDA

1. Apologies for Absence

2. Declarations of Interest

- guidance note opposite

3. Minutes (Pages 1 - 20)

To approve the minutes of the meeting held on 15 February 2022 (CA3) and to receive information arising from them.

4. Questions from County Councillors (Pages 21 - 22)

Any county councillor may, by giving notice to the Proper Officer by 9 am two working days before the meeting, ask a question on any matter in respect of the Cabinet's delegated powers.

The number of questions which may be asked by any councillor at any one meeting is limited to two (or one question with notice and a supplementary question at the meeting) and the time for questions will be limited to 30 minutes in total. As with questions at Council, any questions which remain unanswered at the end of this item will receive a written response.

Questions submitted prior to the agenda being despatched are shown below and will be the subject of a response from the appropriate Cabinet Member or such other councillor or officer as is determined by the Cabinet Member, and shall not be the subject of further debate at this meeting. Questions received after the despatch of the agenda, but before the deadline, will be shown on the Schedule of Addenda circulated at the meeting, together with any written response which is available at that time.

5. 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. In line with current Government advice, those attending the meeting in person are asked to consider wearing a face-covering.

Normally requests to speak at this public meeting are required by 9 am on the day preceding the published date of the meeting. However, during the current situation and to facilitate 'hybrid' meetings we are asking that requests to speak are submitted by no later than 9am four working days before the meeting i.e. 9 am on Wednesday 9 March 2022. Requests to speak should be sent to colm.ocaomhanaigh@oxfordshire.gov.uk.

If you are speaking 'virtually', you may submit a written statement of your presentation to ensure that if the technology fails, then your views can still be taken into account. A

written copy of your statement can be provided no later than 9 am 2 working days before the meeting. Written submissions should be no longer than 1 A4 sheet.

6. Plant Based Food (response to Motion from Cllr Middleton at Council on 14 December 2021) (Pages 23 - 26)

Cabinet Member: Corporate Services

Forward Plan Ref: 2022/013

Contact: Vic Kurzeja, Director of Joint Property Team Tel: 07726 307813

Report by Corporate Director Commercial Development, Assets and Investments (**CA6**).

To action the Council motion.

The Cabinet is RECOMMENDED to

- a) **Ensure that food provided at full Council meetings and all civic events is entirely plant based and, where possible, sustainably and locally sourced.**
- b) **Endorse a graduated approach to incorporating plant-based options for school meals provided by the council, in partnership with schools who buy this service and in line with School Food Guidelines.**
- c) **Agree to the development of an Oxfordshire County Council food policy to support the delivery of sustainable food provision and its disposal within the Council.**

BREAK - 5 minutes

7. Business Management & Monitoring Report - January 2022 (Pages 27 - 120)

Cabinet Member: Finance

Forward Plan Ref: 2021/184

Contact: Louise Tustian, Head of Insight & Corporate Programme Tel: (01295) 221786 / Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163

Report by Corporate Director Customers, Organisational Development & Resources and Director of Finance (**CA7**).

This report presents January 2022 performance, risk and finance position for the Council.

Cabinet is RECOMMENDED:

- a) **To note the January business management and monitoring report.**
- b) **To agree virements set out in Annex C -2b which relate to the Covid-19 costs incurred by the directorates between October 2021 and January 2022.**
- c) **To note virements set out in Annex C-2c**
- d) **To note virements for 2022/23 set out in Annex C-2d**
- e) **To approve the bad debt, write off in Annex C paragraphs 25 (Adult Services) and 84 (CDAl)**

- f) To approve the use of the COVID Reserve in paragraphs 29, 35, 79, 85, 91, 94 and the use of the corporate contingency for the estimated cost of the pay award in paragraph 101
 - g) To note the Review of Charges 2022/23 set out in Annex C-5
- 8. Capital Programme Monitoring Report - January 2022 (Pages 121 - 136)**

Cabinet Member: Finance

Forward Plan Ref: 2021/183

Contact: Kathy Wilcox, Head of Financial Strategy Tel: 07788 302163

Report by Director of Finance (**CA8**).

Financial Report on capital spending against budget allocations, including any necessary capital programme approvals.

The Cabinet is RECOMMENDED to:

- a) Endorse the latest capital monitoring position for 2021/22 set out in Annex 1.
 - b) Agree that the following scheme should be added to the capital programme:
 - Sustainable Warmth Fund: £1.187m grant funded project to support the retrofitting of energy efficiency measures in homes in fuel poverty in Oxfordshire.
 - c) Agree a contribution of £0.998m, funded by S106 contributions, to the Department for Education (DfE), towards the new Bloxham Grove SEND Free School.
 - d) Approve the updated Capital Programme Summary (Annex 2) incorporating the changes set out in this report.
- 9. Strategic Plan 2022-2025: Outcomes Framework 2022/23 (Pages 137 - 168)**

Cabinet Member: Cabinet Member for Corporate Services and Cabinet Member for Finance

Forward Plan Ref: 2022/020

Contact: Louise Tustian, Head of Insight & Corporate Programmes Tel: 07741 607452

Report by Corporate Director Customers, Organisational Development & Resources (**CA9**).

To seek approval of the outcomes framework 2022/23 supporting the Strategic Plan.

The Cabinet is RECOMMENDED to

- a) Adopt the outcomes framework as set out in annex 2.

- b) **Agree the revised reporting schedule as set out in paragraph 9 (table 2).**
- c) **Note that the measures reflect a combination of pre-existing service measurements and progress measures for the council's strategic priorities and that as such the framework is a 'living document'. Additions and amendments will be appropriate from time-to-time reflecting policy development or contextual changes. In the event of any amendments to the framework they will be clearly identified in a Cabinet report setting out the changes and rationale behind them.**
- d) **Receive and consider any feedback on the outcomes framework from the Performance and Corporate Services Overview and Scrutiny Committee and delegate to the Corporate Director for Customers, Organisational Development and Resources, in consultation with the relevant portfolio holders, the ability to make amendments to the outcomes framework following discussion and feedback.**
- e) **Request officers prepare a 'strategy map' setting out how key thematic and service plans link into the corporate strategy and its priorities, a timeframe during which key policies and strategies will be reviewed, and the identification of new outcome measures resulting from the review.**
- f) **Note the progress to date developing a public performance portal with a planned go-live in the second quarter of the year.**

10. Workforce Report and Staffing Data - Quarter 3 - October-December 2021 (Pages 169 - 192)

Cabinet Member: Corporate Services

Forward Plan Ref: 2021/162

Contact: Karen Edwards, Director of Human Resources Tel: 07825 521526

Report by Corporate Director Customers, Organisational Development and Resources (**CA10**).

Quarterly staffing report providing details of key people numbers and analysis of main changes since the previous report.

The Cabinet is RECOMMENDED to note the report.

11. COVID 19: Oxfordshire System Recovery and Renewal Framework (Pages 193 - 254)

Cabinet Member: Leader

Forward Plan Ref: 2021/222

Contact: Robin Rogers, Programme Director, COVID Response Tel: 07789 923206

Report by Interim Chief Executive (**CA11**).

Effective partnership working across Oxfordshire has been at the heart of the local system response to the COVID-19 pandemic. As the national and local picture improves,

system partners have developed a shared framework for Recovery and Renewal (see Annex 1) to move operational partnership working beyond the immediate COVID response phase. This document sets overarching common ambitions for the issues and themes that will be worked on together as organisations and the community learn from the pandemic. It aims to ensure that Oxfordshire is best placed to learn from and recover from the immediate impacts of the pandemic, to support the long-term renewal of communities and places, and enhance our joint impact on national and international challenges.

The Cabinet is RECOMMENDED to:

- a) **Adopt the Oxfordshire System Recovery and Renewal Framework, as set out in Annex 1, as the key partnership document guiding joint programme planning beyond the COVID-19 pandemic period;**
- b) **Delegate final revisions to Oxfordshire System Recovery and Renewal Framework to the Interim Chief Executive, in consultation with the Leader of the Council, as partnership organisations complete their engagement and decision-making processes;**
- c) **Note the summary of utilisation of COVID Programme grants for the immediate COVID response, as set out in Annex 2.**

12. EXEMPT ITEM

In the event that any Member or Officer wishes to discuss the information set out in Annex C to Agenda Item 13, the Cabinet will be invited to resolve to exclude the public for the consideration of the Annex by passing a resolution in relation in the following terms:

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

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

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

13. HIF1 - Amendments to the Grant Determination Agreement (Pages 255 - 280)

Cabinet Member: Travel & Development Strategy

Forward Plan Ref: 2021/221

Contact: Timothy Mann, Senior Project Manager, Tel 07922 848408

Report by Director of Growth & Economy (**CA13**).

The information in this case is exempt in that it falls within the following prescribed categories:

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Annex C containing exempt information under the above paragraph is attached.

To seek approval of the amendment to grant determination agreement (GDA) with Homes England and delegation to officers and to note:

- progress made and changes to the scheme programme; and
- requirement for CPO process to follow GDA changes.

The Cabinet is RECOMMENDED to:

- a) **Authorise the Corporate Director Environment and Place, in consultation with the Director of Law & Governance, Director of Finance, Cabinet Member for Travel and Development Strategy and Cabinet Member for Finance to enter into an amended Grant Determination Agreement (GDA) with Homes England.**
- b) **Establish a Cabinet Advisory Group (CAG) or similar working group of cross-party members to oversee the detailed design and development of HIF1.**
- c) **Authorise the development of a new Didcot area transport strategy and masterplan to meet the corporate priorities and agree to provide appropriate resources to support the development of the plan.**

LUNCH (13:00 to 14:00)

14. EXEMPT ITEM

In the event that any Member or Officer wishes to discuss the information set out in Appendix 2 to Agenda Item 15, the Cabinet will be invited to resolve to exclude the public for the consideration of the Annex by passing a resolution in relation in the following terms:

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

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

APPENDIX 2 TO THE ITEM NAMED HAS NOT BEEN MADE PUBLIC AND SHOULD BE REGARDED AS 'CONFIDENTIAL' BY MEMBERS AND OFFICERS ENTITLED TO RECEIVE THEM.

15. Land At Stratfield Brake, Kidlington - Proposal from Oxford United Football Club to Oxfordshire County Council as Landowner (Pages 281 - 388)

Cabinet Member: Finance

Forward Plan Ref: 2021/242

Contact: Steve Jorden, Corporate Director Commercial Development, Assets and Investment Tel: 07770 867896

Report by Corporate Director - Commercial Development, Assets and Investment (CA15).

The information in this case is exempt in that it falls within the following prescribed categories:

3. Information relating to the financial or business affairs of any particular person (including the authority holding that information)

and since it is considered that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, in that a negotiation is ongoing and would prejudice the position of the authority in the process of that negotiation and the Council's standing generally in relation to such matters in future, to the detriment of the Council's ability properly to discharge its fiduciary and other duties as a public authority.

Appendix 2 containing exempt information under the above paragraph is attached.

To report back on the public engagement exercise and make a recommendation on whether to commence formal negotiations for the lease of Council owned land.

1. The Cabinet is RECOMMENDED to

- (a) Authorise Officers to enter into detailed discussions as requested by Oxford United Football Club (OUFC) on the use of Oxfordshire County Council (OCC) owned land for the development of a new football stadium, subject to approval of detailed plans and undertakings and to planning permission.**
- (b) Instruct Officers to ensure that any In Principle Agreement resulting from discussions with OUFC satisfies the objectives set out in (2a) below.**
- (c) Authorise Officers to explore lease surrender discussions with OCC's current tenants, and where appropriate with sub-tenants, subject to planning permission.**
- (d) Instruct Officers to maintain open dialogue with stakeholders with interests in the project, in particular Cherwell District Council (CDC), the relevant Parish Councils, the community sports clubs who make use of Stratfield Brake, the Woodland Trust and neighbouring landowners.**
- (e) Instruct officers to provide regular updates on progress to the Cabinet Member for Property and, as appropriate, Cabinet as a whole.**

- (f) Require Officers to bring back to Cabinet for further discussion any detailed proposals that are made, and to bring to Cabinet for decision any In Principle Agreement that may be reached in due course.**

2. If Cabinet decide to proceed it is RECOMMENDED that Cabinet requires that:

- a) Officers ensure that any proposal by OUFC is consistent with the Oxfordshire Fair Deal Alliance's priorities, by achieving the following objectives for the use of the OCC's land:**
 - I. maintain a green barrier between Oxford and Kidlington**
 - II. improve access to nature and green spaces**
 - III. enhance facilities for local sports groups and on-going financial support**
 - IV. significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use**
 - V. develop local employment opportunities in Oxfordshire**
 - VI. increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing**
 - VII. support the County Council's net zero carbon emissions pledge through highly sustainable development**
- b) Officers pursue detailed discussions with a view to agreeing terms that achieve community benefit, meet OCC's aspirations, retain OCC's reasonable long-term control over the size and scale of OUFC's proposed scheme, and comply with S.123 of the Local Government Act 1972 (and any other applicable legal requirements).**
- c) Officers continue to explore any opportunities with neighbouring landowners that might enhance the delivery of a community sports hub at Stratfield Brake in line with OUFC's commitment to replace and enhance the existing sports facilities and to develop sustainable operation models with the community clubs to protect their long-term future, prior to the commencement of any new stadium related development.**

- d) **Officers to return to Cabinet if further detailed proposals are made by OUFC and, in due course, if an In Principle Agreement with OUFC is reached, so that financial and lease terms can be discussed at a Special Cabinet Meeting.**

BREAK - 5 minutes

16. Oxfordshire Plan 2050: Statement of Community Involvement (Pages 389 - 412)

Cabinet Member: Travel & Development Strategy

Forward Plan Ref: 2022/019

Contact: Dawn Pettis, Strategic Planning Team Leader Tel: 07771 983395

Report by Corporate Director Environment & Place (**CA16**).

This report provides an update on the Oxfordshire Plan Statement of Community Involvement in response to the recent lifting of coronavirus restrictions. The statement sets out how we will consult with people and local organisations in the preparation of this plan.

The Cabinet is RECOMMENDED to note the revised Statement of Community Involvement.

17. Oxfordshire s75 NHS Act Pooled Commissioning Budget (Pages 413 - 424)

Cabinet Member: Adult Social Care

Forward Plan Ref: 2022/026

Contact: Ian Bottomley, Lead Commissioner, Age Well, 07532 132975

Report by Interim Corporate Director for Adult Services (**CA17**).

Oxfordshire Clinical Commissioning Group (CCG) and the Council have held a s75 NHS Act 2006 agreement to pool health and social care commissioning budgets since April 2013. This agreement has been extended by contract variation and the latest such variation expires on 31 March 2022.

The Cabinet is RECOMMENDED to

- a) **Approve the agreement of a s75 NHS Act 2006 pooled commissioning budget with Oxfordshire Clinical Commissioning Group from 1 April 2022.**
- b) **Approve a single, fully integrated Pool Budget and Risk Share for Live Well and Age Well services**
- c) **Delegate to the Interim Corporate Director of Adult Services in consultation with the Director of Finance (Section 151 Officer) to finalise and sign the agreement**

18. Community Risk Management Plan (CRMP) 2022-26 - Public Release (Pages 425 - 464)

Cabinet Member: Community Services & Safety

Forward Plan Ref: 2021/120

Contact: Paul Bremble, Group Manager (Strategic Risk & Assurance) Tel: 07990 780805

Report by Chief Fire Officer & Head of Community Safety (**CA18**).

The 2018 Fire & Rescue services Framework for England requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public, the current CRMP is due to expire March 2022. OFRS have created a new Strategic Community Risk Management Plan that will cover the period from April 2022 to March 2026.

The Cabinet is RECOMMENDED to approve the CRMP 2022-26 for public release.

19. West Oxfordshire Civil Parking Enforcement (Pages 465 - 470)

Cabinet Member: Highway Management

Forward Plan Ref: 2021/217

Contact: Keith Stenning, Head of Service – Network Management Tel: 07584 581214

Report by Corporate Director Environment & Place (**CA19**).

Civil Enforcement powers to manage highway parking and bus lanes is now enforced across the whole of Oxfordshire. The County Council is directly managing this service with the exception of West Oxfordshire where a historic agency agreement is in place.

The Cabinet is RECOMMENDED to approve notice being given to West Oxfordshire District Council to terminate the s101 Agency Agreement in respect of the management of highway parking enforcement within the district of West Oxfordshire.

20. Water Resources - Regional Plan Consultation Response (Pages 471 - 508)

Cabinet Member: Climate Change Delivery & Environment

Forward Plan Ref: 2021/239

Contact: Rachel Wileman, Assistant Director Strategic Infrastructure & Planning Tel: 07554 103491 / Lynette Hughes, Principal Planner Tel: 07920 084360

Report by Corporate Director Environment & Place (**CA20**).

To seek agreement of the content of a response to the consultation draft Water Resources South East Regional Plan.

The Cabinet is RECOMMENDED to:

- a) **Consider the content of a response to the consultation on the emerging Water Resources South East regional plan - the draft is Annex 1 to this report.**
- b) **Delegate the final written response to the Corporate Director for Environment and Place in consultation with the Cabinet Member for Climate Change Delivery and Environment.**

21. Forward Plan and Future Business (Pages 509 - 510)

Cabinet Member: All

Contact Officer: Sue Whitehead, Principal Committee Officer Tel: 07393 001213

The Cabinet Procedure Rules provide that the business of each meeting at the Cabinet is to include “updating of the Forward Plan and proposals for business to be conducted at the following meeting”. Items from the Forward Plan for the immediately forthcoming meetings of the Cabinet appear in the Schedule at **CA21**. This includes any updated information relating to the business for those meetings that has already been identified for inclusion in the next Forward Plan update.

The Schedule is for noting, but Cabinet Members may also wish to take this opportunity to identify any further changes they would wish to be incorporated in the next Forward Plan update.

The Cabinet is RECOMMENDED to note the items currently identified for forthcoming meetings.

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CABINET

MINUTES of the meeting held on Tuesday, 15 February 2022 commencing at 2.00 pm and finishing at 4.00 pm

Present:

Voting Members: Councillor Liz Leffman – in the Chair
Councillor Liz Brighthouse OBE (Deputy Chair)
Councillor Glynis Phillips
Councillor Dr Pete Sudbury
Councillor Tim Bearder
Councillor Duncan Enright
Councillor Calum Miller
Councillor Jenny Hannaby
Councillor Mark Lygo

Other Members in Attendance:

Councillors Brad Baines, David Bartholomew, Felix Bloomfield, Yvonne Constance, Donna Ford, Andy Graham, Charlie Hicks, Nick Field-Johnson, Stefan Gawrysiak, Nick Leverton, Michael O'Connor, Ian Snowden, Liam Walker

Officers:

Whole of meeting Stephen Chandler, Interim Chief Executive; Claire Taylor, Corporate Director, Customers and Organisational Development; Lorna Baxter, Director of Finance; Anita Bradley, Director for Law & Governance and Monitoring Officer; Colm Ó Caomhánaigh, Committee Officer.

The Committee considered the matters, reports and recommendations contained or referred to in the agenda for the meeting, together with a schedule of addenda tabled at the meeting, and decided as set out below. Except insofar as otherwise specified, the reasons for the decisions are contained in the agenda, reports and schedule, copies of which are attached to the signed Minutes.

14/22 APOLOGIES FOR ABSENCE

(Agenda Item. 1)

Apologies were received from Councillor Neil Fawcett.

15/22 DECLARATIONS OF INTEREST

(Agenda Item. 2)

There were no declarations of interest.

16/22 MINUTES

(Agenda Item. 3)

The minutes of the meeting held on 16 January 2022 were approved with the following amendment:

Item 6/22, Page 4, add to the final paragraph:

“The previous Cabinet had always anticipated having to put some funding from the County Council into completing that project.”

17/22 QUESTIONS FROM COUNTY COUNCILLORS

(Agenda Item. 4)

The questions received from County Councillors and responses are set out in an Annex to these Minutes.

18/22 PETITIONS AND PUBLIC ADDRESS

(Agenda Item. 5)

Petition

Mandy Rigault, Nuneham Courtenay Parish Transport rep, spoke of the death on the road through the village of two peafowl and a pet dog within the space of 3 weeks and the danger to pedestrians. The petition, presented to Councillor Robin Bennet and signed by over 200 people, asked the Highways Department for solar powered Vehicle Activated Signs at both ends of the village to warn approaching drivers there may be peafowl in the road ahead. Peafowl were particularly vulnerable as they were classified as a non-native species and, as such, were not entitled to veterinary care unless it was paid for.

Councillor Tim Bearder responded that the village could now ask for a 20mph speed limit following a recent decision by Cabinet. He also called on central government to devolve powers for installing speed cameras so that the Council can enforce speed limits.

Public Address

The Chair agreed to the following requests to speak -

Item 6: Consultation and Engagement Strategy

Cllr Michael O'Connor

Cllr Charlie Hicks

Item 8: Oxfordshire Infrastructure Strategy (OxIS) Stage 1

Cllr Charlie Hicks

Item 9: Burford Experimental Weight Limit

Cllr Ian Snowden

Cllr Charlie Hicks

Rhys Williams

Burford Town Councillor John White

Dr Ken Gray

Hugh Ashton

Parish Cllr Mark McCappin

Parish Cllr Jan de Haldevang
District Cllr Julian Cooper
Cllr Yvonne Constance
Cllr Stefan Gawrysiak
Cllr Andy Graham
Cllr Liam Walker
Cllr Nick Field-Johnson

19/22 CONSULTATION AND ENGAGEMENT STRATEGY

(Agenda Item. 6)

Cabinet was asked to consider an overall approach to consultation and engagement.

Councillor Michael O'Connor reported the views of the Performance & Corporate Services Overview & Scrutiny Committee on the report. Their recommendations were set out in a Supplementary Document.

The strategy was a move in the right direction but a protocol was needed around which kind of consultation was appropriate for which kind of project. Transport and Active Travel schemes needed more focussed consultation and engagement including the use of representative polling. The scrutiny committee recommended more in-person engagement – particularly for hard-to-reach communities, as well as earlier involvement of councillors.

He added that the scrutiny committee had not been aware of the Social Value Policy coming to Cabinet and would like an opportunity to engage with it when it comes up again.

Councillor Charlie Hicks noted what he believed was minimal consultation on the Low Traffic Neighbourhood (LTN) schemes in his area. He recommended studying other councils' experience before deciding on the next round of LTNs. He drew Cabinet's attention to recommendations at a national level to use professional representative polling.

While the Central Oxfordshire area plan provided an opportunity for the Environment & Place department to work more closely with the consultation and engagement team, there should also be more engagement at the policy development stage.

Councillor Glynis Phillips, Cabinet Member for Corporate Services, thanked the scrutiny committee for the recommendations and responded as follows:

Recommendation 1:

Throughout the strategy, the narrative underlines the value of canvassing both views and preferences as well as ensuring people's voices are heard as citizens.

To provide more detail about different types of audiences, explanations have been provided in footnotes. On page 4 of the strategy, in the 'Why consult?'

diagram, the word 'listen' has been added into the last point of the first column. The description of reaching diverse audiences has been strengthened, with a reference added to 'those for whom English is a second language'.

Recommendation 2:

The council's best practice consultation and engagement guidance is being refreshed. The updated document will distinguish between, and provide advice around, different types, scales and levels of consultation, from the controversial, sensitive, complex and/or statutory.

The refreshed guidance will include a workflow outlining responsibilities and timescales as well as any protocols and processes to help guide. Strategies and methodologies will be selected based on the type of engagement or consultation required and the level of participation desired based on an assessment of need. The use of more than one methodology is achievable and possible depending on the target audience(s).

Recommendation 3:

Communications and engagement strategies and plans are developed to support individual active travel schemes, which take into account any statutory requirements. They follow the principles of communications, consultation and engagement best practice and are tailored to the specific programme, project or scheme in question.

If there is a requirement for representative polling, the council will commission a qualified market research company to undertake this work using the council's contract procedure rules.

The strategy outlines that the council is working to embed a new digital platform for consultation and engagement, Let's Talk Oxfordshire. The council undertook a thorough and robust procurement exercise for the new platform and is confident in its technical and wider digital applications for all consultations as well as compliance with data security standards.

How best to engage local councillors will form part of supporting communications and engagement strategies and implementation plans for specific active travel schemes.

The Chair moved the recommendations from the Cabinet report.

RESOLVED to:

- a) **consider the contents of the draft strategy and provide feedback to the Cabinet lead member for corporate services, the corporate director for customers organisational development and resources and supporting officers; and**
- b) **endorse the content of the strategy.**

20/22 OCC SOCIAL VALUE POLICY

(Agenda Item. 7)

Cabinet had before it a report to advise on progress towards introducing a Social Value Policy for Oxfordshire County Council.

Councillor Calum Miller, Cabinet Member for Finance, introduced the report which set out how social value will become an integral part of procurement policy. This implements the requirements of the 2012 Social Value Act which was necessary to do by 1 April 2022.

As a result the Council's significant budget for services will be used to shape the practices of suppliers for the common good and this will have an added benefit in being reflected in their work for other customers.

Councillor Millar described this proposal as a starting point and noted that there was great enthusiasm to go further. He advocated an evidence-based approach with regular reviews. He would ensure that scrutiny was involved in that process and apologised that they had not been involved in this first stage.

Councillor Pete Sudbury supported the proposal. He noted that in Figure 1 on Agenda Page 53, under climate action, "carbon emissions are reduced" was just one item on a long list. He believed that it should say "climate emissions" to ensure it included all contributors to global warming. He asked for an assurance that the BEIS guidance on carbon pricing will be incorporated in contracts and tenders at the earliest opportunity.

Councillor Millar responded that for each procurement exercise there will be an opportunity to choose from the menu of Themes, Outcomes and Measures. He believed that it would be open to the Council to include carbon pricing in procurement policy.

The Chair moved the recommendations.

RESOLVED to:

- a) Approve the draft Social Value Policy, provided as an annex to this report;**
- b) Approve the planned implementation of the Social Value Policy, as outlined below.**

21/22 OXFORDSHIRE INFRASTRUCTURE STRATEGY (OXIS) STAGE 1 - ENDORSEMENT TO FINAL REPORT

(Agenda Item. 8)

Cabinet considered a report introducing the completed, updated first stage of the Oxfordshire Infrastructure Strategy (OxIS), which covered the identification and prioritisation of strategic infrastructure needs to 2040.

Cabinet was asked to endorse Stage 1 of OxIS and to recommend its adoption as the basis for infrastructure assessment and prioritisation in other relevant workstreams.

Councillor Charlie Hicks, Chair of the Transport Working Group of the Place Overview & Scrutiny Committee, stated that the group was planning to look at the current situation, in order to take a view as to how to achieve targets in the Local Transport and Connectivity Plan. The intention was to bring a report to scrutiny in June and then take the issue to Cabinet.

Having looked at the Infrastructure Strategy in that context, Councillor Hicks believed that it did not meet the priorities in the LTCP and might make the targets more difficult to achieve. In particular, there was no mention of reducing car journeys. He asked Cabinet not to agree the recommendations until the scrutiny committee has reported. If they did agree the recommendations, he asked that they say when the scoring system and targets can next be reviewed.

Councillor Duncan Enright, Cabinet Member for Travel & Development Strategy, responded that the Infrastructure Plan was not in opposition to the aims of the LTCP, they just were not entirely in synch. The important advantage in OxIS was that the district and city councils were involved and working towards the same priorities as the county.

The projects listed were only those from existing local plans. The decision today was not to adopt those but to approve the framework provided by OxIS which was broadly in line with the Alliance's objectives.

Cabinet Members raised a number of issues as follows:

- The latest Intergovernmental Panel on Climate Change report emphasised that a change of focus was needed from growth to wellbeing.
- Future plans needed to determine how to remain resilient in the face of the effects of climate change.
- The Plan needed to reflect the priority of tackling inequality.
- The scoring system was weighted towards prioritising growth more than environment for example.

The Chair, as Oxfordshire County Council representative on the Future Oxfordshire Partnership and Chair of the Infrastructure Subgroup, assured Cabinet that they were aware of the difficulties with the definition of growth and they will be looking at that. In this plan the growth referred to was the existing plans for housing which needed certain infrastructure to make them viable.

The Chair proposed that Cabinet adopt the recommendations on the understanding that she will take the points made at this meeting back to the Future Oxfordshire Partnership. This was agreed.

RESOLVED to:

- a) **Endorse the OxIS Stage 1 as the framework for assessing and identifying strategic infrastructure priorities across the County to 2040, and**
- b) **Endorse the use of the OxIS multi-criteria appraisal (MCA) as the basis for the on-going assessment and prioritisation of infrastructure in relevant Council workstreams.**

22/22 BURFORD EXPERIMENTAL WEIGHT LIMIT

(Agenda Item. 9)

Cabinet had before it a report from the Place Overview & Scrutiny Committee from its meeting on 2 February 2022 on the Burford Experimental Weight Limit decision which had been called-in following a decision by the Cabinet Member for Travel & Development Strategy on 5 January 2022.

Before discussing the item, Cabinet heard from a number of speakers.

Councillor Ian Snowden, Chair of the Place Overview & Scrutiny Committee, summarised the proceedings on the called-in item. The Committee considered the evidence base upon which the Decision was made, including the Automatic Number Plate Recognition (ANPR), the Euro Classification data and the Tracsis Automatic Traffic Count (ATC) data.

At the end of the Committee's consideration of this issue, the Committee sought further clarification on the use of the different data used to inform the Cabinet Member's Decision and decided to refer the matter to Cabinet in the interests of transparency of the decision making process with reference to the Principles of Decision Making:

- (d) a presumption in favour of openness; and
- (e) clarity of aims and desired outcomes.

The scrutiny committee recommended that greater clarity be provided on the evidence base upon which the decision was made.

Councillor Charlie Hicks, Deputy Chair of the Place O&SC, added that there had been some discussion around the meaning of the reference in the Constitution to "material concerns" about a decision. In the end the Committee used the Principles of Decision Making in the Constitution as the basis for its discussions.

The Committee did not find that there was evidence of bias or pre-determination or that the decision should have been made by the full Cabinet. There were different opinions on the merits of including ANPR data in the report as there was only one data point available. The Cabinet Member told the scrutiny meeting that he had taken that data into account anyway in making the decision. In the end the Committee asked for more information to be provided on the basis of the openness and clarity.

Rhys Williams, Regional Operations Manager, Road Haulage Association, reiterated that his organisation strongly opposed the reinstatement of the Burford weight limit and, instead, strongly supported the need for an effective freight strategy that allows consumers across Oxfordshire to receive the goods they demand sustainably and efficiently.

Banning HGVs from Burford would simply displace large vehicles from a road designed to be suitable for them onto less suitable roads. It caused lorries to travel extra and needless miles. The RHA stood ready as a key partner to work with Oxfordshire County Council on a freight strategy.

Councillor John White, Burford Town Council, stated that responsibility for this decision should never have been imposed on or accepted by Councillor Enright because he was conflicted. Suggestions that Councillor Enright was bias towards the local haulage industry and that he only decided the way he did because he was a Witney Councillor did not come from Burford Town Council or its advisers.

The Town Council contended that Principle (f) which expressly required the decision maker to record a decision "which explains what options were considered and giving the reasons for the decision" was completely ignored. They suggested that the Council should make a new TRO with a limit of 18 tonnes and the expanded Permit Zone already agreed with Officers.

Ken Gray, Burford resident, stated that Councillor Enright cited very narrow criteria that the ETRO had to meet. He used an ATC traffic monitoring technique that cannot differentiate vehicles above and below the ETRO's 7.5 tonne limit. However, the ATC method can differentiate HGVs greater than 18 tonnes. Several on the Scrutiny Committee were surprised that this data was excluded from the report.

The ETRO had benefited every resident, visitor, property and the environment all along the 32 hilly miles of the A361 in Oxfordshire. HGVs had mainly been diverted to the straighter A34 or A429 from the 'rat run' through Burford with proven minimal harmful effects elsewhere.

Hugh Ashton, Burford resident with 40 years' experience as a consultant in the transport sector, stated that there was clear evidence that the impact of the Burford Weight Limit was not only beneficial to Burford, but had relatively little adverse impact on surrounding communities.

Apart from an expected increase on the A44, all other A and B roads showed reductions. Through the Barringtons, the 14% increase in October equated to only one vehicle a day (from 7 to 8 a day), on a road which already had a 7.5t limit. He asked Cabinet to impose an 18 ton limit, with a widened Permit Area to meet the needs of local farmers and businesses. He agreed that an areawide solution was ultimately the best strategy but appealed not to go backwards in the short term.

Mark McCappin, Crawley Parish Councillor and representing Windrush Valley Traffic Action Group (WiVTAG), noted that the temporary order had already expired and the Cabinet did not have the power to reinstate it at this meeting. Providing more data, as requested by the scrutiny committee, would not alter that fact.

Villages and businesses in the area had been adversely affected by the restriction. He suggested that Cabinet should endorse the decision not to make the order permanent and develop instead a regional strategy.

Jan de Haldevang, Barrington Parish Councillor and also representing WiVTAG, stated that the points made about different data were largely irrelevant. A weight restriction simply diverts the problem to other towns and villages. What was needed was an area restriction that allowed local access while removing through traffic.

He also stated that Councillor Enright had been fair and transparent through the whole process and had given a full account to the scrutiny committee. He asked Cabinet to reaffirm the decision and urgently develop the regional strategy.

Councillor Julian Cooper, Woodstock & Bladon, West Oxfordshire District Council, stated that in looking at the data one had to take into account the time we live in. It was wrong to take a narrow view focused on Burford. There was clearly a need for a proper strategy for the county. He urged Cabinet to endorse Councillor Enright's decision.

Councillor Yvonne Constance, Shrivenham, agreed that a regional solution was ideal but would take time and she did not think that the Burford restriction should be cancelled in the meantime. The town experienced an improvement in quality of life and there were minimal diversions to other towns or villages and no evidence of increased air pollution.

She believed that the ATC data was not reliable and ANPR data was required for enforcement. It should be noted that freight traffic increased due to the pandemic. There was enough evidence to justify making the order permanent and extending the permit area.

Councillor Stefan Gawrysiak, Henley-on-Thames, emphasised that all decisions should be based on reason and data. He believed that it was unreasonable to say that ANPR data had been taken into account when there was no reference to it in the report.

The decision had implications for other towns that could introduce weight restrictions. He believed that cancelling the Burford restriction was the wrong direction of travel for this administration. The evidence showed reduced numbers of HGVs and improved air quality.

Councillor Andy Graham, Woodstock, described the restriction as a displacement policy which pitted one town against another and created inequality. Woodstock had seen a significant increase in traffic. It was more appropriate for the council to develop a regional freight strategy.

Councillor Graham was satisfied that the meeting for the delegated decision took all the available statistics into account and that the Cabinet Member took the correct decision. He called for a sustainable solution and an end to the displacement policy.

Councillor Liam Walker, Hanborough & Minster Lovell, supported the removal of the restriction and the development of a freight strategy. He noted that this was in line with a motion passed at November Council. He stated that there had been a lack of clarity at the scrutiny committee meeting over the reasons to support referring this back to Cabinet and it was only passed by the casting vote of the Chair.

The trial restriction had not reached its criteria for success and had had a detrimental impact in displacing traffic. Road hauliers were already facing difficulties with increasing fuel prices without having to add extra miles to their journeys. He urged Cabinet to support the Cabinet Member's decision.

Councillor Nick Field-Johnson, Burford & Carterton North, stated that the issue of imposing a ban had been under discussion for over 20 years. HGV traffic was damaging buildings and the streetscape in this historic town. It was also affecting the important tourist trade. He criticised the omission of critical ANPR data from the report which showed a significant reduction in 18 ton HGVs through Burford and other towns with no significant diversion elsewhere. This had to undermine the validity of the decision.

Councillor Field-Johnson also noted that the ATC data could not distinguish vehicle size correctly and included smaller delivery lorries that had greatly increased in number during the pandemic. There was also no mention of air quality in the report. He believed that there was a reasonable compromise in establishing an 18 ton limit and doubling the size of the permit zone. He asked Cabinet to instruct officers to look at the data again and work on implementing an 18 ton limit.

Councillor Duncan Enright, Cabinet Member for Travel & Development Strategy, responded that the data showed a mixed picture. He also believed that a delegated decision was appropriate and that he had no reason to recuse himself. Nobody complained when he extended the restriction in July for six months.

He welcomed the withdrawal of accusations of bias or pre-determination on his part and hoped that Burford Town Council would set the record straight in its newsletter rescinding comments previously made.

Councillor Enright stated that the debate had shown widespread support for an area-based strategy rather than point-based restrictions. He believed that

it was unjust that a town could implement a restriction because they had the money to afford it. The County Council should not be contracting out its responsibility.

He added that the problem with the ANPR data was that it was a single set with no comparison available. It also excluded foreign registration plates. With the ATC data there was before and after data available. The experiment failed on the three criteria set for success. It should also be noted that car traffic reduced during the pandemic which accounted for some of the improvement in air quality.

Councillor Enright believed that there was now a shared understanding of the HGV problem and that it was possible to arrive at a solution that everyone could get behind.

Councillor Pete Sudbury stated that he believed that the decision had been correctly made. There had been an asymmetry in the criteria which required a reduction of 50% at one point to be successful but required 50% increase in traffic at any one of a number of points to which traffic may be dispersed to fail. He had been particularly struck by the complaints from Gloucestershire County Council.

While there was an argument that this restriction could be retained as a bridgehead to an area strategy, he believed that there was significant evidence of harm and that the Cabinet Member made the correct decision in not extending the restriction.

Councillor Tim Bearder stated that he had huge sympathy for Burford given his own familiarity with a similar problem in Wheatley. There was a need to segregate HGVs from vulnerable road users. He welcomed the proposal for a wider strategy and, on balance, supported the Cabinet Member's decision.

Councillor Field-Johnson asked if his compromise proposal could be considered.

The Chair responded that the Cabinet had been asked to consider the referral from the Place Overview & Scrutiny Committee and seek greater clarity on the evidence base. She believed that Cabinet had done that.

The Chair noted that she had originally supported this restriction but could see that it had caused significant displacement. She also agreed with the argument that the criteria were unbalanced. There was a need to work with neighbouring counties on the wider strategy.

The Chair proposed that Cabinet endorse the decision made by Councillor Enright and this was agreed.

RESOLVED: to endorse the decision taken by the Cabinet Member for Travel & Development Strategy on 5 January 2022:

- a) **APPROVE officers to consider the costs and benefits of developing area wide restrictions across Oxfordshire including close working with neighbouring authorities, as part of the county wide freight strategy, as soon as practicable. Noting any future approval of area wide weight restrictions would likely see existing environmental weight restrictions revoked subject to consultation.**
- b) **REVOKE the Burford Experimental Traffic Regulation Order of 7.5t weight restriction. Therefore, not making a permanent order.**

23/22 FORMAL APPROVAL OF EARLY YEARS FUNDING FORMULA 2022/23

(Agenda Item. 10)

Cabinet was asked to agree to set a funding formula for 2- year old and for 3 and 4 year old provision.

Councillor Liz Brighthouse, Cabinet Member for Children, Education and Young People's Services, introduced the report. The proposed increase in funding would be implemented for early years provision right across the county in nursery schools, classes and other settings.

There were issues around funding but also with sufficiency of provision as the pandemic had diminished provision. The proposal had already been approved at the Schools Forum.

Councillor Calum Miller, Cabinet Member for Finance, added that managing uncertain school numbers had always been a challenge but that there was provision to take forward funding from future years if the census showed higher numbers than anticipated. He was content that this was prudently managed from a financial point of view.

The Chair put the recommendations.

RESOLVED to:

- a) **Pass the funding increase received by Oxfordshire onto providers in full and approve the 2022-23 Early Years funding formula for 3 and 4- year old provision with an underlying hourly rate of £4.35 (excluding the Deprivation supplement, SEN Inclusion Fund and Contingency).**
- b) **Pass the funding increase received by Oxfordshire onto providers in full and approve the 2022-23 Early Years funding formula for 2- year old provision at an hourly rate of £5.89.**

24/22 FORWARD PLAN AND FUTURE BUSINESS

(Agenda Item. 11)

The Cabinet considered a list of items (**CA11**) for the immediately forthcoming meetings of the Cabinet together with changes and additions set out in the schedule of addenda.

RESOLVED:to note the items currently identified for forthcoming meetings.

.....in the Chair

Date of signing

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Cabinet Member
<p>1. COUNCILLOR CHARLIE HICKS</p> <p>With learning from the Cowley LTN experience of (lack of) consultation by the previous administration, Cllr O'Connor and I have worked hard on recommendation from Performance Scrutiny to Cabinet on the Consultation & Engagement Strategy. Please could you let us know what Cabinet plans to do with this recommendation and how the substance of the recommendation will be put into practice for the development of the Central Oxfordshire Transport Strategy / Connecting Oxford policy?</p>	<p>COUNCILLOR GLYNIS PHILLIPS, CABINET MEMBER FOR CORPORATE SERVICES AND COUNCILLOR DUNCAN ENRIGHT, CABINET MEMBER FOR TRAVEL & DEVELOPMENT STRATEGY</p> <p>The consultation and engagement strategy has been updated to incorporate the recommendations from Performance Scrutiny at their meeting of 17 January. Wider responses to some of the detail within the recommendations will be provided to scrutiny officers to share with Scrutiny members.</p> <p>A number of communications and engagement strategies have already been developed, and will continue to be developed, to support individual travel and transport schemes. They follow the principles of communications, consultation and engagement best practice and are tailored to the specific project or scheme in question. This includes the Central Oxfordshire Transport Strategy / Connecting Oxford programme.</p> <p>This is a useful opportunity for us to begin honing our plans for LTCP stage 2 and the area strategies, which we hope will</p>

Questions	Cabinet Member
	<p>involve local members at their heart, and ongoing working groups, based on the current traffic advisory structures and city/county coordination group.</p> <p>Councillor Duncan Enright</p> <p>Connecting Oxford is now going to proceed as part of stage 2 of the Local Transport and Connectivity Plan work which is currently ongoing in its phase 1 with the 93 underpinning policies being consulted upon until March. This is followed on by the area strategies and, in this case, it will be the Central Oxfordshire Transport Strategy that will be under consideration. That's Oxford plus surrounding satellites and particularly transport routes. That is going to be the first one to come forward of the area strategies and be consulted upon this summer and a briefing for that in outline has already taken place with County Members representing the city. It's going to be overseen by the coordination group between the city council and the county council. It will come to local Members first because, as with the first phase of the LTCP, we want local Members to be very much the first to respond but also to be able to take the ideas out and then consult on them themselves within their patches.</p> <p>With the Central Oxfordshire piece, because Oxford is the service centre for a large swathe of the county, there will be interest from outside the city as well. We will make sure that</p>

Questions	Cabinet Member
<p>Supplementary</p> <p>Can you please let us know whether there will be any capacity improvement in the consultation and engagement team to deliver representative polling for transport projects and can you let us know at what point in the Central Oxford Transport Strategy / Connecting Oxford policy generation process there will be public input and councillor input?</p>	<p>an all-Member briefing happens in good time as well because we know that, for example, Witney county councillors such as myself will be interested and we will also be involving city and district councillors in all of this work. They will be seeing it early on but the public consultation will be this summer. Councillor Phillips may have more on the consultation and engagement side of things. We certainly have enhanced that and the signs of that are in the responses to the LTCP which are many times more interesting and numerous than for previous local transport plans.</p> <p>Councillor Glynis Phillips</p> <p>There will be increased capacity for consultation and engagement which was part of the budget agreed by Council on 8 February – not specifically for the work that you identified but as part of the overall team and I'll be discussing in more detail the types of methodologies available for consultation and engagement when I address Agenda Item 6.</p>
<p>2. COUNCILLOR BRAD BAINES</p> <p>Currently the necessary capital funding for the infrastructure elements of Connecting Oxford is accounted for as a £3 million element of the Bus Service Improvement</p>	<p>COUNCILLOR CALUM MILLER, CABINET MEMBER FOR FINANCE</p> <p>Connecting Oxford is a priority for this administration. We made a strong bid to Government for an ambitious Bus Service Improvement Plan and hope it will be supported.</p>

Questions	Cabinet Member
<p>Plan bid to the Department for Transport. Can the Cabinet Member confirm whether there is contingency available so the requisite funds could be made available as scheduled even if the BSIP bid falls through or funds are otherwise delayed beyond 2022/23? Similarly, would it be possible within the recently approved 2022/23 budget and MTFS for Connecting Oxford to be accelerated ahead of current timetables for delivery in 2022 or early 2023?</p>	<p>However, if our bid is not successful, the £3m it contained for traffic filters and other infrastructure will be made available from reserves.</p> <p>The scheme is being progressed at pace. The timeline includes important periods for public consultation and engagement. As a result, the key elements of the scheme will not be able to be delivered in advance of Spring 2023.</p>
<p>3. COUNCILLOR BRAD BAINES</p> <p>Can the Cabinet Member confirm whether Phase 1b School Street schemes, such as the St Ebbe's scheme in my Division, will be eligible for replacement ANPR enforcement before the end of the current school year, subject to the granting of Part 6 powers, and if so when is the Council aiming to install these?</p>	<p>COUNCILLOR TIM BEARDER, CABINET MEMBER FOR HIGHWAY MANAGEMENT</p> <p>Thank you for your continued interest and questions on this topic. You are a credit to your local residents, always fighting hard in their best interest. I am very aware of the effort and dedication volunteers have put into the School Streets schemes, not just in your Division but across the county. I would like to take this opportunity to thank them for all their hard work. I know with any voluntary process it is possible to face burn out and fatigue. I know that some of the schemes are facing difficult choices and concerns about their long-term sustainability. For this reason I am also keen to progress ANPR cameras to compliment the school streets project as a priority. But we are dealing with Government here and in every area there has been delay, postponement and ambiguity. We were told that these powers were going to be devolved in March and now that is likely to be May - if our bid</p>

Questions	Cabinet Member
	is successful. So any commitment I make here today would be a foolish hostage to fortune. All I can say is that it is a priority.

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CABINET – 15 MARCH 2022

ITEM 4 – QUESTIONS FROM COUNTY COUNCILLORS

Questions	Cabinet Member
<p>1. COUNCILLOR MICHAEL O’CONNOR</p> <p>In light of the recent fatal crash at The Plain, could the Cabinet member let us know what they are doing to make meaningful change? This is the second cycle death in Oxford as a whole this year. The Plain was ranked the second most dangerous intersection in the UK in 2017 and hasn’t improved much since. Indeed, there were more serious accidents 2015-19 than 2009-15 – 55 to be precise according to Crash Map—despite re-designs and tweaks. I know that a lot of people felt anxious about cycling on The Plain. Even more feel this way now.</p>	<p>COUNCILLOR TIM BEARDER, CABINET MEMBER FOR HIGHWAY MANAGEMENT</p>

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Divisions Affected – ALL

CABINET

15 March 2022

Plant Based Food

Report by Corporate Director of Commercial Development, Assets, and Investment

RECOMMENDATION

1. The Cabinet is RECOMMENDED to

- a) Ensure that food provided at full Council meetings and all civic events is entirely plant based and, where possible, sustainably and locally sourced.
- b) Endorse a graduated approach to incorporating plant-based options for school meals provided by the council, in partnership with schools who buy this service and in line with School Food Guidelines.
- c) Agree to the development of an Oxfordshire County Council food policy to support the delivery of sustainable food provision and its disposal within the Council.

2. Executive Summary

2.1 As part of the Council's strategic plan, the Council is committed to making Oxfordshire a greener, fairer and healthier county.

Following an approved motion to Full Council this paper sets out some initial measures to enable the council to meet its strategic priorities.

2.2 The Council is committed to addressing issues of food poverty and has funded the development of an Oxfordshire wide food strategy, led by Good Food Oxford, which will enable the Council to work in partnership with local voluntary and community sector, food businesses and public sector partners to collectively address the issues of food inequalities in Oxfordshire.

2.3 The Council has committed to lead positive change and will be introducing the provision of locally sourced, plant-based food, at its full Council meetings and Civic functions.

3. Context

- 3.1 The recent National Food Strategy, which is based on a review of the whole UK food system, recommends meat consumption in the UK should fall by 30 per cent over the next ten years. In addition, the Government appointed Climate Change Committee sets out in its 2020 report the first ever in-depth advice on UK agriculture and land use practices. The report is clear that significant change in reducing food waste and more sustainable farming practices are needed.
- 3.2 We believe that the council has an important leadership role in developing the discussion and debate locally. Farming is a significant contributor to the Oxfordshire Economy, and local sustainable approaches which aim to accelerate sustainable food systems will be increasingly important over the coming years.

4. Catering in the Council

- 4.1 Currently there are six to seven meetings of full Council each year at which locally sourced, plant-based food only would be served at lunchtime. Occasionally the Chair of the council holds civic events that involve catering and these too would involve locally sourced, plant-based food only.

5. School Meals

- 5.1 The Council provides school meals in 57 of the county's 400 maintained schools and academies (14% of the total number of schools). All of the 14% schools the County provide catering for are primary or nursery schools.
- 5.2 We currently have a 'Climate Day' in our three-week menu cycle where the emphasis is on sustainable foods and it should be noted that 40% of our menu choices across the 3 weeks do not contain any meat, although these choices are not necessarily plant based but are vegetarian.
- 5.3 We are in the final planning stages of our next menu cycle for launch after the Easter break and in addition to our 'meat free daily option, we will be introducing a dedicated plant-based day, once a week, for all of our main meals. This means that on average 62% of our meals will not contain meat.
- 5.4 All of our menus meet the School Food Guidelines and are independently analysed for compliance through LACA (The Lead Association for Catering in Education) However, we recognise that we must balance the need for more sustainable food against maintaining uptake for school meals, therefore we will focus on less and better meat and dairy, ensuring there remains a choice and that all types of food provided is sustainable and of high quality.

6. Oxfordshire Food Strategy

- 6.1 Through our lessons learned from COVID-19, we identified an issue with food inequalities across the county and funded Good Food Oxford to lead on the

development of an Oxfordshire wide food strategy. In partnership with Good Food Oxford, the district and city councils and a range of voluntary and community sector partners and local food businesses, the Council is involved in the development of this strategy which addresses food poverty, diet-related ill health, and growth of our local food economy.

6.2 This strategy will support the Council in its wider commitment to addressing issues of food within the county and will provide a joined up, collaborative approach to meeting the needs of our residents, communities and local businesses and farmers.

6.3 The joint strategy is scheduled to come to Cabinet to seek adoption in April 2022, with a joint action plan to be developed in partnership and brought for adoption in September 2022.

6.4 This broad ranging and collaborative commitment will focus on the wider needs of the county and support the council's strategic priority to tackle inequalities in Oxfordshire. It will also ensure these healthy and sustainable food messages and relevant impact measures are linked to Net Zero targets. It is therefore recommended to Cabinet that the Council food policy will focus on the council's commitment to sustainable sourcing and disposal of food in council led provision, which will seek to complement the commitments of the wider food strategy.

7. Financial Implications

7.1 There may be some minimal financial implications in relation to the sourcing of locally supplied, plant-based food but this will be managed within existing budgets.

Comments checked by:

Lorna Baxter, Director of Finance lorna.baxter@oxfordshire.gov.uk

8. Legal Implications

The Human Rights Act 1998, Article 9, protects an individual's right to hold a broad range of views, beliefs, and thoughts, and to follow a religious faith. The courts have ruled that a genuine and sincerely held belief must attain a certain cogency, seriousness and cohesion relating to an important aspect of human behaviour or life. Having a personal choice not to have a plant-based diet is not a right that is recognised by the Human Rights Act.

This report does not have direct legal implications arising out of a decision to adopt a plant-based approach to the provision of diet options.

Comments checked by: Sukdave Ghuman, Head of Legal Services

9. Equality & Inclusion Implications

The wider Oxfordshire Food Strategy will provide all stakeholders with a collective responsibility to proactively address inequalities. The development of a food policy to support the council's internal ambitions will include a completed Equalities Impact Assessment to ensure there are suitable mitigations put in place should there be any identified disadvantage to any individuals or groups.

10. Sustainability Implications

There are proven links between food, food waste and climate change. By taking steps to provide locally sourced plant-based food at council events and on school menus, the council is supporting the transition to healthier and less carbon-intensive diets, as set out in its Climate Action Framework.

A food policy for council food provision and disposal may cover wider considerations of what constitutes a sustainable diet: reduced food waste, reduced packaging, locally sourced food, support for agricultural practices that restore soil health and biodiversity.

11. Risk Management

There are no immediate risks associated with the proposed approach to develop a food policy and to introduce a graduated approach by means of a trial for introducing plant-based menus in our recipient schools. The wider food strategy being developed in partnership will provide a more holistic look at addressing longer term issues around accessing healthy, environmentally responsible and sustainable food.

12. Consultations

All schools that are recipients of County Council food provision will be engaged throughout the trial period and will be asked to provide feedback on the scheme which will be used to inform future decisions. Once the scope of the food policy is agreed, a consultation and engagement plan will be implemented if required.

NAME

Steve Jorden, Corporate Director of Commercial Development, Assets and Investment – Oxfordshire County Council

Annex: N/A

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[March 2022]

CABINET REPORT – 15 March 2022

BUSINESS MANAGEMENT AND MONITORING REPORT

January 2022

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

RECOMMENDATIONS

Cabinet is RECOMMENDED:

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

Executive Summary

1. This report presents January 2022 performance, risk and finance position for the Council.
2. The Council recognises the importance of timely, accurate and accessible performance and budget management information as part of its commitment to both transparency and demonstrating efficiency and effectiveness.
3. These monthly business management reports are part of a suite of performance, leadership risk and budget documents which set out our ambitions, priorities and financial performance. The Corporate Plan sets out the Council's ambitions for the next two years, under our vision for Thriving Communities. It also shows our priority activities for the current business year.
4. Our Corporate Plan, Medium Term Financial Plan, Outcomes Framework and previous business management reports, can be found on the Council's website.¹
5. This report summarises performance and risk within these Business Management & Monitoring Reports. Further information is provided in Three annexes:
 - a. Annex A: Performance January 2022
 - b. Annex B: Risk Register January 2022
 - c. Annex C: Finance January 2022
6. The performance exceptions section (section 8) of this report concentrates on the Performance Exceptions (Indicators Red, off target, or Amber, slightly off target, for the last two consecutive months). The full performance report is at Annex A.

7. Performance Overview

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

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

Figure 1 – Summary of January performance for all indicators. RAG = Green – meets or exceeds the target, Amber – misses target by narrow margin and Red – misses target by significant margin. Please note the margins vary depending on set thresholds for each measure, established using national targets, forecasting and other calculation methods.

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

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

January performance summary:

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

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

Financial year tracking of Indicators

Month	Green	Amber	Red	Total
April	13	2	6	21
May	11	4	7	22
June (Q1)	15	6	4	24
July	12	5	5	22
August	10	6	6	22
September (Q2)	15	7	4	26
October	14	2	7	23
November	14	4	5	23
December	10	4	9	23
January	12	4	7	23

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

8. Performance Exceptions

This section of the report details each Red or Amber (consecutive for two months) indicators with supporting commentary from the Directorate.

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

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

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

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

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

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

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

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

OCC06 Timeliness of emergency response - Director: Steve Jorden

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

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

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

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

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

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

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

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

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

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

Figures for December are the forecast end of year performance and are the combined effort of OCC, the City and District Councils. Achieving the overall recycling target for this year will be challenging and will require coordinated working by all partners across the Oxfordshire Resources and Waste Partnership.

Waste tonnages overall remain above pre-Covid levels, although there are some signs that this may be stabilising. **Please note this measure is reported one month in arrears.**

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

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

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

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

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

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

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

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

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

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

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

Measure	Status
Number of Children we care for	Red

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

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

In the last 5 years the number of children cared for nationally has risen by 10,400 children. The national market pressure has led to escalating unit price for placements with the Competition and Marketing authority noting that there is a shortage of appropriate places for cared for children and that the average operating profit for care home providers is 23% and 19% from independent fostering agencies.

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

OCC17 Number of child protection plans – Director: Kevin Gordon

Financial Year to date performance			This indicator's RAG status reflects the performance of one measure, which is reporting Red for January. Below table illustrates the measure performing under target
April	May	June	
July	August	September	
October	November	December	
January	February	March	
Measure		Status	
Number of child protection plans		Red	

Comments from directorate: After a couple of months when the figure fell, the number of children the subject of a child protection has risen sharply and is now 24% higher than the start of the year. This is impacting on caseloads. High caseloads mean workers have less time to work with individual families; in some areas of the service caseloads are 40% higher than target levels. Work in this area is very stressful and pressures on staff can be exacerbated by national media focus on child protection social workers which can negatively impact staff morale. Retaining staff in such an environment is difficult, high levels of vacancies further impacts workload and creates a vicious circle of high demand, pressure on staff and increasing workload. This leads to an increase in the use of agency staff and higher costs.

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

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

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

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

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

Measure	Status
% of Education Health & Care Plans completed within 20 weeks	Red

Comments from directorate: Performance is below target and has been falling since October 2020 with a sharper drop from October 2021. This is driven by an increase in demand which is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services. There is a particular pressure on the availability of educational psychologists. This is a national issue. We have contracted some external services via agency to support in the short term with the backlog of annual reviews. Additional capacity is being added to the SEND casework team in order to reduce caseload and help with staff retention and our ability to better meet statutory assessment deadlines.

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

OCC22 Infrastructure Delivery Supports Growth – Director: Bill Cotton

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

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

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

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

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

9. Performance Highlights

- With effect from 31 January, Oxford City Council's face-to-face customer services will

move to Oxfordshire County Council's Westgate Central Library. In April 2021 the City Council reopened face to face customer services at St Aldates Chambers, with appropriate COVID health and safety measures in place. This will continue, but will now relocate to the Westgate Library, where Oxfordshire County Council offer a similar service. This pilot is aimed at delivering improved services to our residents by co-locating more face to face customer services provision in one place. This should be more convenient, as well as providing opportunities for more effective co-ordination between services. Residents will be able to visit one location in the city centre where they can undertake both City and County Council business. The pilot will initially run for 12 months, but if successful is intended to continue.

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

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

10. Risk management – January summary

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

- LR4 Recruitment and Retention of Children's Social Workers – From 16 to 20 (High Risk)

- LR7 Demand management – Adults – From 12 to 16 (High Risk)
- LR10 Management of partnerships (non-commercial) – From 6 to 9 (Low Risk)
- LR13 Workforce management – From 9 (Low Risk) to 12 (Medium Risk)

Also, two new risks have been added:

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

Risk Ref	Risk Title	Residual Risk Score	D'tion of travel	Latest Update
LR1	Demand management - Children	20 High Risk	↔	Control Assessment Updated
LR2	Safeguarding of vulnerable children	15 Medium Risk	↔	Comments Updated
LR3	High needs block funding	15 Medium Risk	↔	Comments Updated
LR4	Recruitment and Retention of Children's Social Workers	20 High Risk	↑	Control Assessment, Probability Score, Residual Risk Level, Mitigating Actions and Comments Updated
LR5	Insufficient placement availability for children we care for	20 High Risk	↔	Comments and Mitigating Actions Updated
LR6	Safeguarding of vulnerable adults	10 Medium Risk	↔	No changes
LR7	Demand management - Adults	16 High Risk	↑	Probability Score, Residual Score, Mitigating Actions and Comments Updated.
LR8	Capital Infrastructure Programme Delivery	15 Medium Risk	↔	No changes
LR9	Local resilience, community resilience, cohesion	8 Low Risk	↔	Risk Owner, Comments and Mitigating Actions Updated
LR10	Management of partnerships (non-commercial)	9 Low Risk	↑	Residual risk level, Controls and Mitigating Actions Updated
LR11	Supply chain management	8 Low Risk	↔	No changes
LR12	Corporate governance	2 Low Risk	↔	Mitigations, Control Assessment and Comments Updated
LR13	Workforce management	12 Medium Risk	↑	Comments & Residual risk level Updated
LR14	Organisational Change and Service Design	12 Medium Risk	↔	Comments Updated
LR15	Financial resilience	10 Medium Risk	↔	No changes
LR16	Health and Safety	8 Low Risk	↔	Comments Updated
LR17	Business Continuity and recovery plans	12 Medium Risk	↔	Mitigating Actions and Comments Updated
LR18	Cyber security	12 Medium Risk	↔	Mitigation and Comments Updated
LR19	ICT Infrastructure	8 Low Risk	↔	Comments updated
LR20	Covid-19. Assurance that the Council can maintain and initiate new services and support to those impacted by the coronavirus	12 Medium Risk	↔	Impact and Inherent Score Updated
LR21	Construction, Resources and Skills Shortages	16 High Risk	↔	Comments Updated
LR22	Deprivation of Liberty Authorisations (Care Homes and Community)	10 Medium Risk	↔	No changes
LR23	HIF1 Didcot Garden Town Major Infrastructure Programme	12 Medium Risk	New	New as of 17/1/2022 – Scored decreased and Mitigating Actions Updated on 16/02/2022
LR24	Cessation of joint working between CDC and OCC	12 Medium Risk	New	New as of 17/1/2022 - No changes

11. Financial Management

Summary of the Council's financial position

11.1 This report is the sixth financial monitoring information for the 2021/22 financial year and covers the period up to the end of January 2022. This report focuses on key issues, risks, use of

funding to support pressures arising from COVID-19, as well as any areas of emerging pressure.

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

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

- 11.3 General Balances were £34.6m at 31 March 2021 and are forecast to be £35.6m by 31 March 2022, after taking account of the current forecast directorate overspend of £1.2m offset by the use of contingency. This is £6.8m higher than the risk assessed level of £28.8m.
- 11.4 To date, £3.5m of the COVID-19 reserve has been transferred to Directorates in 2021/22. Cabinet is recommended to approve a further £3.7m bringing the total use of this reserve to £7.2m. After taking account of £20.1m use of the reserve agreed as part of the 2022/23 budget and Medium Term Financial Strategy, £5.0m remains uncommitted and can be used to support future pressures.
- 11.5 See Annex C for further details and commentary.

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

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

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC01.01 % actions dealt with on time after external inspection by Ofsted, CQC, HMICFRS	Rob MacDougall	Cllr N Fawcett	80%	80%	★	8 out of our 10 HMI actions are now closed. We expect to close the last 2 by Q4 2022	74%	74%	★
OCC02.01 Proportion of potholes reported on FixMyStreet that require OCC action	Bill Cotton	Cllr T Bearder	67%	50%	★	<p>This measure indicates how successful the FixMyStreet interface is at communicating to the public what we will and won't fix in line with our Highways Maintenance Policy.</p> <p>Total public enquiries recorded in relation to pothole and other carriageway issues in month was 546. 366 (67%) were made up of:</p> <ul style="list-style-type: none"> • 223 (40.8%) now repaired • 126 (23.1%) don't warrant immediate action but have been placed onto our longer-term planning program (Dragon or Drainage or resurfacing programs etc) • 17 (3.1%) waiting for Milestone to repair <p>the remaining 180(33%) represents:</p> <ul style="list-style-type: none"> • 94 (17.2%) did not meet our intervention criteria • 40 (7.3%) still awaiting a decision from officers • 22 (4.1%) were duplicates of other reports • 24 (4.4%) were the responsibility of other organisations 	58%	50%	★
OCC02.02 Increase the number of FixMyStreet Super-user volunteers from among members of the public	Bill Cotton	Cllr T Bearder	4	4	★	The online training for FixMyStreet SuperUser Volunteers continues to progress well with 4 in January. This included new SU's covering Thame, South Newington and Charlbury. We are arranging for the HWO (local area Highways Officer) to meet with the trainees as soon as possible to help build the relationship and provide additional support in relation to any other potential highway activities e.g., flood, sign damage etc. We are now focusing on this meeting with a target to have this happen within 2 weeks of the training session were possible.	40	40	★
OCC02.03 Increase resident satisfaction with service received via calling customer Service Centre	Mark Haynes	Cllr G Philips	62%	TBA	n/a	<p>Latest satisfaction survey – January – 69 customers surveyed out of 12,175 calls received, which was 0.56%</p> <p>61.7% of customers were satisfied with the service they received</p> <p>67.1% of customers were satisfied with the adviser they spoke to.</p> <p>Since the introduction of the new telephony system in 2021, there is now a new automated customer satisfaction survey. The team are reviewing the feedback and will look to set an appropriate target once the data for 2021/22 has been baselined.</p>	77%	TBA	n/a

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

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

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC04.02 Total outturn variation for the dedicated schools grant (DSG) funded services	Lorna Baxter	Cllr C Miller	1.60%	0.00%	▲	The High Needs forecast has been increased following confirmation of autumn term numbers. Demand for High Needs support is high. There has been a 16% increase in the number of Education, Health and Care Plans (EHCP) and there were 1,300 requests made for assessment in the last 12 months. Some of this demand relates to COVID-19 and it is estimated that £1.2m of the additional spend is driven by COVID-19. The ESFA have given permission to offset the Covid costs from council resources. Council agreed a budget for High Needs which included a saving of £1.9m. The saving was calculated on reducing the use of independent settings by increasing places in Special Schools & bases. The saving has been achieved via the increased places and other initiatives under the SEND Transformation Project. Offsetting this has been a 15% increase in the use of independent placements. Independent placements are forecast to be between £1m to £1.5m overspent. Further Education colleges have recently shared the numbers of learners attending colleges. The numbers identified as High Needs learners by the colleges have increased by 31% and this may add a further £2.5m to the forecast. More work is being completed on this. Of the additional spend, Oxfordshire will receive some additional grant funding for this, but not until 2022/23. The High Needs Forecast now stands at £16.2m overspend. The reduction since previously reported is due to the permission to fund Covid costs from council resources.	1.60%	0.00%	▲
OCC04.03 Use of non-DSG revenue grant funding	Lorna Baxter	Cllr C Miller	100.00%	95.00%	★	All non-DSG grants are expected to be spent during 2021/22.	100.00%	95.00%	★
OCC04.05 % of agreed invoices paid within 30 days	Lorna Baxter	Cllr C Miller	94.37%	95.00%	●	This measure tracks invoices paid within 30 days of receipt and includes invoices paid via the self-service purchase order process, as well as invoices processed by Oxfordshire's Social Care Payments team via the social care finance systems. Social Care invoices account for 31% of invoices paid this month. Invoices paid via the self-service portal rebounded to above target this month at 95.5%, up from 94% in December and are tracking at 95% on average for the year to date. The overall performance is 94.4%, brought down just below target due to Social Care invoice rates dropping to 91.7%. Staff leave and sickness have impacted on performance in this area.	94.38%	95.00%	●
OCC04.06 Invoice collection rate Corporate Debtors	Lorna Baxter	Cllr C Miller	97.86%	95.00%	★		95.36%	95.00%	★
OCC04.07 Debt requiring impairment - Corporate Debtors	Lorna Baxter	Cllr C Miller	£338,907	£300,000	★	Debt requiring impairment is the value of invoices that have the potential to become unrecoverable, the potential loss requires recording in the accounts at year end. If at year end there is an overall increase in the value of invoices at risk then we are required to top up the impairment balance, consequently this figure is tracked through the year to assess if we will finish the year above or below the current balance. Debt requiring impairment has increased to £0.34m, £0.04m above target. The top two cases account for 40% of the total bad debt. In relation to the top case which accounts for £0.12m a mediation report was received in December 21 and actions are now with the service to progress.	£338,907	£300,000	★

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

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

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

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

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC05.01 Number of vulnerable children and adults helped to live more secure and independent lives	Rob MacDougall	Cllr N Fawcett	264	513	▲	The Trading Standards team have been busy with a range of prevention activities for vulnerable adults and children including doorstep crime, financial abuse and 'Young Friends Against Scams'. Safe and well visits are continuing at a steady pace by fire and rescue staff.	4,033	5,132	▲
OCC05.03 50% increase in all cycle journeys within Oxford for all purposes by 2031	Bill Cotton	Cllr D Enright			n/a	Service team have received access to 2019/20 data and are in the process of analysing and sense checking it. An update is due by end of Feb '22. This is turn will help to validate Active Lives and Annual Travel Surveys for which service team have historic figures and can project / report against. For information: 2015/17 baseline for LCWIP: 306,000 trips 2031 LCWIP target: 460,000 trips 2021/22 target: 350,000			n/a
OCC05.04 % of people cycling for travel at least 3 times a week from Active Travel Survey	Bill Cotton	Cllr D Enright			n/a	Service team have received access to 2019/20 data and are in the process of analysing and sense checking it. An update is due by end of Feb '22. This is turn will help to validate Active Lives and Annual Travel Surveys for which service team have historic figures and can project / report against. For information: 2015/17 Baseline: 510,000 trips 2031 target: based on doubling - 1,020,000 Or 50% increase (765,000) 2021/22 target: 646,000 (doubling), 578,000 (50% increase)			n/a
OCC05.05 Number of people sign posted to health services via informal conversations in libraries	Ansaf Azhar	Cllr N Fawcett	494	300	★	Figure has increased dramatically after some work on consistency of reporting between different branches.	292	220	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC06.02 % of emergency call attendances made within 11 minutes	Rob MacDougall	Cllr N Fawcett	74.59%	80.00%	●	<p>Our January response standards are reflective of our usual performance and there have been no concerning fluctuations or outliers.</p> <ul style="list-style-type: none"> · 11 mins standard for the year is 75.12% · 14 mins standard for the year is 87.48% <p>Of the 425 emergency incidents attended within Oxfordshire in January 48 were over our 14-minute response time and 60 were over 11 minutes and under 14 minutes.</p> <p>We are investigating those incidents to understand if they were in an area that could have been reached within the response time standard.</p> <p>Our average response time this year is 8 minutes 37 seconds which is comparable to the overall average for last year at 8 minutes and 56 seconds</p>	75.20%	80.00%	●
OCC06.03 % of emergency call attendances made within 14 minutes	Rob MacDougall	Cllr N Fawcett	88.71%	95.00%	●	<p>Our January response standards are reflective of our usual performance and there have been no concerning fluctuations or outliers.</p> <ul style="list-style-type: none"> · 11 mins standard for the year is 75.12% · 14 mins standard for the year is 87.48% <p>Of the 425 emergency incidents attended within Oxfordshire in January 48 were over our 14-minute response time and 60 were over 11 minutes and under 14 minutes.</p> <p>We are investigating those incidents to understand if they were in an area that could have been reached within the response time standard.</p> <p>Our average response time this year is 8 minutes 37 seconds which is comparable to the overall average for last year at 8 minutes and 56 seconds</p>	87.58%	95.00%	●

We provide services that enhance quality of life and we take action to reduce the impact of the climate change & protect the local environment

Status of Indicators	31/01/2022
OCC08 Condition of highways	★
OCC09 Participation in cultural service	●
OCC10 Reduction in carbon equivalent emissions from OCC's activities	●
OCC11 Reduced carbon impact of our transport network	★
OCC12 Air quality	★
OCC13 Household waste re-used, recycled, or composted	▲

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

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

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

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

Measure	Director	Portfolio Holder	Period Actual	Target	Status	Comment	YTD	Target (YTD)	YTD
OCC13.02 % of household waste recycled	Bill Cotton	Cllr P Sudbury	29.11%	31.00%	●	As per above commentary for measure reference OCC13.01.	29.11%	31.00%	●
OCC13.03 % of household waste composted	Bill Cotton	Cllr P Sudbury	29.23%	30.50%	●	As per above commentary for measure reference OCC13.01.	29.23%	30.50%	●
OCC13.04 % of household waste re-used	Bill Cotton	Cllr P Sudbury	0.17%	0.50%	●	As per above commentary for measure reference OCC13.01.	0.17%	0.50%	●
OCC13.05 % of Household waste sent to landfill (forecasted end of year position)	Bill Cotton	Cllr P Sudbury	3.55%	3.00%	●	The figure for December is the forecast end of year performance. Most of the waste landfilled is bulky waste from the HWRCs and collected from residents by the district councils. The forecast for this year continues to be variable. Waste that is landfilled is a small proportion of residual waste, over 95% of which continues to be sent to Ardley ERF for energy recovery.	3.55%	3.00%	●
OCC13.06 % of Household waste recycled, composted, re-used at Household Waste Recycling Centres	Bill Cotton	Cllr P Sudbury	64.86%	62.00%	★	The figure for December is the forecast end of year performance. The forecast reduced in December following clarification from the HWRC contractor that due to a challenging recycling market waste wood is being processed for biomass incineration and cannot be classified as recycled. All HWRCs continue to operate at full capacity. Sites were closed for two days each during November for deep cleaning.	64.86%	62.00%	★
OCC13.07 Average weight of waste produced per household in Oxfordshire	Bill Cotton	Cllr P Sudbury	1,008.00	980.00	●	The figure for December is the forecast end of year performance as actual weight fluctuates on a monthly / seasonal basis. Last year the average weight of waste produced per household increased for the first time since 2016/17 due to Covid restrictions and more people working at home during the pandemic. It is expected that households will continue to produce more waste this year than pre-Covid, but quantities could reduce over time. This is difficult to predict.	1,008.00	980.00	●

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

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

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

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC17.01 Number of child protection plans	Kevin Gordon	Cllr L Brighouse	561.00	500.00	▲	After a couple of months when the figure fell, the number of children the subject of a child protection has risen sharply and is now 24% higher than the start of the year. This is impacting on caseloads. High caseloads mean workers have less time to work with individual families; in some areas of the service caseloads are 40% higher than target levels	521.80	500.00	●
OCC18.01 % of Education Health & Care Plans completed within 20 weeks	Kevin Gordon	Cllr L Brighouse	28.00%	59.00%	▲	Performance is below target and has been falling since October 2020 with a sharper drop from October 2021. This is driven by an increase in demand which is not only felt within the Special Education Needs Casework team, but across all teams who help complete the assessment and who similarly do not have capacity within their services. There is a particular pressure on the availability of educational psychologists. This is a national issue. We have contracted some external services via agency to support in the short term with the backlog of annual reviews. Additional capacity is being added to the SEND casework team in order to reduce caseload and help with staff retention and our ability to better meet statutory assessment deadlines.	40.60%	59.00%	▲
OCC19.01 Number of electively home educated children	Kevin Gordon	Cllr L Brighouse			n/a	Measure is to be monitored only. Though some people proactively choose to educate their children there can be occasions when home education reflects people's view on services or where it can mean vulnerable children are not seen by professional staff.			n/a
OCC19.05 Mainstream Total No. entitled students conveyed by contracted transport services per month	Bill Cotton	Cllr T Bearder	6,675.00		n/a	The passenger numbers are decreasing due to 3-BL06 and 1869 minibus routes ceased at Christmas and students no longer travelling on Spare Seats Scheme.	6,023.10		n/a
OCC19.06 Special Education Needs entitled students conveyed by contracted transport services	Bill Cotton	Cllr T Bearder	967		n/a	The volume of SEN student numbers is now remaining stable after the rush of demand at the start of the Summer term.	931		n/a
OCC19.07 Continuing Education (FE Colleges) entitled students conveyed by contracted transp. serv	Bill Cotton	Cllr T Bearder	231		n/a	A small number of students have now left.	180		n/a
OCC19.08 Travel model shift (Bus Passes, Direct Travel, Independent Travel Training)	Bill Cotton	Cllr T Bearder	260	200	★	3 more direct travel payments have been accepted.	2,299	2,000	★
OCC19.10 % of contracted seats designated to school children	Kevin Gordon	Cllr L Brighouse	75.02	76.00	●	Minor drop-in rate after Christmas, but still within acceptable limits.	75.16	60.80	★

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

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

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC20.01 % of people with safeguarding concerns who define the outcomes they want	Stephen Chandler	Cllr J Hannaby	94.8%	90.0%	★	Performance remains above target	93.7%	90.0%	★
OCC20.02 % of people receiving adult social care with a personal budget	Stephen Chandler	Cllr J Hannaby	90.00%	92.00%	●	Performance remains at 90% (target 92%). In part this is because new packages are set up before the personal budget is recorded to ensure delays are minimised	90.20%	92.00%	●
OCC20.03 % of people 65 plus using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	22.00%	17.00%	★	Performance remains above target and the national benchmarking figure. It has fallen slightly in the year, in part as we have purchased more home care. Comparative data for last year shows Oxfordshire's performance was in the top 20 of the 151 local authorities with a responsibility for adult social care.	22.30%	17.00%	★
OCC20.04 % of people under 65 using Adult Social Care services receiving a direct payment	Stephen Chandler	Cllr J Hannaby	39.00%	39.00%	★	The figure remains on target and just above the national average, however it has fallen in the last couple of years	40.50%	39.00%	★
OCC20.05 Reduce number of older people needing placement in a care home to > than 11 per week	Stephen Chandler	Cllr J Hannaby	32.00	48.00	★	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average. Target has been amended in year in line with the Better Care fund targets agreed with the NHS to further reduce admissions. Last year we made 11 placements per week and performance was 11% better than the national average.	37.00	48.00	★
OCC21.01 Increase the number of home care hours purchased per week to 25,300 hours by March 2022	Stephen Chandler	Cllr J Hannaby	25,094.00	25,245.00	●	The sharp increase in home care hours we were able to purchase last year has slowed. Figures remain 20% higher than April 2020	25,309.60	25,059.30	★
OCC21.02 Reduce by 10% the number of people aged 18-64 entering permanent residential care	Stephen Chandler	Cllr J Hannaby	1.00%	3.25%	★	Most people want to remain living in their own home and community. We look to support people to stay at home and reducing any unnecessary care home admissions (just 21 in the first 10 months of the year). Performance continues to be better than target and the national average. Last year 31 people aged 18-64 were supported through a care home admission. This was 40% lower (better) than the national average	2.10%	3.25%	★
OCC21.03 % 18-64 age service users with LD support, living on own or with family	Stephen Chandler	Cllr J Hannaby	87.00%	76.00%	★	For most people living in their own home and community is their preferred option. We look to support people to stay at home and reducing any unnecessary care home admissions. Performance continues to be better than target and the national average. Performance last year (86%) was 7.1% points better than the national average (79.1%)	87.57%	76.00%	★
OCC21.04 % of older people in long term care supported to live in own home	Stephen Chandler	Cllr J Hannaby	58.90%	57.00%	★	Performance improved in the month and is better than target but below the national average which has now been updated to 63%. Most people want to stay in their own home and community. We look to support people to stay at home e.g., through purchasing more home care, and reducing any unnecessary care home admissions.	58.89%	57.00%	★

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

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

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC22.01 Percentage of the Capital Programme delivered in line with budget	Bill Cotton	Cllr D Enright	3.00%	7.90%	▲	This measures the capital infrastructure major programme. 81% of the revised programme for 21/22 has been spent or committed as at end of January 2022. A number of major schemes across the programme s are forecast to enter into construction contracts in this financial year. The expected year end budget forecast position is 91% against a target of 95%.	81.00%	79.00%	★
OCC23.01 We support the delivery of new affordable housing starts by March 2022	Bill Cotton	Cllr D Enright	749.00	1,322.00	●	The programme has not met the agreed three-year target. This is due to low grant rates offered to Registered Providers and consequent lack of take up in early years. COVID-19 also had an impact on the programme which was extended to March 2022 to accommodate a fourth year of delivery. A recent change to the funding process means that remaining deliverable schemes, while still counted towards the Growth Deal target of 1,322 units, may be delivered through alternative funding routes, alongside Growth Deal funding, predominantly the Homes England Affordable Housing Programme 2021-26. The new arrangement will provide additional flexibility and support to the delivery of schemes. Please note the target of 1,322 new affordable housing starts is by end of March 2022. The status of the overall programme remains amber.	749.00	1,322.00	●
OCC24.01 No of businesses given support by trading standards intervention or via risks inspection	Rob MacDougall	Cllr N Fawcett	175	293	★	Our Fire Safety team are still above target for completing fire safety audits. The Trading Standards team are currently experiencing lack of a full data set for business interventions and business advice due to the transfer to their new case management system and some outstanding 'go live' issues.	2,156	2,827	★

Measure	Director	Portfolio Holder	Period Actual	Period Target	Status	Comment	YTD	YTD Target	YTD
OCC24.02 Participation in innovation funding bids or new projects in support of LivingOxfordshire	Tim Spiers	Cllr D Enright	3.00	2.50	★	Supported HDRC bid through to next round - Digital Ageing Successful - 2yr project, interviewed for 4 Future of Flight bids awaiting outcome. LEO Funding extended to add CH Battery capacity and increase Trial participation.	31.00	25.00	★
OCC25.01 Percentage of utility works that have passed inspections	Bill Cotton	Cllr N Fawcett	81.62%	90.00%	●	From the sample A/B/C inspections conducted in January (including all follow up inspections), 81.62% passed. This is below the target of 90%, due to our increasing vigilance with the quality and timing of works on the network. Increasing numbers of inspections are taking place with more defects being identified with the quality of the live works and the reinstatements. Failures are attributed to all the utility companies (at varying numbers) and these are being pursued with the Works Promoters to drive improvements. This is being pursued through escalation with the companies concerned and issuing of fixed penalty notices.	77.32%	90.00%	▲
OCC25.02 Number of overrun days on carriage way work phases identified & action taken	Bill Cotton	Cllr T Bearder	278.00	15.00	★	Overrunning works are being identified and charged in accordance with the Oxfordshire Permit Scheme and income expectation.	79.30	15.00	★
OCC25.03 Reduce the number of return repairs to the Council's own works	Bill Cotton	Cllr T Bearder	1.02%	5.00%	★	The reported rate is for January. The level of non-compliant defects is expected to be low. This is because over 95% of all pothole defects are repaired as 'cut' defects rather than 'sweep and fill'. This continues to be monitored. During January there were 22 return repairs/visits to own works (NCDs). Total potholes fixed were 2,166.	0.57%	5.00%	★
OCC25.04 Delivery of the 2021-22 Programme - number of highway trees surveyed within 4-year cycle	Bill Cotton	Cllr P Sudbury	1.00%	8.00%	▲	4-year inspection programme is in place. 97% of the planned annual programme for inspecting 72 parishes has been completed as at end of January 2022. 2 Parishes are left to be completed.	97.00%	80.00%	★
OCC25.05 % of frequent bus services departing within scheduled intervals	Bill Cotton	Cllr T Bearder	93.17	90.00	★	Performance in January exceeds the target, and the reported rate is in accordance with the joint OCC/bus operator PIP (Punctuality Improvement Partnership) agreement.	93.17	90.00	★

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

Level of risk	How the risk should be managed
High Risk (16-25)	Requires active management to manage down and maintain the exposure at an acceptable level. Escalate upwards.
Medium Risk (10 -15)	Contingency Plans - a robust contingency plan may suffice together with early warning mechanisms to detect any deviation from the profile.
Low Risk (1 – 9)	Good Housekeeping - may require some risk mitigation to reduce the likelihood if this can be done cost effectively, but good housekeeping to ensure that the impact remains low should be adequate. Re-assess frequently to ensure conditions remain the same.

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

Risk Definition	
Leadership	Strategic risks that are significant in size and duration, and will impact on the reputation and performance of the Council as a whole, and in particular, on its ability to deliver on its corporate priorities
Operational	Risks to systems or processes that underpin the organisation's governance, operation and ability to deliver services

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct' n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR1	Demand management - Children- : managing the impact of increased demand on council services	<p>Vulnerable children and young people are ineffectively safeguarded and come to harm, and their educational needs unmet.</p> <p>Potential for statutory requirements not being met.</p> <p>Poor timeliness and prioritisation of services leading to poor engagement from partners and the community.</p> <p>Reduced confidence in the Council's ability to deliver services</p> <p>Financial – significant overspend in annual budgets</p>	4	5	20	<p>Maintain a good early-help and prevention offer, in partnership with key stakeholders to ensure diversion from high cost services.</p> <p>Efficient assessment of need and risk – strong 'Front door' arrangements including effective MASH.</p> <p>Child protection numbers continuing to reduce safely: continue to drive successful achievement of child protection plans and step-down of statutory intervention, and monitor re-referrals.</p> <p>All services are tasked with managing activities within allocated budgets including additional Covid funding for agency staff.</p>	<p>Partial</p> <p>Fully</p> <p>Not Effective</p> <p>Partial</p>	Cllr L. Brighouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	<p>For a period of 3 months, Nov-Feb 22, reduce frequency of area early help networks and intensity of Locality Community Support Service (LCSS) support to universal professionals to ensure good access to early help for families. Re-focus LCSS workers on statutory assessments and family time for children in care, to address peaks in statutory work</p> <p>1. Continued funding of additional workers 2. Continued working with partners to reduce unnecessary demand</p> <p>Staff absence and impact on services continues to be closely monitored via Covid Programme Office and Directorates'</p> <p>All budgets are monitored monthly, but additional demand driven by covid means some budgets are insufficient. Negotiation with CEDR on use of additional Covid funding to cover these budgets</p> <p>Work with resourcing arm of HR to recruit and retain qualified social workers and agency workers. Review of MOC in the SE Region is in progress.</p> <p>Procurement of additional teams for frontline social care agreed and in progress</p>	<p>The service has been adversely affected by Covid. Forecasting future demand is unpredictable. A medium term assessment of demand will be undertaken as part of budget and business planning over the year.</p> <p>Key demand measures such as caseloads and activity into the MASH and FS+ are reviewed at DLT monthly and reported through to SLT by the Business Monitoring report. Caseloads are still higher than target levels, but some relief is being provided by the council's additional funding of MASH staff and two-managed agency teams. The early help strategy is being refreshed to improve access to preventative support for families, so that children are helped before the need for social care. Family Solutions Plus is showing good impact on preventing child abuse, neglect and family breakdown. Family Solutions Plus has up till now shown good impact on preventing child abuse, neglect and family breakdown. Last quarter has seen child protection numbers increasing and children at risk of harm in complex family circumstances. The increase in care proceedings has been 71% since the pandemic.</p>	21/02/2022 - Control Assessment and comments updated
LR2	Safeguarding of vulnerable children: ensuring there are effective arrangements in place for safeguarding	<p>Impact to a child, family and community. Reduced trust in the Council and partners. Notification of poor performance may affect the Council's current service judgements and lead to Central Government intervention, resulting in a higher financial cost related to improvement activity and intervention.</p>	4	5	20	<p>Maintain strong focus on good practice, performance reporting and statutory requirements, ensuring timely record keeping, compliance with procedures and acting on any poor performance indicators at an early stage.</p> <p>Monitored weekly through CEF Performance Dashboard and Performance Management Framework.</p> <p>Every child known to social care services is RAG rated and face to face visits to all children open to CSC have been reinstated subject to individual risk assessments.</p> <p>Efficient assessment of need and risk by having strong children's 'Front door' arrangements in place, including effective MASH.</p> <p>Completion of CEF Self-evaluation report every quarter which is submitted to Ofsted at the Annual Conversation.</p> <p>Quality assurance framework in children's social care -for reach, effectiveness and impact.</p> <p>Safeguarding complaints submitted to Ofsted are reviewed and investigated in a timely manner. Outcomes are reported to Ofsted.</p> <p>School attendance is monitored daily, attendance team staff undertaking home visits to encourage attendance, in partnership with schools.</p> <p>Numbers of electively home educated children are monitored.</p>	<p>Fully</p> <p>Partial</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partial</p> <p>Fully</p> <p>Fully</p> <p>Fully</p>	Cllr L. Brighouse	Kevin Gordon	Lara Patel & Hayley Good	3	5	15	↔	<p>No further actions required</p> <p>No further actions</p> <p>Excess demand still seen in the MASH which is mitigated by additional workers as agreed by CEDR</p> <p>No further actions</p> <p>Review of capacity to meet QA and continuous improvement requirements completed and resourcing underway</p> <p>No further actions</p> <p>Additional temporary staff added to attendance and EHE teams to support additional workload as a result of additional COVID pressures.</p>	<p>As above demand in the service is high due to Covid and children have been safeguarded due to the additional investment in front line staff</p> <p>Demand at the front door can be unpredictable and we need to be able to be flexible to respond.</p>	16/02/2022 - No Changes

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Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct' n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR3	High needs block funding: Deficit in national funding and increasing local demand	The national High Needs Dedicated Schools Block funding allocation for Oxfordshire is some £11million less than the cost of provision locally, reflecting both the increase in demand identified in the specialist placement risk, but also a shortfall in the government's grant. The national SEND review is delayed (over 12 months) uncertainty exists around how much, if any additional national funding will be made available through the national review.	4	5	20	SEND assurance board meets fortnightly to provide oversight at strategic level	Fully	Cllr L. Brighthouse	Kevin Gordon	Hayley Good	3	5	15	↔	The assurance board is meeting fortnightly and any key updates on actions will be reported here	Assurance board continues to meet regularly, focus is upon preparing for consultation and ensuring that there is sufficient capacity within the service to deliver the necessary proposals.	16/02/2022 - No Changes
					Consultation on more inclusive approach to SEN delivery planned.	Partial	Demand in the service is high due to Covid. Legal advice has been sought to advise on various considerations prior to public consultation. Consultation to begin in January										
LR4	Recruitment and Retention of Children's Social Workers: Failure to recruit and retain staff	Failure to recruit and retain staff will impact quality of service and effective safeguarding work with vulnerable children Dependency on agency staff results in further financial pressures and increased turnover of personnel	4	4	16	Setting up a new academy to ensure recruitment of NQSWs	Fully	Cllr Liz Brighthouse	Kevin Gordon	Hannah Farncombe	4	5	20	↔	New academy NQSW centre in place; recruitment branding in progress; trade show attended and presented to by Snr Op Managers in October	There are 2 distinct parts of this risk: * Recruitment of newly qualified social workers. The existing controls are effective. 15 NQSWs have started in the new academy unit, with 15 more being planned to start in March 22. 7 new graduates of OCC's sponsored apprenticeship SW training qualified and starting back in the service. * Recruitment of experienced social workers, as with the rest of the country and existing controls are becoming less effective. There is a severe national shortage of social workers and a local shortage of satisfactory agency workers, leaving gaps in the service. The SE memorandum of cooperation on agency rates for social workers is under review to gain more control of the agency market. * Retention of staff where most controls are ineffective. The main issue with staff retention is workload - which links to increased demand and greater complexity of cases. Two additional temporary teams have been set up to help the most stretched part of the service. To date this has not improved staff retention, as due to continued resignations, uncovered vacancies and staff sickness the impact is not having a big enough impact on caseloads . We are working to maintain morale through visibility of senior managers; improved communications and developing our compliments systems. This though will not work without addressing some of the other issues. Deep dive review into future workforce pipeline - independent expert appointed and due to start w/c 13/12/21. Deep dive review into future workforce pipeline - independent expert appointed and due started w/c 13/12/21, due in March 22.	21/02/2022 - Change to columns Control Assessment, Probability Score, Residual Risk Level, Mitigating actions and Comments
						Recruitment branding to make Oxfordshire more appealing to a prospective employee	Fully										
						Attendance at trade shows -e.g. Community care matters to promote OCC	Fully										
						Grow our own; Apprenticeships and Post Grad diplomas	Fully										
						Key worker housing	Not Effective										
						Monitor workloads against demand	Fully										
						Independent 'deep-dive' review of Recruitment & Retention Strategy by industry expert	Partial										
						Regular case and personal supervision	Fully										
						2 new agency teams supporting Family Solutions teams for 6 months	Fully										
						Social work early professional development team provide support to newly qualified social workers	Fully										
					Review of memorandum of agency workers	Fully											

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

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct' n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR6	Safeguarding of vulnerable adults: Failure to safeguard vulnerable adults. The Care Act 2014 places a duty on the council to work with other parts of the health and care system to safeguard adults at risk of abuse or neglect. Roles, responsibilities and accountability are set out in the act with the council being required to take the lead coordinating role.	<ul style="list-style-type: none">• Vulnerable people not protected from abuse or neglect.• Serious injury or death of a vulnerable adult• Significant reputational damage for the council	3	5	15	Oxfordshire Safeguarding Adults Board oversees and scrutinises the safeguarding of vulnerable adults across all partners in Oxfordshire	Fully	Cllr J. Hannaby	Stephen Chandler	Melanie Pearce	2	5	10	↔	The number of concerns reported to the council is increasing the methodology and approach through the consultation service is struggling to meet demand. The services is realigning resources to ensure adequate priority is possible. The timings of responding to and dealing with concerns and enquiries are monitored daily and reported via Operational Services management team.	The statutory demand for Adult Safeguarding remains high across Oxfordshire. Additional staff agreed to manage the increase and complexity of work.	09/02/2022 - No Changes
						The act brought in the principles of 'Making Safeguarding Personal'. Oxfordshire is recognised as doing this well. Part of the principle is that people own their own risks - so it can never be completely mitigated away.	Partial										
						Centralised Safeguarding Team which leads on incoming safeguarding concerns and the completion of all subsequent safeguarding activity.	Fully										
						Clear statement of the minimum standards expected of care providers (from the County Council, the Care Quality Commission and the Oxfordshire Association of Care Providers)	Partial										
						Monitoring of providers by the Council's Quality and Contracts Team. This includes performance information (complaints, safeguarding referrals, etc.), contract monitoring meetings, and quality monitoring visits and gathering feedback. These are measured against ten quality standards and an internal traffic light system.	Partial										
						Working closely with the Care Quality Commission to identify and share issues to ensure they are dealt with appropriately. The Care Governance Group which is led by the council includes both the safeguarding lead for the Council and the Care Quality Commission.	Fully										
						Publicise and provide clear communication on the ways in which a person can raise a safeguarding concern.	Fully										
						Daily, weekly, monthly performance reports in place on the activity in the safeguarding team. Quarterly performance report to the Performance Subgroup of the board on wider partnership issues.	Fully										
						Cross partnership training plan in place.	Fully										

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Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct' n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
2021/22																	
LR7	Demand management - Adults- Adult social care services aren't help people remain independent and healthy for as long as possible	More people present with higher social care needs, reflecting not just the growth in needs in the population, but also the change in informal care, which will not rise as quickly as demand. People with needs, who did not come forward for care previously, now start to come forward with greater public awareness of social care. Those people who do come forward, have higher levels of need. People moving to social care funded services as health services also face reduced funding.	4	4	16	a. The service has an agreed model for predicting demographic pressure and this is funded by the Council, a robust system is in place to monitor demand, the councils response to demand and any ongoing pressures. b. Investment in services to reduce demand (e.g. reablement) and to support emerging models of support (Community Led). c. A pooled budget arrangement is in place with health which allows whole system investment and prioritisation. d. Referrals into the service via First point of contact and then onwards into locality teams continues to show and increase compared to the same time last year. The increase in referrals have been managed effectively and have ensured more people are supported outside of long term care. e. Medium and long term impact from Covid is still not fully known though we are starting to see increased activity in all our key areas (Hospital activity, Community activity and Safeguarding activity). f. Autumn and winter planning is taking place with partners across the health and care system. g. The implementation of the new Live Well At Home contract is in progress and we are actively working with providers to maintain continuity of services, and identify alternatives to support people's independence and reduce demand where possible.	Partial	Cllr J. Hannaby	Stephen Chandler	Pippa Corner	4	4	16	↔	Risk at target level but a permanent risk due to demographic pressures. These are being managed well in Oxfordshire and responding to demand is a core thread of the Adults transformation programme. Main issue in managing demand remains the performance of the reablement pathway (subject of a separate risk) which is monitored monthly with action plan in place. A retender of the reablement support provider was completed during August 21 with new service commencing in October 21. ASC transformation and Making it Happen approach have begun, in partnership with the voluntary sector and is progressing in line with plans, impacts are as expected. December update: additional mitigations are being implemented to support the development of reablement capacity in the context of greatly increased demand compared to previous years, for example making alternative care arrangements, adding capacity through the 'shadow' providers, drawing on the capability of VCS and technology where possible. Concerted campaign to promote booster uptake has seen improvements in our position across our own workforce and the care sector.	The new reablement service went live on 1st October with 4 new providers covering 5 geographical zones. We are currently working with the outgoing NHS service provider to maximise capacity during an extended transition phase. Several initiatives will support demand management under these new arrangements, including an increased role played by the voluntary sector to support people retuning home from hospital, and increased MDT / multi agency input to reduce avoidable admissions to hospital. We continue to develop our preventative measures as part of the Oxfordshire Way, and working with partners on the Community Services Strategy. During October and November we have seen very high levels of attendances and admissions to hospital, locally and nationally. While flow has been managed and maintained, this will result in high numbers of packages of care over the winter. The new Home First MDT arrangements are providing evidence that more people would be able to return home without formal support as a proportion of all discharges as our practice develops as a system. However, we are also seeing higher numbers of people overall with higher needs. December update: in addition to the increased pressures we were seeing on all services during the autumn, the new omicron variant and the need for renewed effort on the vaccination booster programme is adding a further risk over the next period through the bank holidays and to the end of January. All social care staff are required to be fully vaccinated by 1-4-22, we have supported access to this as well as building awareness and confidence. There has been excessive pressure across all health and care services (hence updated RAG rating / risk matrix)	31/01/22 - Probability Score, Residual Score, Mitigating Actions and Comments Updated.
LR8	Capital Infrastructure Programme Delivery	Financially risk of unbudgeted overspends. Other risks could include: Withdrawal of funding, lack of accelerated homes delivered and potential breakdown in collaborative working across Oxfordshire local authorities. Reduced delivery of affordable housing and related impact on the community Lack of investment in road infrastructure to support current housing delivery and future planned growth leading to a severe impact on the network or the Council objecting to new development. Additional strain on the highways network that could restrict the county's ability to improve productivity. Lack of a strategic framework for future growth in the county. Constraint on economic development .	4	5	20	A Director has been allocated to focus on OCC Infrastructure Delivery which will address senior management capacity challenges. The role focuses on delivering the capital programme and establishing internal processes to speed up delivery e.g. a Programme Management Office has been established, a new ICT system for more effective Project Management has been introduced and new governance structure to deal with the volume of schemes in the pipeline and provide, for example, technical programme management, risk/assurance management, performance management and a broader partnership function. Temporary Additional skills and resources have been brought in to assist with the programme management of the major elements of the programmes. Review of major schemes to reflect changes in environmental legislation, and intelligence from early contractor engagement is under way.	Partial	Cllr D. Enright	Bill Cotton	Owen Jenkins	3	5	15	↔	A Service Improvement Plan has been enacted that links to the Communities directorate redesign and will ensure the long term resources and skills are put in place and all processes are modernised and to manage this large and complex set of programmes. A corporate Assurance Board has been set up, chaired by the CEO to ensure the cross council focus and support is in place to capture any issues early and enable the prioritisation of resources and effort where needed. Ongoing dialog with funding bodies such as MHCLG and Homes England takes place to manage funding agreements. Risk Management and governance arrangements has recently been reviewed by audit working group and being reported to the audit committee.	Mitigating Action that were put in place have taken effect and significant progress has been made in scheme delivery, and although some residual risk remains, the situation is improving, hence the risk reduced across the majority of schemes. These are currently being actively managed. New probability score has been revised in a positive direction as a result of removing the significant risk of the HIF 1 Schemes and creating a new risk specific to it.	24/02/2022 - Potential Impact and Mitigating Actions Updated

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2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR9	Local and community resilience : ensuring there are plans in place to support and engage communities with regards to resilience, cohesion, and community tension	Impact on Council's ability to deliver services if disruption affects particular locations, customers or staff.	3	4	12	Thames Valley Police and Safer Community Partnership are monitoring communities to identify any issues that may indicate escalating community tensions.	Fully effective	Cllr N. Fawcett	Steve Jordan	Rob MacDougall	2	4	8	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance and Oxfordshire System communications.	Covid is no longer likely to have a direct impact on Local and Community Resilience Oxfordshire still continues to support Afghanistan refugees but there is no intelligence to suggests this having any negative impacts Anti-Vax demonstrations continue nationwide and Police will inform the Council of any local intelligence	08/02/22 - Risk Owner, Mitigating Actions and Comments Updated
		Potential reduction in public trust if the council is not seen to be acting appropriately.				Communication network in place including local Members to provide single consistent messaging via multiple trusted sources should it be needed.	Partial								Impacts of UK Transition being monitored by specific Oxfordshire System group and community tension risk being reviewed by Local Resilience Forum.		
															Local Recovery Plan has been agreed by the Oxfordshire System		
LR10	Management of partnerships (non-commercial) maximising the use of effective partnerships to deliver strategic outcomes and community benefit.	Deterioration of key relationships could reduce the Council's ability to: • meet desired outcomes for residents, • achieve efficient delivery • take opportunities to improve services. It also has the potential to negatively affect public confidence in the Council (e.g. through inspection outcomes) Failure to work effectively with the local Voluntary & Community Sector (VCS) might impact on our ability to both support and utilise the capacity and capability of the sector to help generate community resilience, community willingness to effectively address local needs and help to reduce demand for services (e.g. prevention).	3	4	12	Ongoing management of existing relationships held at Cabinet and senior officer level, including sharing of priorities and early discussion of potential changes or challenges	Partially	Cllr G. Phillips	Claire Taylor	Emily Schofield	3	3	9	↔	Maintain oversight of partnerships in the county to reflect new recovery systems working arrangements, including bi-laterals.		04/02/2022 - Score, Controls and Mitigating Actions Updated
						Supported by regular engagement and interaction at different levels of the organisation, including joint working initiatives and shared posts.									New working relationships with VCS and infrastructure support contract are being developed, with new support arrangements to be in place by April 2022.		
						Formal/informal meetings with main bodies and sector representatives.									Community development strategy and approach to be produced and implemented jointly with VCS and partners.		
						Participation and engagement in local partnerships, forums and project / policy development work.									Partners' engagement with / involvement in Community Resilience work will help to minimise the likelihood of this risk.		
						The Civilian / Military Partnership is implementing changes to how it operates, and has supported the Council to achieve Gold status under the Armed Forces Employer Recognition Scheme.											
						Health and Wellbeing Board has oversight of development of Integrated Care System and pooled budget arrangements.											
						Future Oxfordshire Partnership retains oversight of the implementation of the Housing and Growth Deal and Housing Infrastructure Fund schemes.											
						Systems structures in place to deliver on-going response to CV-19 and plan for recovery.											
						Liaison and planning arrangements in-place with VCS for Covid-19 community response, VCS resilience and recovery planning.											

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2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR11	Supply chain management: ensuring effective delivery through the supply chain	Delays to meeting service requirements or service provision.	2	4	8	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.		Cllr C. Miller	Steve Jordan	Melissa Sage	2	4	8	↔	The Procurement team has a contract in place for a credit check service that analyses the financial position of an organisation to determine a credit score. This information is used in the Tender evaluation process to select a suitable supplier and to monitor ongoing performance of current suppliers. Current suppliers that see a drop in their financial rating would trigger an alert that would be considered by the applicable contract manager.	The Contract Management Intelligence Team, as part of Provision Cycle, is taking a more proactive role in identifying risks in the supplier and marketplace more generally. As part of the implementation of Provision Cycle, contract management procedures are being discussed with Service Areas, in order to agree respective roles.	01/02/2022 - No Changes
LR12	Corporate governance: creating and embedding an effective and robust management and governance system that provides accountability and transparency.	Inconsistent, uncompliant or potentially unlawful actions/decisions. Inability to support Council's democratic functions / obligations (e.g. return to in person formal meetings and compliance with restored legal regime). Elements of the Covid-19 response may be compromised or delayed.	2	2	4	<p>Council governance framework is regularly reviewed and updated by senior managers and members.</p> <p>Constitution - updated and annually reviewed by Monitoring Officer and Full Council .</p> <p>System of internal control - co-ordinated by the Corporate Governance Assurance Group; overseen by the Chief Internal Auditor; elected member oversight by Audit & Governance Committee, which reviews the Annual Governance Statement.</p> <p>Annual Governance Statement – annual opportunity to review the effectiveness of internal controls; signed by Leader and three statutory postholders (HOPS, MO, CFO); overseen by Audit & Governance Committee.</p> <p>Business Continuity Plans are in place which ensure that appropriate leadership of the Covid-19 response.</p> <p>Control measures implemented throughout 2019/20 and updates on key issues are reported to Audit & Governance Committee.</p> <p>Democratic decision-making processes are in place and reviewed as part of the Constitution Review and with regard to COVID regulations and virtual meetings processes</p>	Fully	Cllr G. Phillips	Anita Bradley	Natasha Clark	1	2	2	↔	<p>Continue to undertake control measures throughout 2021-22 and respond to specific matters as they arise.</p> <p>Annual Governance Statement process for reflecting back on the year 2020/21 is completed, with approval from the Audit & Governance Committee. Process for embedding Local Code of Corporate Governance and Annual Governance Statement process (for 2021/22 year) with ELT in progress. ELT members being approached outside the meeting with detailed follow up. Session held with ELT in January 2022. Whistleblowing Policy review approved by Audit & Governance Committee in November 2021. Monitoring Officer can now approve/finalise following consultation with Leader/Deputy.</p> <p>Corporate Governance Assurance Group leading a project to review governance processes . ELT has agreed a quarterly reporting process for ELT and Corp Gov Assurance Group</p> <p>Proposals for a Constitution Review in progress. Separated meetings to confirm approach have been held with all political groups.</p> <p>Future training requirements to be developed with councillors.</p> <p>Interim democratic services and scrutiny officers are in place with permanent recruitment planned to commence in February 2022.</p>		11/02/2022 - Mitigations, Control Assessment and Comments Updated

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LR13	Workforce management: long term plans to ensure a capable and skilled workforce with the capacity to deliver required and new services.	Failure to manage the workforce and develop strategic HR plans may result in the following: •Recruitment and retention issues •Increased costs of agency staff •Increased costs in training and development •Underperformance or lack of delivery	4	3	12	On-going monitoring of issues and HR data. Key staff in post to support directorates to address risks E.g. Strategic HR business Partners and Strategic Resourcing Team Ongoing service redesign will set out long term service requirements .	Fully	Cllr G. Phillips	Claire Taylor	Karen Edwards	4	3	12	↑	Development and adoption of sector relevant workforce plans. Development of new People and Organisational Development strategy. The ability to interrogate and access key data (ongoing) in order to inform workforce strategies. Development of new Learning & Development strategy, including apprenticeships. Post Covid-19 recovery plans to support the workforce are under commission. These will include any lessons learnt and training needs and alignment with any new service delivery requirements arising from Covid-19. Weekly review of the absence data is being undertaken to identify areas of high absence. There are indications that specific service areas are beginning to experience recruitment difficulties for professional roles. HR is working with the relevant directors to consider alternative resourcing methods.	As the response to Covid evolves and we move towards a new 'norm' such as greater agile working, both workforce and management development infrastructure and plans will require a re-focus to enable this transition for the long term. A review of HR and Organisational Developments Services is underway and a business case has been prepared. This risk remains -under review and may be need to be increased as the employment market changes. The situation continues to be monitored. Turnover (planned and unplanned) is significantly below the national level, however, there are a number of emerging issues in terms of recruitment and retention within the local government workforce especially at entry level roles where competition with the private sector is fierce and in senior management roles where there tends to be an ageing workforce. HR is working with areas experiencing recruitment and retention difficulties.	03/02/22 - Comments & Residual risk level Updated
LR14	Organisational Change and Service Design: ensuring there are effective plans and governance in place to deliver required organisational change.	The impact of the risk occurring would be failure to realise improved service delivery, quality and inability to respond to growing demands. It may cause inefficiencies, increasing costs and/or lack of delivery of planned savings. Furthermore inefficiencies may result in increased costs and/or lack of delivery of planned savings. The breadth of the programme means that it is built of many constituent parts, so that if any one project fails, it can be 'tied off', replaced or redesigned. This breadth means that risk is managed across a wide portfolio but it also requires the right capacity, skills and governance to ensure delivery.	4	4	16	All projects identify benefits to be delivered and long term financial implications (upfront costs and savings), supported by project plans. Financial benefits realisation articulated in all project plans, monitored via monthly highlight reports and our corporate reporting process. Systematic service improvement activity focused on demand management, and developing a more preventative approach to our services. All project resourcing considered monthly, roles allocated & additional 3rd party support commissioned where there is a lack of internal capacity. Organisation change and service redesign has been fully incorporated into business as usual and so scrutiny and assurance will revert to the Performance Scrutiny and Audit & Governance committees. This will be supplemented by detailed financial analysis that reflects the explicit link between the programme of work and the council's Medium-Term Financial Plan. Where joint activity is planned the Partnership Working Group review progress and delivery. Capacity and expertise is managed through inhouse resources (including development of new skills where necessary) and the use of external professional support where required – a mixed economy model of delivery. CEDR continues to manage in flight change projects and directorates have been directed where possible that implementation of change is to continue e.g. provision cycle, family safeguarding, front office transformation where possible. Delays and the consequences thereof will be considered by CEDR as the accountable body for change management.	Partial	Cllr G. Phillips	Claire Taylor	Tim Spiers	3	4	12	↔	Ensure that the Council's change agenda, including all existing programmes, is integrated into one overall portfolio of change programmes that lead and inform the Service and Resource Planning Process, and expand in scope where further savings are required. Continue to ensure that detailed planning and monitoring of projects fully understands interdependencies between projects. Ensure all change activity is fully aligned to, and supportive of, the corporate priority setting and Medium Term Financial Planning process. CEDR to regularly review the Council's portfolio of change programmes' (both corporate and service focused) fitness for purpose and delivery, as part of quarterly reviews reported to members CEDR to review impact of Covid-19 on organisational change a reprofile projects as required. Align work with CDC programmes wherever possible to achieve increased benefits. The IT Services are being closely joined which will support alignment	Initial consultation work on IT reorganisation complete, key posts now filled with staff supporting both CDC and OCC giving more alignment. Gartner have been engaged to undertake PMO maturity baseline and to identify areas for further improvement. The IT, Digital and Programme Board membership has been reviewed and refreshed to ensure all service areas are represented. Business Partners in the IT Customer Engagement team have been aligned to specific areas in the Council matching their experience and knowledge. These will be an initial contacts in IT for a service to explore and discuss change initiatives. Ensuring they are aligned with the broader Council change agenda and the IT Strategy. Currently IT Services are reviewing all programmes and projects to ensure they are adequately resourced to deliver required outcomes. On 25 November, IT were joined by customers from HR, FM and OD and champions from the DTFT programme at Microsoft in Reading for a collaboration envisioning workshop. It was an opportunity to explore together (as customers, providers and users) the tools that are available, being developed to enable hybrid working, building on the Hybrid meeting rooms that have implemented in the County . Discussions included future developments that could be adopted to compliment the move to Agile Working. New Design Authority has been created to provide greater corporate alignment and oversight between different areas of work. Following the recent announcements regarding the ceasing of the Partnership with CDC, IT will continue to operate as normal but evaluate the impact of a complete separation to ensure a smooth running of both businesses	01/02/2022 - comments updated

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2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR15	Financial resilience: ensuring there are effective plans in place to deliver a balanced budget and a sustainable medium term financial strategy	Significant overspend at year end leading to: • extensive use of general balances, taking them below their risk assessed level • extensive use of earmarked reserves resulting in no funding available for earmarked purpose • further savings or income generation required in year or across the life of the Medium Term Financial Plan (MTFP) Further reductions to funding will require additional savings or income generation opportunities above those in the existing MTFP. Given the scale of the reductions already delivered and those planned, plus continuing rising demand in Adults and Children's services, the ability to respond to this, and quickly, could put at risk the setting of a balanced budget and MTFP.	3	5	15	Progress against current year's savings is tracked monthly and included in the Business Management Reports to Cabinet. Progress against future year's savings is also tracked monthly, and if necessary addressed as part of the Budget and Business Planning process Additional costs, loss of income and non-achievement of savings are being tracked and inform data returns to MHCLG. Regular meetings between Corporate Directors and s151 Officer to discuss significant financial issues and risks.	Fully Fully Fully	Cllr C. Miller	Lorna Baxter	Ian Dyson	2	5	10	↔	The financial impact of COVID- 19 is being tracked and is being reported to SLT, Cabinet and Performance & Corporate Services Overview & Scrutiny Committee and as part of the monthly Business Management report. The Government continues to provide grant funding to assist with the public health response and containment of further outbreaks, which is enabling targeting support to local businesses, communities and voluntary sector, without additional cost to the Council. The Government is also funding lost income on Sales Fees and Charges related to COVID, which we are claiming in accordance with the Government timetable. COVID related grants and funding are being reported routinely to CEDR. The longer- term financial impacts will become clearer during the recovery phase both locally and nationally, but currently remains uncertain.	This risk remains amber as although the probability is unlikely, the impact could be level 5 should the risk occur. The controls are effective, performance is monitored monthly, and continues to be Green. Budget and Business planning to set the 22/23 budget and the 22/23-25/26 MTFS has completed and whilst there is currently some uncertainty regarding future settlements following the Governments 2021 Spending Review, the financial resilience of the council remains strong. The High Needs deficit (and current year overspend) continues to be monitored closely, but is not yet impacting on financial resilience as the Government has stated it should not be included on the balance sheet for local authorities as a liability, however their decision is subject to review in 23/24. Should their position change then this will become an issue for the Council. The High Needs project is ongoing to try and address the overspend and ultimately reduce the deficit.	15/02/2022 - Controls, Mitigating
LR16	Health and safety: ensuring effective arrangements are in place to meet our duties	Unsafe services leading to injury or loss. Breach of legislation and potential for enforcement action. Financial impact (compensation or improvement actions)	3	4	12	H&S policies and procedures have been reviewed and adopted. Risk Assessments completed including COVID-19. Provision of PPE is priority area of focus for both standard work issue and additional infection control requirements for COVID-19. Information and training programmes in place for staff and volunteers. Communications channels in place including COVID-19 focussed H&S information. H&S Governance Board maintains oversight of policy and practice with response to COVID-19 covered within business continuity support structure. Additional budget has been allocated for rectifying all H&S and compliance items across our buildings and to bring full statutory compliance. We have established a H&S and Compliance function within PIFM where the right expertise is now in-house to enable us to bring and maintain the right level of compliance. H&S monitoring will be carried out in selected services to assess compliance subject to restrictions due to COVID-19; Reporting of key data and issues to Leadership Teams and through business continuity support structure. This will include any incidents of work-related exposure to COVID-19 as per RIDDOR. Home-working arrangements supported by advice, guidance, equipment etc., frequent messages from CEO and Internal Comms. Specific arrangements in place to provide equipment for those with specialist requirements or needs.	Fully Fully Fully Fully Fully Fully Fully Fully	Cllr N. Fawcett	Steve Jorden	Paul Lundy	2	4	8	↔	COVID-Secure arrangements and safe working practices remain effective and are regularly reviewed to ensure they are inline with government guidance. Even though positive outlook with reducing cases controls are expected to remain in place for longer term e.g. IPC procedures including PPE. Corporate Assurance on effectiveness of H&S controls is monitored by the H&S Assurance Board. Key areas of focus include: - Task and Finish group established to review and recommend improvements for the role of Responsible Premises Manager. This will be delivered as part of the Property function redesign which will look holistically at property management and include system improvement. - As part of delivering the future and agile working a review is underway to ensure the health and safety is adequality considered for home working. This has included improvements around DSE Assessments, provision of work equipment and prevention of ill health. H & S Policies and procedures are regularly reviewed to ensure safe operating framework. Essential H&S Training in place with service specific competency requirements met. Following easing of COVID restrictions H&S Audit programme has resumed. This includes filed work and on-site inceptions.	H&S Risk Assessments and Procedures remain effective in controlling workplace exposure and reducing transmission alongside vaccination programme. Gov COVID Restrictions have been eased. Managers will decide on staff return to workplace based on service needs and priorities. Important to note legal duties under H&S legislation still apply including requirement to assess risks to our staff and customers and take appropriate mitigations in line with the current gov working safely guidance: Frontline services e.g. social care continuing to apply IPC protocols incl. PPE etc. Office protocols in place with focus on improving ventilation, CO2 monitors in meeting rooms, regular cleaning and encouraging hand hygiene. Update 31 Jan - Gov are proposing to revoke vaccination as condition of employment for health and social care staff. Effective date to be confirmed. Flu vouchers offered to health and social care staff in addition to those entitled under national immunisation programme. Current level of flu risk - low level. Lone worker mobile app project on track and onboarding of services in progress. CSC roll out now underway. Field Monitoring by H&S Team has restarted including libraries, CSS, Children's Residential Homes - No significant concerns raised to date. Corporate H&S for OCC/CDC now aligned in terms of management support to be reviewed.	03/02/2022 - Comments Updated.
LR17	Business continuity and recovery plans: Resilience to a additional significant disruption during the Covid-19 Response	Essential Council Services and Covid-19 Response services are unable to be recovered within a reasonable time frame. Impacts could include risk to life or welfare, financial loss (for example due to litigation) and reduction of trust in Council services	3	4	12	Business continuity plans remain under review to reflect the on-going COVID situation .The business continuity improvement programme has led to significant and has led to significant improvements including to a consistent approach to business impact assessments, service business continuity frameworks and business continuity plans.	Partial	Cllr N. Fawcett	Steve Jorden	Rob MacDougall	3	4	12	↔	Health Protection Board, MOAC and Surveillance Cell in place to manage pandemic surveillance and Oxfordshire System communications Agile working guidance continues to be developed across services Business Continuity Plans have been reviewed and business impact assessments are being completed for 21/22.	Staff absence and impact on services continues to be closely monitored via Covid Programme Office and Directorates.	08/02/22 - Risk Score, Mitigating Actions and Comments Updated

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LR18	Cyber security: assurance that effective controls are in place to prevent security issues.	<p>A serious and widespread attack (like WannaCry in Health or Ransomware attacks in Hackney and Recur) could mean the Council will not be able to function or support services, causing business continuity plans to be invoked.</p> <p>There may be less serious lower level theft of data or a publicity type attack.</p>	4	4	16	<p>A robust plan is in place and under continuous improvement.</p> <p>OCC and CDC are 'Cyber Security Essentials Plus' accredited.</p> <p>OCC are currently undertaking 'Cyber Essentials Plus' accreditation.</p> <p>OCC and CDC are PSN accredited.</p> <p>OCC and CDC are also working with other local government organisations to ensure a co-ordinated approach to Cyber Security events.</p> <p>Guidance has been re-issued to all staff on protective measures to take when home working, less secure apps have been disabled.</p>	<p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Fully</p> <p>Partial</p> <p>Partial</p>	CIlr G. Phillips	Claire Taylor	Alastair Read	3	4	12	↔	<p>The IT Service at CDC and OCC continue to manage cyber security threats in-line with the required 'Cyber Essentials Plus' standards.</p> <p>As part of the IT service redesign a joint OCC/CDC Cyber Security officer has been appointed , to undertake:</p> <ul style="list-style-type: none">•Responsibility for managing security threats and prevention methods•Working with Information Management to ensure implications of GDPR on data security are understood and built in•Working with partners to provide training so that every OCC user is aware of their role in preventing cyber threats•Documenting processes and policy to define roles, responsibilities and procedures•Maximising tech to reduce cyber risks•Ensuring all new and existing suppliers meet cyber security requirements <p>Launched a 'Cyber Security Awareness' project to evaluate and improve Cyber awareness across the Council, including new eLearning material and security exercises.</p> <p>Implemented 'Microsoft Cloud App Security' which protects our use of cloud services, providing advanced threat detection against ransomware, inside threats and data leaks.</p> <p>Trialling an email banner to highlight external emails – providing protection against phishing attacks, spoofed emails and scams.</p> <p>In January 2022 IT delivered training to members on Cyber Crime awareness, the session covered common threats/scams</p>	<p>IT and Cyber Security Officer has been appointed to cover both OCC and CDC.</p> <p>The IT Service continues to work with colleagues and partners to manage the cyber security threat.</p> <p>IT technical resources from OCC and CDC are working closely to ensure both organisations are protected from Cyber security threats. Risk is being treated as a high priority due to the ongoing threat to all organisations.</p> <p>Our approach is guided by the National Cyber Security Centre (NCSC) and also informed by Gartner insight. Presentation made to Audit and Governance Committee regarding the current status and plans to ensure the organisation continues to do everything possible to manage the ongoing threat.</p> <p>Work is being planned to increase awareness.</p> <p>We are now engaging our annual PSN review. With the changes we have put in place this process has become easier to execute with less requirement on people resources. Our ongoing patching and asset management has helped the process. There is more work to be done but we have made great steps forward.</p> <p>NCSC have advised that all County Councils have an offline backup solution to fully mitigate against Ransomware. To add this to out infrastructure the cost would be in the region of £250k that has not been budgeted for.</p> <p>IT are now running an awareness programme.</p> <p>There is a national Cyber Security campaign in October, IT will be using this to promote the new 'Staying Safe Online' course to all staff across the Council. This will be advertised on the intranet and promoted in the manager's briefing. All staff are expected to complete the course and managers will be asked to monitor staff progress in doing this.</p> <p>PSN due for completion first week of December</p> <p>Vulnerabilities highlighted in preparation work for our PSN submission are linked to the telephone call recording system used with Avaya technology. The implementation of Unified Communications as a Service (UCAAS) addresses these vulnerabilities, with this implementation delayed for a month. A short term mitigation has been implemented using the call logging facility in our 8x8 service to allow the PSN submission to go ahead.</p> <p>Approval has been received for IT to apply for Government Funding available for Cyber Professional Training (CSSIP) from the Local Government Association (LGA) and Gap Analysis from the Department of Levelling up , Housing and Community (DLUHC)</p> <p>The organisation has carefully evaluated investing in Cyber Security Insurance and the decision has been taken to not proceed due to risk it introduces and costs involved. Any additional funds in this area will be used to enhance further security and recovery solutions. This evaluation was completed in partnership with Gartner and Surecloud.</p> <p>Additional funding has been secured from LGA to support work in this area</p> <p>During December there was a worldwide security vulnerability called Log4j, IT services worked proactively to secure systems and prevented any breach.</p> <p>Due to this work OCC were then able to assist other Local Authorities and organisations to secure their own systems against this vulnerability and this was recognised by SOCITM.</p> <p>Completed PSN assessment and received certification for the year.</p>	31/1/2022 - Mitigation and Comments updated

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct' n of travel	Mitigating actions (to address control issues)	Comments	Last updated
2021/22			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
LR19	ICT Infrastructure: assurance that IT infrastructure is reliable and fit for purpose	There is a risk of ICT failure which could disrupt our ability to sustain parts of the Council's services. We need to plan replacement as the back-up solution has started to fail intermittently. Council's ICT is inadequate and/or inappropriate to support extensive home-working during CV-19 response. Difficulties in providing ICT support for new/returning members of staff (and volunteers needing access to council systems?) Limited capacity/effectiveness in meeting the requirements of novel schemes/services required by Govt as part of CV-19 response	3	4	12	All servers and services have been migrated (by the end of Q4 2019/20) to the new data centre equipment and are operational.	Fully	Cllr G. Phillips	Claire Taylor	Alastair Read	2	4	8	↔	Maintaining assessment to keep on top of changing needs of workforce, services and cyber threats under CV-19	We now have a migrated datacentre, the DR solution is in place and less complex than previous. We have tested all parts of the solution. We now have to run a full DR test to confirm our testing. In preparation for DR testing all servers have be prioritised according to the services they are running. This has been paired with the priority applications list approved by the Business Continuity Steering Group. Work continues to record the point to which we can restore data to for each application for presentation and awareness to Business Continuity Steering Group. Awaiting funding news from CEDR to agree off line backup to guard further against Ransomware. Approval for funding has been received for offline backup and IT are in the final stages of checking the Infrastructure is in placer ready for implementation in Jan/Feb 2022 A root to market has been secured for the 1300 new laptops to enable the retirement of old equipment and improve customers capabilities and experience when working remotely from home or other locations The offline backup system has been purchased but due to Microchip shortage certain components will not be delivered until mid to late February meaning that installing will not be completed until end March 2022 at the earliest. Other mitigations are in place to detect Ransomware early to help protect against this risk. IT Customer Support team have now relocated to County Hall, this move was scheduled for 7 February but was completed ahead of schedule. Services were fully online and operational by Friday 28 January 2022. 1300 laptops purchased have now been delivered and a refresh project is now in place, and older devices that would benefit from replacement have been identified.	01/2/2021 - Comments Updated
						The new backup service is operational. The cloud Disaster Recovery solution is configured and running.	Fully								Ensuring sufficient staff cover is lined up to keep ICT running in the event of staff illness		
															Replacement datacentre, disaster recovery and backup solution are fully operational.		
															Datacentre network equipment has been updated and the amount of core space used rationalised.		
															Measures remain in place together with the resilience testing to maintain core IT services.		
															Staff resources are assigned to the most in demand IT requirements.		
															An expanded duty team will support delivery of critical services out of hours		
															New joint cyber security officer has been appointed which enables an even greater focus on protecting the organisation against possible cyber-attacks.		
															Business Continuity Plans and Risk have been updated since the COVID-19 outbreak to capture all new learnings. Mitigation has been put in place to create COVID-19 bubbles to ensure essential staff are separated in case of infection.		
						IT Staff have been reassigned to meet any increase in demand due to COVID19 business requirements.	Fully								All projects have been prioritised to ensure that critical work can continue in case of 2nd or 3rd wave.		
LR20	Covid-19. Ability of the Council to focus on recovery and renewal from the COVID-19 period while retaining the capacity to adapt and respond to new developments and requirements, and deal with new increased levels of service demand	•Ongoing pressures on service delivery with increased level of service demand and ongoing limitations on delivery may reduce the Council's ability to deliver its objectives •Long term direct and indirect impacts of COVID on community, economic and individual wellbeing including the differential impact on different sections of society, Council and System Gold / Silver governance were stood up in December in line with the changing nature of the pandemic and are being stepped down from early Feb 2022 to reflect stabilisation of the situation.	4	4	16			Cllr G. Phillips	Claire Taylor	Robin Rogers	4	3	12	↔		Ongoing development of COVID situation means that this risk will remain under review. This update represents current situation and uncertainty.	07/02/2022 - Impact and Scores Updated
						System-wide pandemic governance is in place.											
						The Council has prepared, revised and is delivering a Local Outbreak Management Plan to minimise the spread and impact of COVID-19. This was been updated in September 2021 to reflect the changing course of the pandemic and is being reviewed in the light changes to the public health situation and new requirements.											
						Coordinated communications continue to public, stakeholder and staff audiences											
						Regular updates from Director of Public Health, shared internally and externally.											
						Business continuity reporting and prioritising arrangements under review in-light of changing COVID situation.	Fully										
						A RAG rating reporting system is in place to provide updates at directorate/service level on a fortnightly basis for areas forecasting significant staff and service pressures due to COVID-19 impact. This data is monitored at OCC/CDC Silver and escalated to CEDR (Gold) as required).											
						Recovery and renewal planning is underway within the system governance structures and through sector specific partnerships (e.g. Health and Wellbeing Board and OxLEP)											

Ref	Name and Description of risk	Potential impact	Inherent (gross) risk level (no Controls)			Controls	Control assessment	Lead Member	Risk owner	Risk manager	Residual risk level (after existing controls)			Direct' n of travel	Mitigating actions (to address control issues)	Comments	Last updated
			Probability	Impact	Rating		Fully effective Partially effective Not effective				Probability	Impact	Rating				
2021/22																	
LR21	Construction Resources and Skills shortages - Availability of construction materials and skills could lead to high inflation for construction projects and a potential lack of appropriate skills and resources to complete programmes on time/ budget.	Impact on Property, Major Infrastructure and Maintenance programmes. Projects get stalled. Increased costs mean fewer projects can be completed within funding envelopes. Skills shortages lead to increased costs. Skills shortages lead to projects slowing down or being undeliverable. Contractors unable to commit to quoted prices due to market conditions.	4	4	16	Grow your own – bringing in more junior staff and training them up. Utilisation of contracted and temporary staff where necessary. Increased supply chain base to increase the chances of success. Closer working with supply chain partners to influence an Oxfordshire first strategy. Communicating longer term programmes to gain market confidence.	Partial	Cllr T. Bearder	Bill Cotton	Owen Jenkins	4	4	16	New	Further work with supply chains to secure resources for Oxfordshire. Communication with government departments to increase flexibility and funding.	There maybe a need to rebalance programmes if risk is realised, and prioritise those projects that give the best outcomes, delaying or halting those that are less favourable. Increasing inflationary pressures combined with staffing resource issues mean this risk is not improving, and potentially worsening.	15/02/2022 - Comments Updated
LR22	Deprivation of Liberty Authorisations (Care Homes and Community) We may be unable to fulfil our legal duty to vulnerable adults in care homes, hospitals and the community by completing authorisations for deprivation of liberty for those who lack capacity to consent to their care and support arrangements.	Insufficient resource to complete assessments and prepare Court applications in light of the dramatic increase in scope of qualifying criteria following the Cheshire West judgment. Non-compliance with legal duties leading to potential risk of litigation, damages and reputational damage. Delays mean person is deprived of their liberty without assessment and authorisation.	3	5	15	a. Substantive team in place to complete assessments for DOLS and community cases requiring applications to the Court of Protection. b. All team members are qualified BIA's so can complete both statutory and community applications as required. c. LAS module for both workstreams - easier to manage and monitor performance as well as keep a live database of current cases. d. Triage referrals with highest priority given to people objecting to their care arrangements, subject to restraint or sedation, high levels of 1:1 or concerns about arrangements. e. Best Interests Assessor rota reinstated following Covid pandemic. f. agency staff recruited on temporary basis to assess longest waits.	Partial	Cllr J. Hannaby	Stephen Chandler	Melanie Pearce	2	5	10	↔	Review of all outstanding cases to ensure correct prioritisation and allocation. Reinstatement of the BIA rota to increase throughput of assessments. Temporary recruitment of agency BIA's to assess longest waiting cases. Regular review of community DOL cases with providers to ensure accurate prioritisation.		09/02/2021 - No Changes
LR23	HIF1 Didcot Garden Town Major Infrastructure Programme	Adequate budget including contingency being identified and secured. Adequate time in which to deliver the programme, within agreed time scales with Homes England. If scheme does not proceed:- Cost for OCC of unmet claims circa £1m. Loss or potential clawback of S106 c£16m. Loss of future S106 - up to £40m (includes potential loss of other community infrastructure e.g. schools and libraries). Risk of legal challenge and associated resources to deal with these. Potential collapse of S&V local plans and loss of 5yr land supply resulting in unregulated development.	5	4	20	Value Engineering exercise and descopeing undertaken.	Partial	Cllr Enright	Bill Cotton	Owen Jenkins	3	4	12	New	Additional time and £22.9m extra budget agreed by Homes England. Additional support of £10m Local Enterprise Partnership secured. February budget allowed for sufficient borrowing to fund the gap. Now requires March Cabinet decision to accept the grant funding agreement with Homes England and proceed with the project.		24/02/2021 - Potential impact, Residual Risk Level and Mitigating Actions Updated
LR24	Cessation of joint working between CDC and OCC - Ending of the section 113 arrangement between Cherwell and Oxfordshire results in increased costs or service delivery impacts.	Without an effective transition plan, relevant advice and capacity there is a risk that the cessation of the partnership could result in service disruption and additional financial implications for either authority. Uncertainty and change can also impact upon staffing and performance.	5	4	20	1. Legal, governance and employment advice for both parties in place and a transitional plan is under development. 2. Arrangements in place to establish at pace separate statutory officers for each organisation. 3. Parties continuing to collaborate within a transitional framework and may seek to continue collaboration in some areas under different operating or service delivery models. 4. Additional programme/project resources to be sought to oversee and implement transition. 5. Communications plan.	Partial	Cllr Leffman	Stephen Chandler	Anita Bradley	4	3	12	New	Democratic process is underway Planning for transitional support is underway		17/01/2021 - NEW

Summary of Financial Position at January 2022

Introduction

1. This annex sets out the latest financial monitoring information for the 2021/22 financial year and is based on information to the end of January 2022. Key issues, risks and areas of emerging pressure are set out below.

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

Annex:

Annex C – 1 (a) to (f)	Detailed directorate positions
Annex C – 2a	Virement Summary
Annex C – 2b	COVID-19 forecast and virement request
Annex C – 2c	Virements to Note
Annex C – 2d	2022/23 New Year Virements
Annex C – 3	Government Grants Summary
Annex C – 4	Earmarked Reserves
Annex C – 5	Review of Charges

Overall Financial Position

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

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

Directorate Financial Positions

Adult Services

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

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

Better Care Fund Pooled Budget

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

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

9. The council's share of the Better Care Fund held within the pool is £26.337m. This has increased by 5.3% (£1.3m) in 2021/22. As agreed by the JCE in November 2021, the additional funding supporting Adult Social Care services will be used to support the cost of supporting hospital discharges.
10. The Hospital Discharge Scheme continued to provide funding for up to six weeks for anyone who needs to be assessed on discharge from hospital or to avoid admission to hospital up until 30 June 2021. From 1 July 2021 to 31 March 2022 the scheme will fund up to four weeks of care for people discharged from hospital. As at 31 January 2021 £0.8m of social care costs had been charged against the schemes relating to 2021/22.
11. At the beginning of 2021/22 the total number of care home placements was 12% lower than the pre-pandemic level of activity in February 2020. As at the end of December 2021 the number of placements was 1,463, 8.9% lower than in February 2020. While there has been a reduction in the number of placements this has been offset by an increase in the average cost. The average weekly cost of a care home placement is now £879 compared to £807 in early 2020. The activity level and average cost will continue to be monitored to assess risks around the on-going impact of COVID-19 on levels of need.

Adults with Care and Support Needs Pooled Budget

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

Non-Pool Services

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

Commissioning

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

COVID-19 Ringfenced Grants

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

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

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

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

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

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

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

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

Other Government Grants

24. The council will receive £0.2m funding from the DHSC to facilitate timely discharges into the community to reduce the number of people with learning disabilities who are inpatients, which was used to help fund housing modification within the service.

Bad Debt Write off Request

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

Reserves

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

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

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

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

28. The amount held in reserves also includes £2.5m that was released from the Council's contribution to the Better Care Fund Pool as a result of an additional contribution from the OCCG over the last two financial years. £2.0m will be used to support service risk and on-going costs relating to hospital discharges and other system pressures in 2021/22. The remaining £0.5m is expected to be used to support mental health commitments with OHFT in 2021/22.

Virements

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

Children's Services

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

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

*Maintained Schools are funded by Dedicated Schools Grant

Dedicated Schools Grant Forecast (DSG) Overspend £15.9m

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

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

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

Education & Learning

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

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

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

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

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

Social Care

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

Staffing costs.

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

Placement costs

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

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

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

Youth Services

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

Children's Services Central Costs

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

Dedicated Schools Grant (DSG)

High Needs DSG

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

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

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

Early Years DSG

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

Contain Outbreak Management Fund (COMF)

55. In 2020/21 Children's Services was allocated £1.0m of COMF funding, with £0.4m spent by the end of the 2020/21 financial year, leaving a balance of £0.6m, the majority of which is forecast to be spent during 2021/22. Significant programmes include £0.3m to provide additional support to young people in supported accommodation and £0.2m to support children at risk of exploitation to access education. Some schemes are likely to require funding in 2022/23 as a result of delayed implementation and/or completion (estimated at £0.07m).

Virements

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

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

Public Health

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

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

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

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

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

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

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

COVID-19 pandemic for this financial year.

Government Grants

63. The Public Health grant is £31.7m in 2021/22. This includes £0.2m awarded to Oxfordshire to support us to deliver routine commissioning in relation to pre-exposure prophylaxis (PrEP) for HIV.
64. The Community Testing Programme grant (CTP) aimed to accelerate a reduction in prevalence of COVID-19 by identifying asymptomatic cases through local testing. The county council worked in collaboration with the district councils and testing in Oxfordshire began in early February 2021. The four Community Testing Sites closed at the end of June 2021 and a final grant claim for those arrangements was submitted to the DHSC in July 2021. The total cost of the four sites from April to June 2021 was £0.645m.
65. From August 2021, home test kits have been available for collection from 38 libraries in Oxfordshire. In addition, there is an ongoing expression of interest process to identify community-based projects who can assist in handing out home test kits to disproportionately affected and underrepresented Groups. Grant funding is now capped based on the number of sites and hours of operation and additional costs incurred over and above existing budgeted activity need to be claimed from DHSC monthly. The submitted plan includes costs totaling £0.094m until the end of September 2021. Based on expected activity the anticipated costs are within the maximum capped grant funding for each month and total £0.107m.
66. £0.2m grant funding from Public Health England for Adult Weight Management has been used to support additional weight management programmes addressing dietary intake, physical activity, and behaviour change for adults who are overweight or living with obesity.
67. The Drug Treatment, Crime and Harm Reduction Grant (£1.1m) has been used to enhance support for criminal justice clients including additional harm reduction interventions such as needle exchange and Naloxone, additional residential treatment capacity, dedicated workers for the Criminal Justice pathway, and a further community based “Refresh Café” recovery project.
68. In 2020/21 the council received £2.9m Test and Trace Service Support Grant to support the mitigation against and management of local outbreaks of COVID-19. As at the end of January 2022, all of the remaining £1.6m had either been spent or committed.

Reserves

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

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

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

Virements

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

Environment & Place

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

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

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

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

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

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

Virements

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

Commercial Development, Assets & Investment

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

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

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

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

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

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

Virements

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

Customers, Organisational Development & Resources

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

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

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

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

primarily attributable to additional demand on the service resulting in an increase of resource within the function. Due to the immediate requirement to meet the existing demand there is a reliance on more temporary agency staff to deliver the work required.

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

Funding for COVID-19 Recovery and Renewal

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

Virements

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

Corporate Measures

General Balances

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

Reserves

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

Use of COVID-19 Reserve

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

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

Grants

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

Medium Term Financial Strategy Savings

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

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

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

Strategic Measures

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

100. Externally managed funds in Strategic Pooled funds are forecast to return £3.8m, in line with budget. Financial markets are expected to remain volatile in the near future, and there remains a risk that there could be fluctuations to the capital value of the funds, however the statutory override for movement in value of such funds mean that any fluctuations will be reversed out of the general fund.

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

Debt Management

Corporate Debtors

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

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

Adult Social Care Debtors

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

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

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

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Business Management & Monitoring Report
Position to the end of January 2022
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Projected Year End Traffic Light
	£000	£000	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Adults Services	198,638	198,638	0	0.00%	G
Children's Services	140,120	142,320	2,200	1.57%	R
Public Health	710	310	-400	-56.34%	G
Environment and Place	61,224	61,824	600	0.98%	G
Commerical Development, Assets and Investments	50,655	49,415	-1,240	-2.45%	G
Customers, Organisational Development and Resources	34,209	34,230	21	0.06%	G
Directorate Total Net	485,556	486,737	1,181	0.24%	G

Business Management & Monitoring Report
Position to the end of January 2022
Budget Monitoring

Directorate	Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Projected Year End Variance	Projected Year End Traffic Light
	£000	£000	£000	£000	Red > 1.5% Amber >1.1% <1.5% Green on track
Contributions to (+)/from (-)reserves	28,143	28,143	0		
Contribution to (+)/from(-) balances	0	-1,181	-1,181		
Public Health Saving Recharge	-425	-425	0		
Contingency	2,836	2,836	0		
COVID-19 Budget	0	0	0		
Insurance	1,280	1,280	0		
Capital Financing	23,705	23,705	0		
Interest on Balances	-10,845	-10,845	0		
Strategic Measures Budget	44,694	43,513	-1,181		
Unringfenced Government Grants	-38,680	-38,680	0		
Council Tax Surpluses	-6,273	-6,273	0		
Business Rates Top-Up	-62,454	-62,454	0		
Business Rates From District Councils	-17,089	-17,089	0		
Council Tax Requirement	405,754	405,754	0		

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

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

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

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

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

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

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance underspend- overspend+	Variance Last Month	Change in Variance
		£000	£000	£000	£000	£000
CEF5	<u>Children's Services Central Costs</u>					
CEF5-1	Management & Administration	616	416	-200	0	-200
CEF5-2	Premature Retirement Compensation	3,243	3,243	0	0	0
CEF5-3	Commissioning Recharge	600	600	0	0	0
Total Children's Services Central Costs		4,459	4,259	-200	0	-200
Total Children's Services		140,120	142,320	2,200	2,600	-400
MEMORANDUM: DEDICATED SCHOOLS GRANT - DSG Funded Expenditure (Gross)						
	Schools DSG	123,115	123,115	0	0	0
	High Needs DSG	65,238	81,538	16,300	17,300	-1,000
	Early Years DSG	39,277	39,977	700	700	0
	Central DSG	4,616	4,616	0	0	0
Total DSG Funded Expenditure		232,246	249,246	17,000	18,000	-1,000

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

		Net Budget (Latest Estimate)	Projected Full Year Spend	Projected Year End Variance	Variance Last Month	Change in Variance
		£000	£000	underspend- overspend+	£000	£000
PH 1 & 2	Public Health Functions					
PH1-1	Sexual Health	6,440	5,940	-500	-300	-200
PH1-2	NHS Health Check Programme	645	345	-300	-100	-200
PH1-3	Health Protection	8	8	0	0	0
PH1-4	National Child Measurement Programme	154	154	0	0	0
PH1-5	Public Health Advice	150	150	0	0	0
PH1-6	0 - 5 year olds	8,848	8,848	0	0	0
PH2-1	Obesity	802	802	0	0	0
PH2-2	Physical Activity	90	90	0	0	0
PH2-3	Public Health General	2,161	1,961	-200	-200	0
PH2-4	Smoking and Tobacco Control	615	515	-100	0	-100
PH2-5	Children's 5-19 Public Health Programmes	2,302	2,302	0	0	0
PH2-6	Other Public Health Services	1,249	749	-500	-300	-200
PH2-7	Drugs and Alcohol	7,733	7,633	-100	-200	100
PH2-8	Domestic Violence	559	159	-400	0	-400
	Total Public Health Functions	31,756	29,656	-2,100	-1,100	-1,000
PH3	Public Health Recharges	633	633	0	0	0
PH4	Grant Income	-31,679	-31,679	0	0	0
	Transfer to Public Health Reserve	0	1,700	1,700	1,100	600
	Total Public Health	710	310	-400	0	0

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

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

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

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

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

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

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

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
SCS1	Adult Social Care			
SCS1-1A	Better Care Fund Pool Contribution			
	Gross Expenditure.	81,493	1,218	82,711
	Gross Income.	0	0	0
		81,493	1,218	82,711
SCS1-1B	Adults with Care and Support Needs Pool Contribution			
	Gross Expenditure.	97,694	-95	97,599
	Gross Income.	0	0	0
		97,694	-95	97,599
SCS1-2 to SCS1-9	Other Adult Social Care Services			
	Gross Expenditure	34,152	14,506	48,658
	Gross Income	-19,928	-16,320	-36,248
		14,224	-1,814	12,410
Total Adult Social Care		193,411	-691	192,720
SCS2	Commissioning			
	Gross Expenditure	5,888	794	6,682
	Gross Income	-1,540	776	-764
	Total Commissioning	4,348	1,570	5,918
	Expenditure Total	219,227	16,423	235,650
	Income Total	-21,468	-15,544	-37,012
Total Adult Services Net Budget		197,759	879	198,638

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

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

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

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
PH 1 & 2	Public Health Functions			
	Gross Expenditure	30,921	3,336	34,257
	Gross Income	-228	-2,273	-2,501
		30,693	1,063	31,756
PH3	Public Health Recharges			
	Gross Expenditure	1	0	633
	Gross Income	0	0	0
		633	0	633
PH4	Grant Income			
	Gross Expenditure	144	997	1,141
	Gross Income	-31,240	-1,580	-32,820
		-31,096	-583	-31,679
Expenditure Total		31,698	4,333	36,031
Income Total		-31,468	-3,853	-35,321
Total Public Health Net Budget		230	480	710

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

		BUDGET 2021/22		
		Original Budget £000	Movement to Date £000	Latest Estimate £000
PG1	Planning & Growth Management			
	Gross Expenditure	0	0	0
	Gross Income	0	0	0
		0	0	0
PG2	Planning & Place			
	Gross Expenditure	10,098	-166	9,932
	Gross Income	-6,686	46	-6,640
		3,412	-120	3,292
PG3	Growth & Economy			
	Gross Expenditure	630	0	630
	Gross Income	-537	0	-537
		93	0	93
COM1	Communities Management			
	Gross Expenditure	-1,162	54	-1,108
	Gross Income	0	0	0
		-1,162	54	-1,108
COM2	Community Operations			
	Gross Expenditure	102,980	-262	102,718
	Gross Income	-44,282	511	-43,771
		58,698	249	58,947
	Expenditure Total	112,546	-374	112,172
	Income Total	-51,505	557	-50,948
	Total Environment and Place Net Budget	61,041	183	61,224

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

		BUDGET 2021/22		
		Original Budget	Movement to Date	Latest Estimate
		£000	£000	£000
CDAI1	Property, Investment & FM			
	Gross Expenditure	26,556	-231	26,325
	Gross Income	-8,137	232	-7,905
	Total Property, Investment & Facilities Management	18,419	1	18,420
CDAI2	Law & Governance			
	Gross Expenditure	8,511	-275	8,236
	Gross Income	-1,518	-1	-1,519
	Total Law & Governance	6,993	-276	6,717
CDAI3	Community Safety			
	Gross Expenditure	27,598	585	28,183
	Gross Income	-2,852	-346	-3,198
	Total Community Safety	24,746	239	24,985
CDAI4	Management Costs			
	Gross Expenditure	130	403	533
	Gross Income	0	0	0
	Total Management Costs	130	403	533
	Expenditure Total	62,795	482	63,277
	Income Total	-12,507	-115	-12,622
	Total Commercial Development, Assets & Investment Net	50,288	367	50,655
	Budget			

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

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

Business Management Report
Position to the end of January 2022

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

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Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Mar	Jan	COVID-19 Expenditure Quarter 3 - ASC	SCS2	Commissioning	T	171	0
			VSMMGT	Strategic Measures	T	-171	0	
			COVID-19 Expenditure Quarter 4 - ASC	SCS2	Commissioning	T	364	0
			VSMMGT	Strategic Measures	T	-364	0	
			COVID-19 Expenditure Quarter 3 - CDAI	CDAI4	CDAI Management Costs	T	132	-19
			VSMMGT	Strategic Measures	T	-113	0	
			COVID-19 Expenditure Quarter 3 - CODR	COD1	Corporate Services	T	150	0
			VSMMGT	Strategic Measures	T	-150	0	
			COVID-19 Expenditure Quarter 4 - CDAI	CDAI4	CDAI Management Costs	T	116	0
			VSMMGT	Strategic Measures	T	-116	0	
			COVID-19 Expenditure Quarter 4 - CODR	COD1	Corporate Services	T	119	0
			VSMMGT	Strategic Measures	T	-119	0	
			COVID-19 Expenditure Quarter 3 - E&P	COM1	Communities Management Costs	T	36	0
			VSMMGT	Strategic Measures	T	-36	0	
			COVID-19 Expenditure Quarter 4 - E&P	COM1	Communities Management Costs	T	36	0
			VSMMGT	Strategic Measures	T	-36	0	
			COVID-19 Expenditure Q3 & Q4 - Children	CEF1-2	SEND Service	T	250	222
			CEF1-3	Learning & School Improvement	T	25	0	
			CEF1-4	Access to Learning	T	8	0	
			CEF1-5	Learner Engagement	T	2	0	
			CEF2-2	Social Care	T	716	0	
			CEF3-1	Corporate Parenting	T	170	0	
			CEF3-3	Services for Disabled Children	T	99	0	
			CEF3-4	Youth Justice & Exploitation Service	T	13	0	
			CEF4-2	Early Years Funding Formula	T	259	0	
			CEF5-1	Management & Admin	T	55	0	
			VSMMGT	Strategic Measures	T	-1,819	0	
			Estimated cost of 2021-22 pay award (1.75%)	CEFMGT	Children	P	997	0
			CODMGT	Customers, Org Dev & Resources	P	488	0	
			CDAIMGT	Comm Dev, Assets & Investment	P	519	0	
			COMMGT	Environment & Place	P	314	0	
			SCSMGT	Adults	P	482	0	
			VSMMGT	Strategic Measures	P	-2,800	0	
CD	Mar	Jan	Omicron Grant unringfenced grant	VSMMGT	Strategic Measures	T		-573
				SCS1-6	Other Funding	T	573	0
			Domestic Abuse unringfenced grant	PH4	Grant Income	T	1,141	0
				VSMMGT	Strategic Measures	T		-1,141
Grand Total							1,511	-1,511

Business Management Report
Position to the end of January 2022

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CD	Mar	Jan	Central Printing	CDA11	Property & Community Facilities Management	P	-232	24
				COD4	ICT & Digital	P	232	-24
			Adult Survivors CSE contract	PH1 & 2	Public Health Functions	P	-100	0
				SCS1-5	Housing Related Support Services	P	100	0
CS	Mar	Nov	School Improvement Grant Oct Announcement	CEF1-3	Learning & School Improvement	T	280	-280
			Afghanistan Resettlement (Education) Grant Funding (Sept to Nov 21)	CEF1-3	Learning & School Improvement	T	134	-134
		Dec	Additional Youth Justice Grant funding	CEF3-4	Youth Justice & Exploitation Service	T	66	-66
			OSCB Budget Alignment to Agreed Budget	CEF3-2	Safeguarding	P	53	-53
			Realignment of Children's Business Admin budgets	CEF1-1	Management & Central Costs	P	-200	0
				CEF2-1	Management & Central Costs	P	200	0
			Realignment of Children's Business Admin budgets (temporary)	CEF1-1	Management & Central Costs	T	-150	0
				CEF2-1	Management & Central Costs	T	150	0
			Contribution to pension payments re Clifton Hampden amalgamation of Culham Parochial	CEF1-1	Management & Central Costs	T	19	0
				CEF5-1	Management & Admin	T	-19	0
			Align High Needs DSG budget with ESFA Notification November 2021	CEF1-2	SEND Service	P	156	-156
			Hong Kong GNO Local Community Fund Grant Allocation	CEF1-3	Learning & School Improvement	T	19	-19
			Allocation of funds	CEF1-2	SEND Service	T	200	0
				CEF2-2	Social Care	T	250	0
				CEF5-1	Management & Admin	T	-450	0
EP	Mar	Nov	Public Rights of Way Tree Management	COM2-2	Infrastructure Operations	T	0	0
		Dec	Part of the team is transferring from my management to the highways team and this virement is to transfer their salary budget with them.	COM2-2	Infrastructure Operations	P	59	0
				COM2-4	Commissioning	P	-59	0
		Jan	Strategic Infrastructure & Management Planning	COM2-5	Integration & Improvement	P	208	0
				PG2	Planning & Place	P	-208	0
AS	Mar	Nov	Workforce grant 2021-22	SCS1-6	Other Funding	T	1,552	-1,552
			Movements between Pooled Budgets	SCS1-1A	Better Care Fund Pool Contribution	P	-58	0
				SCS1-1B	Adults with Care and Support Needs Pool	P	58	0
		Dec	Safeguarding via board from risk fund	SCS1-2	Adult Protection & Mental Capacity	T	100	0
				SCS1-6	Other Funding	T	-100	0
			Safeguarding and CSS from risk fund	SCS1-1A	Better Care Fund Pool Contribution	P	-162	0
				SCS1-2	Adult Protection & Mental Capacity	T	156	0
				SCS1-3	Provider & Support Services	T	138	0
				P		P	301	0
				SCS1-6	Other Funding	T	-294	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	-138	0

Business Management Report
Position to the end of January 2022

NEW VIREMENTS THAT HAVE BEEN ACTIONED FOR CABINET TO NOTE

Directorate (CD = Cross Directorate)	Month of Cabinet Meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
AS	Mar	Dec	mini budget proposals	SCS1-6	Other Funding	T	-347	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	T	347	0
			review team from risk fund	SCS1-6	Other Funding	T	-451	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	T	451	0
			Risk fund amendment	SCS1-2	Adult Protection & Mental Capacity	P	49	0
		SCS1-9		Adult Social Care Staffing & Infrastructure	P	-49	0	
		Jan	Workforce Grant Round 2 (2021-22)	SCS1-6	Other Funding	T	2,864	-2,864
PH	Mar	Jan	Rough sleeping grant and alcohol update	PH1 & 2	Public Health Functions	T	1,105	-1,105
CODR	Mar	Dec	Music budget	COD5	Culture & Customer Experience	P	-413	413
		Jan	Customer Service Centre Recharge Income	COD2	Human Resources & Organisational Development	P	0	89
				COD5	Culture & Customer Experience	P	0	-89
Grand Total							5,816	-5,816

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

CABINET IS RECOMMENDED TO APPROVE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
AS	Mar	Jan	2022-23 Business Administration Support Restructure	SCS1-3	Provider & Support Services	P	-79	0
				SCS1-6	Other Funding	P	-79	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	-647	0
				SCS2	Commissioning	P	805	0
			2022-23 mini budget Proposals	SCS1-2	Adult Protection & Mental Capacity	P	278	0
				SCS1-3	Provider & Support Services	P	150	0
				SCS1-6	Other Funding	P	-1,271	0
				SCS1-9	Adult Social Care Staffing & Infrastructure	P	843	0
				Grand Total				

CABINET IS RECOMMENDED TO NOTE THE VIREMENTS AS DETAILED BELOW:

Directorate (CD = Cross Directorate)	Month of Cabinet meeting	Month of Directorate MMR	Narration	Budget Book Line	Service Area	Permanent / Temporary	Expenditure + increase / - decrease £000	Income - increase / + decrease £000
CDAI	Mar	Jan	Property Restructure	CDAI1	Property & Community Facilities Mgt	P	7	-7
CS	Mar	Jan	Adjust income / expenditure to reflect accurate income target	CEF3-2	Safeguarding	P	-24	24
			Create income and expenditure budget for the Home office grant funding for NTS - National Transfer scheme young people	CEF2-2	Social Care	P	2,093	-2,093
Grand Total							2,076	-2,076

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

	2021/22			Last reported forecast as at 31 March 2022 £m	Change in closing balance to last forecast £m	Commentary
	Balance at 1 April 2021 £m	Movement £m	Balance at 31 March 2022 £m			
Schools' Reserves	11.8	0.0	11.8	11.8	0	In accordance with the Education Reform Act 1988, the scheme of Local Management of Schools provides for the carry forward of individual schools surpluses and deficits. These reserves are committed to be spent on schools.
Vehicle and Equipment Reserve	2.1	-0.1	2.0	2.0	0.0	This reserve is to fund future replacements of vehicles and equipment.
Grants and Contributions Reserve	20.8	-13.2	7.6	19.5	-11.9	This reserve has been set up to hold unspent grants and contributions committed to be spent in future years. This includes the Public Health Grant
Government Initiatives	2.1	-0.8	1.3	1.4	-0.1	This reserve is used to hold underspends on budgets funded by unringfenced grants held that relate to specific agreed outcomes or the implementation of Government initiatives.
Trading Accounts	0.5	-0.2	0.3	0.4	-0.1	This reserve holds funds relating to traded activities to help manage investment.
Council Elections	0.8	0.0	0.8	0.8	0.0	This will be used to fund future elections. In years where no County Elections take place any underspend on the Council Elections budget will be transferred to this reserve.

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

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

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

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

Business Management Report
Government Grants 2021/22

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Ringfenced	Directorate	Issued by	Estimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Adult Services					
	Improved Better Care Fund	DHSC	10,391	0	0	10,391
	Infection Control Grant 3	DHSC		4,123	0	4,123
	Infection Control Grant 4	DHSC		3,081	0	3,081
	Infection Control Grant 5	DHSC		4,813	0	4,813
	Workforce Resilience Grant	DHSC		1,551	0	1,551
	Workforce Recruitment and Retention Fund	DHSC		0	2,864	2,864
	Community Discharge Fund	DHSC	0	0	204	204
	TOTAL ADULT SERVICES		10,391	13,568	3,068	27,027
	Children's Services					
	Dedicated School Grants					
	Dedicated Schools Grant (DSG) - Schools Block	DfE	123,115	0	0	123,115
	Dedicated Schools Grant (DSG) - Central Block	DfE	4,616	0	0	4,616
	Dedicated Schools Grant (DSG) - Early Years Block	DfE	39,277	0	0	39,277
	Dedicated Schools Grant (DSG) - High Needs Block	DfE	65,530	-448	0	65,082
	Subtotal DSG Grants		232,538	-448	0	232,090

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
Page 113	School Grants					
	R Pupil Premium	DfE	6,871	114	0	6,985
	R Education Funding Agency - Sixth Form Funding and Threshold	DfE	224	-38	0	186
	R PE and Sport Grant	DfE	2,265	0	0	2,265
	R Universal Infant Free School Meals	DfE	3,973	-106	0	3,867
	R Teacher's Pay Grant	DfE	0	98	0	98
	R Teacher's Pension Grant	DfE	0	278	0	278
	R Coronavirus (COVID-19) Workforce Fund	DfE	0	3	0	3
	R Coronavirus (COVID-19) Catch Up Premium	DfE	0	2,329	0	2,329
	R Coronavirus (COVID-19) Recovery Premium	DfE	0	350	0	350
	R Coronavirus (COVID-19) National Testing Programme	DfE	0	112	0	112
	R Coronavirus (COVID-19) Free School Meals Additional Costs	DfE	0	66	0	66
	R Coronavirus (COVID-19) School Let Tutoring Grant	DfE	0	310	0	310
	R Coronavirus (Covid-19) Schools Fund	DfE	0	0	0	0
	Subtotal School Grants		13,333	3,516	0	16,849
	Other Children's Services Grants					
	R School Improvement Monitoring & Brokering Grant	DfE		90	0	90
	R Youth Justice Board	YJB	548	0	0	548
	R Asylum (USAC and Post 18)	HO	1,844	0	0	1,844
	R Afghan Resettlement Education Grant	DfE	0	0	134	134
	R Role of the Virtual School Head (RoVSH)	DfE	0	66	0	66
	R Extension of RoVSH to children with a social worker	DfE	0	135	0	135

Business Management Report
Government Grants 2021/22

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Ringfenced	Directorate	Issued by	Esimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R	Extended Personal Adviser Duty Grant	DfE	103	0	0	103
R	Staying Put Implementation Grant	DfE	271	0	0	271
R	Remand Framework	YJB	77	0	0	77
R	Reducing Parental Conflict Workforce Development Grant	DWP		28	0	28
R	Holiday Activities and Food Programme	DfE	0	636	0	636
	Subtotal Other Children's Services Grants		2,843	955	134	3,932
	TOTAL CHILDREN'S SERVICES		248,714	4,023	134	252,871
	Public Health					
R	Public Health Grant	DHSC	31,240	429	0	31,669
R	Adult Weight Management	DHSC		180	0	180
R	Drug Treatment, Crime and Harm Reduction Grant	DHSC		416	689	1,105
R	Rough Sleeping Grant	DLUHC		0	170	170
R	Community Testing	DHSC		693	0	693
	TOTAL PUBLIC HEALTH		31,240	1,718	859	33,817
	Environment & Place					
R	Bus Service Operators Grant	DfT	795	0	0	795
R	Natural England	DEFRA	227	0	0	227
	TOTAL ENVIRONMENT & PLACE		1,022	0	0	1,022

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Estimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Commercial Development , Aseets & Investment					
R	Fire Fighter's Pension Fund Grant	MHCLG	1,361	0	0	1,361
R	Fire Service Covid-19 Contingency Grant	MHCLG		47	0	47
R	Fire Fighter's New Dimensons Grant	MHCLG	40	0	0	40
	TOTAL COMMERCIAL DEVELOPMENT, ASSETS & INVESTMENT		1,401	47	0	1,448
	Customers, Organisational Development & Resources					
R	Music Service	AC	837	0	0	837
R	MaaS:CAV	Innovate UK	313	0	0	313
R	OmniCAV	Innovate UK	1	0	0	1
R	Park & Charge	Innovate UK	206	0	0	206
R	Virgin Park & Charge	Innovate UK	7	0	0	7
R	Data Driven Safety Tool	Innovate UK	91	0	0	91
R	Quantum Gravimeter	Innovate UK	69	0	0	69
R	Resilient CAV	Innovate UK	25	0	0	25
R	Heart Park Project	DFT	90	0	0	90
R	GTC DfT Congestion Tool	DFT	59	0	0	59
R	CAVL4R	DFT	11	0	0	11
	TOTAL CUSTOMERS, ORGANISATIONAL DEVELOPMENT & RESOURCES		1,709	0	0	1,709

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Estimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
	Strategic Measures					
U	Lead Local Flood Authority	DEFRA	45	-45		0
U	Extended Rights to Free Travel	DfE	278			278
U	Fire Revenue Grant	MHCLG	213			213
U	Troubled Families - Service Transformation Grant	MHCLG	685			685
U	Troubled Families Attachment Fees - Phase 2	MHCLG	0			0
U	Troubled Families Payment by Result	MHCLG	0			0
U	New Homes Bonus	MHCLG	3,589			3,589
U	Local Reform & Community Voices Grant	DfE	515			515
U	Independent Living Fund	DfE	3,454			3,454
U	School Improvement and Brokering Grant	DfE	548	-90		458
U	Social Care Support Grant	MHCLG	12,031			12,031
U	COVID-19	MHCLG	11,896			11,896
U	New Social Care Grant	MHCLG	572			572
U	Local Council Tax Support Grant	MHCLG	4,925			4,925
U	Key Stage 2 Moderation and Key Stage 1 Phonics Grant	DfE		21		21
U	Wellbeing for Education Return Grant	DfE				0
R	Contain Outbreak Management Fund	DHSC		3,070		3,070
R	Support for Clinically Extremely Vulnerable	DHSC			978	978
R	Household Support Grant	DWP		3,500	-139	3,361
R	Sales, Fees and Charges Compensation	MCLG		773	136	909
R	Practical Support for those Self-Isolating	DHSC		378	645	1,023

Business Management Report
Government Grants 2021/22

Ringfenced	Directorate	Issued by	Estimate 2021/22	In year Adjustments / New Allocations reported previously reported	In year Adjustments/ New Allocations reported this time	Latest Allocation
			£000	£000	£000	£000
R U U U U U U U	Covid Local Support Scheme (formerly Winter Support Grant)	MHCLG		1,608		1,608
	Support for Care Leavers at Risk of Rough Sleeping Grant	DfE		95		95
	Financial Transparency Grant	DfE		9		9
	Tax Income Guarantee Scheme for Business Rate Losses	MHCLG		545		545
	Section 31 Grant for Business Rate Compensation	MHCLG	21,908			21,908
	Business Rates Top-Up	MHCLG	40,546			40,546
	Domestic Abuse	MHCLG		1,141		1,141
	Omicron Support Fund	MHCLG			573	573
	Subtotal Strategic Measures		101,205	11,005	2,193	114,403
	Grants held on behalf of Local Enterprise Partnership					
	Oxford Innovation Business Support	BEIS	205			205
	European Regional Development Fund		900			900
	DCLG (Local Enterprise Partnership Funding)	MHCLG	500			500
	Subtotal Grants held on behalf of Local Enterprise Partnership		1,605	0	0	1,605
TOTAL STRATEGIC MEASURES			102,810	11,005	2,193	116,008
Total All Grants			397,287	30,361	6,254	433,902

Review of Charges 2022/23 - Update to VAT Class

Environment & Place

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

Environment & Place

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

Commercial Development, Assets and Investment

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

Customers, Organisational Development & Resources

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

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CABINET – 15 MARCH 2022

CAPITAL PROGRAMME UPDATE AND MONITORING REPORT

Report by the Director of Finance

Recommendations

1. The Cabinet is RECOMMENDED to:
 - a) Endorse the latest capital monitoring position for 2021/22 set out in Annex 1.
 - b) Agree that the following scheme should be added to the capital programme:
 - Sustainable Warmth Fund: £1.187m grant funded project to support the retrofitting of energy efficiency measures in homes in fuel poverty in Oxfordshire.
 - c) Agree a contribution of £0.998m, funded by S106 contributions, to the Department for Education (DfE), towards the new Bloxham Grove SEND Free School.
 - d) Approve the updated Capital Programme Summary (Annex 2) incorporating the changes set out in this report.

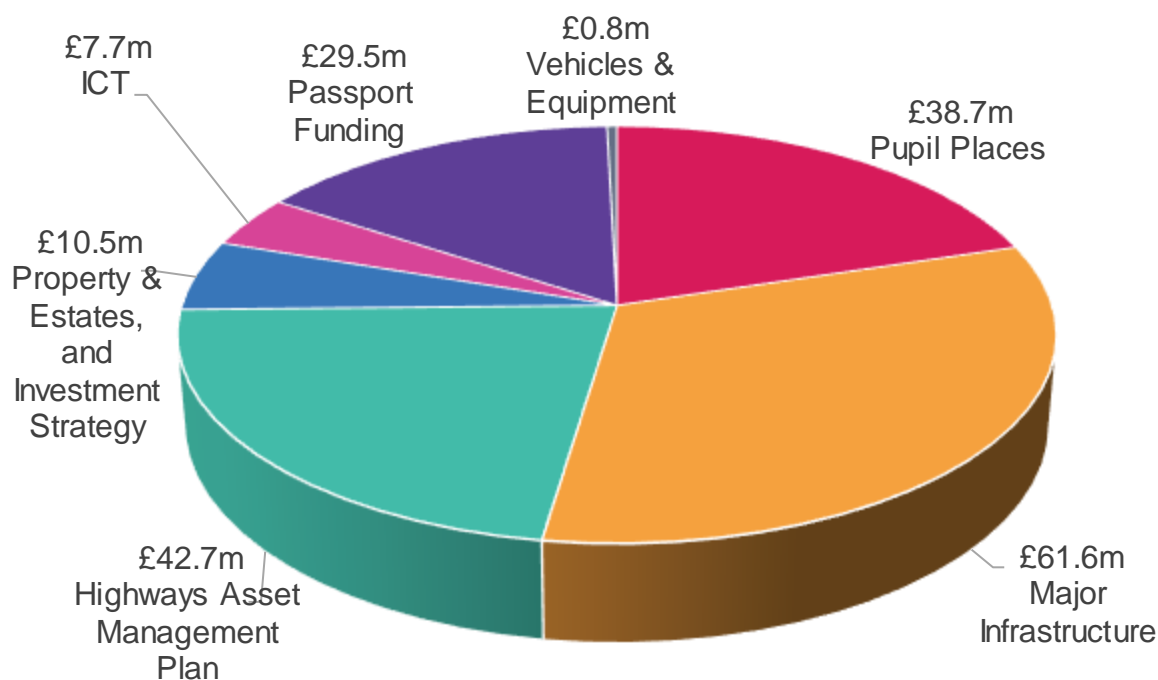
Executive Summary

2. This report is the fourth monitoring report and Capital Programme update for 2021/22. This update sets out the monitoring position based on activity to the end of January 2022 and updates the Capital Programme approved by Council on 8 February 2022.
3. The latest outturn forecast spend for the capital programme for 2021/22 is **£191.5m** (excluding earmarked reserves). This has reduced by **£5.5m** compared to the capital programme approved by Council on 8 February 2022. The latest update agreed by Council had decreased by **£8.3m** compared to the latest monitoring report to Cabinet in December 2021. This further updated position reflects the anticipated spend profile from the latest delivery programme.
4. The total ten-year capital programme (2021/22 to 2031/32) is now **£1,512.4m**. This has increased by **£2.6m** since the capital programme was approved by Council on 8 February 2022. The updated capital programme summary is set out in Annex 2. The main variations are set out in this report.

Introduction

5. Capital expenditure is defined as spending that creates an asset for the Council (for example, buildings, vehicles and equipment), and spending which meets the definition in regulations specified under the Local Government Act 2003 which includes spend on non-current assets that are not owned by the Council such as academies and the award of capital grants and funding agreements.
6. The Capital Programme sets out how the Council will use Capital expenditure to deliver the Council's priorities. The Capital Programme is updated quarterly and fully refreshed annually as part of the Budget and Business Planning Process to ensure that it remains aligned to the latest priorities, reflects the latest cost projections and profile for delivery, and incorporates the current funding position.
7. The programme is currently structured as follows:
 - **Pupil Place Plan:** including basic need (new schools and expansion), maintenance, health and safety and improvements
 - **Major Infrastructure Schemes:** including the Growth Deal Infrastructure programme
 - **Highways and structural maintenance:** including street lighting, and bridges
 - **Property and Estates:** including health & safety, maintenance, improvements and the Investment Strategy
 - **ICT Strategy:** including broadband and End User equipment
 - **Passported Funds:** including Disabled Facilities Grant and Devolved Schools Capital
 - **Vehicles and Equipment:** including fire and rescue vehicles and equipment
8. The investment profile for the 2021/22 Capital Programme is shown on the next page and in the summary table at paragraph 11.

2021/22 Programme - Latest Spend Forecast



9. The following annexes are attached:

Annex 1 Capital Programme Monitoring 2021/22 (Summary)
 Annex 2 Updated Capital Programme 2021/22 – 2031/32 (Summary)

Overview

10. The capital monitoring position set out in Annex 1 shows forecast capital programme expenditure for 2021/22 totalling **£191.5m** (excluding earmarked reserves). This has reduced by **£5.5m** when compared to the latest approved capital programme.

11. The table below summarises the changes by strategy area:

Strategy Area	Last Approved Monitoring 2021/22 £'m	Last Approved Programme 2021/22 * £'m	Latest Forecast Expenditure 2021/22 £'m	Change £'m
Pupil Places	37.7	37.8	38.7	+0.9
Major Infrastructure	67.7	65.4	61.6	-3.8
Highways Asset Management Plan	48.1	43.1	42.7	-0.4
Property, Estates & Investments	12.3	11.0	10.5	-0.5
ICT	7.6	7.7	7.7	+0.0
Passport Funding	31.1	31.2	29.5	-1.7
Vehicles & Equipment	0.8	0.8	0.8	+0.0
Total Strategy Programmes	205.3	197.0	191.5	-5.5
Earmarked Reserves	0.00	0.00	0.0	0.0
Total Capital Programme	205.3	197.0	191.5	-5.5

* Approved by Council 8 February 2022

12. The total ten-year capital programme (2021/22 to 2031/32) is now **£1,447.8m** (excluding earmarked reserves). This has increased by **£2.6m** compared to the capital programme approved by Council on 8 February 2022.
13. Actual capital expenditure at the end of January 2022 was **£116.9m**. The combined spend to date and current forecasted in-year commitments for the Capital Programme is **£162.9m** or 85% of the revised estimate for the year but the rate of expenditure is expected to increase in the remaining two months of the year.

Strategy Area	Last Approved Total Programme (2021/22 to 2031/32) * £'m	Latest Updated Total Programme (2021/22 to 2031/32) £'m	Variation £'m
Pupil Places	246.9	247.8	+0.9
Major Infrastructure	749.6	749.6	+0.0
Highways Asset Management Plan	282.3	282.3	+0.0
Property, Estates & Investments	80.6	82.1	+1.5
ICT	30.1	30.1	+0.0
Passport Funding	45.3	45.5	+0.2
Vehicles & Equipment	10.4	10.4	+0.0
Total Strategy Programmes	1,445.2	1,447.8	+2.6
Earmarked Reserves	64.6	64.6	+0.0
Total Capital Programme	1,509.8	1,512.4	+2.6

* Approved by Council 8 February 2022

14. The updated capital programme is set out in Annex 2. Changes in each programme area are set out in Annex 1 and detailed below.

Pupil Places

15. The Pupil Places Programme is forecast to spend **£38.7m**, an increase of **£0.9m** for 2021/22. Eleven projects (eight expansions, two new schools and Special Educational Needs and Disability (SEND) resource bases at two schools) have been completed in year.
16. A further eight projects are either on-site or have reached the construction stage that are planned to be completed in future years.
17. School Structure Maintenance (SSM) Programme forecast spend is **£2.9m**, **£0.4m** less than the approved capital programme. Of the 44 projects that were identified in the 2021/22 SSM programme, 26 projects have been delivered, five are aligned with the Public Sector De-Carbonisation Grant Programme (PSDG) that will enable carbon reduced solutions and 13 projects will be carried forward to be delivered in 2022/23. A budget transfer of **£0.139m** has been made to the PSDG programme from the SSM programme to support school related projects.

Bloxham Grove SEND Free School

18. Demand for places at special schools, in particular for children with Social, Emotional and Mental Health needs (SEMH) or Autistic Spectrum Disorder (ASD) needs, continues to rise faster than population growth. Despite an ongoing programme of expansions of existing special schools, including the complete rebuild and expansion of one SEMH school in Oxford, there is a growing shortage of provision which leads to a dependence on high-cost independent and independent, non-maintained special school provision.
19. In 2017 the government's Free School programme supported a bid from Gallery Trust to construct a new SEND school in the North of the county. The DfE has identified a surplus part of The Warriner School site in Bloxham (Academy) for this project. The project will create 100 new places for children from 7-19 years with Social, Emotional and Mental Health needs (SEMH)/Autistic Spectrum Disorder (ASD). The project is incorporated into the council's SEND Sufficiency Strategy (December 2018).
20. Oxfordshire's current maintained special school provision for pupils with ASD/SEMH needs is concentrated in and around Oxford city, leaving pupils in the north and south of the county facing very long journeys to access suitable provision. The new schools, Bloxham Grove in the north of the county and the Wave 2 SEN school in the south of the county, are therefore required to meet increasing demand and reduce travel distances.
21. The proposed scheme was expected to be fully funded and delivered by DfE and gained planning permission in 2019 with conditions related to necessary Highways works to be completed. A detailed and comprehensive highways scheme has now been approved by the council as meeting all the requirements of that consent. The extensive works will

also offer general benefits for the local community and for The Warriner School which the council expanded by 2 forms of entry (2fe) in 2019.

22. The final costs for the scheme have increased by £3m. As this is higher than the amount that the DfE originally allocated to build the school, the project will need to be presented to the Parliamentary Under Secretary of State (Minister for the School System) for approval to proceed. Because of the increase in the overall cost and additional funding required, the DfE have asked the council to consider meeting a proportion of the additional £2.2m highways works included in the scheme, as these would also benefit residents locally. **£0.998m** has been identified as available to contribute towards the project cost. This would be funded through the utilisation of S106 funding secured by the council and S278 agreements. The funding will be provided to the DfE through a funding agreement, and they will be responsible for procurement of the project as part of the free school programme. The council's contribution will be capped, and conditions will need to be set on the timing of the transfer of funds to ensure there is no risk of the project not being completed once commitments are made. Through this contribution the council will support the delivery of a 100 place SEND school.
23. The overall ten-year programme has been increased by **£0.9m** due to the budget virement to the PSDG Programme and the inclusion of the financial contribution towards the Bloxham Grove SEND School.

Major Infrastructure

24. The Major Infrastructure Programme is now forecast to spend **£61.6m** in 2021/22. This is **£3.8m** less than the last capital programme. Further detail on the changes to the timing of anticipated spend is provided below:
 - **HIF 1** – increase of **£1.2m** to the 2021/22 budget provision of **£7.7m**. Spend on all projects is running ahead of the previously re-profiled budget for this year, as pre-construction activities continue.
 - **HIF2 & A40** – the forecast spend is **£23.6m**, **£1.2m** less than the approved capital programme, due mainly to the reprofiling of the Access to Witney Scheme. The total scheme cost and timeframe for delivery of the scheme is expected to be unaffected.
 - **Banbury & Bicester** – the forecast spend is **£9.2m**, **£0.8m** less than the approved capital programme due mainly to an update on the final costs of the A4095 underbridge.
 - **Oxford** – the forecast spend is **£12.0m** in current year, **£0.1m** less than the approved capital programme.
 - **South & Vale** – the forecast spend is **£4.6m**, **£2.6m** less than the capital programme. This is due to in-year underspends on a number of projects including Abingdon, Lodge Hill (**£1.2m** less than the capital programme) where the design phase of the project has slipped into 2022/23. There are also in year changes of between **£0.3m and £0.5m** reported on each of the Relief to Rowstock, Watlington Relief Road,

and Wantage Eastern Link Road Schemes. The overall costs of all of these schemes is unchanged.

- **Other Programmes** – the forecast spend is **£3.3m, £0.3m** less than the approved capital programme.

25. The following schemes are planned to be fully or substantially completed in 2021/22:

- A40 [Oxford North] – New Bus Lane (east bound), improved urbanised corridor supporting connection to the new commercial and residential area. The scheme is on site with completion forecast for Quarter 4 of 2021/22. A small element of the works may slip into quarter one of 2022/23 but an update will be provided at year end.
- Active Travel [Bicester and Witney] – two pedestrian and cycle improvement schemes to promote Active Travel and provide better links to and from Bicester and Witney town centres respectively. Current Status: Construction complete and close down activities underway.
- A4095 Underbridge and Underpass North West Bicester – the construction of an underbridge and underpass through the embankment supporting the twin train track (Marylebone to Aynho line) at Bicester. Current Status: Construction completed and close down activities underway.
- Phase 1.2 of the Botley Road Corridor works – a series of improvements between Eynsham Road and Binsey Lane. Current Status: Complete.
- Phase 1.3 of the Botley Road Corridor works. This phase includes improvements to bus, cycle & pedestrian facilities on the section of Botley Road that junctions with the A34/A4210 slip road. Scheduled for completion in April 2022; an update will be provided at year end.

26. DfT funding for the Oxford Science Transit Scheme of **£35m** has now been received and work is progressing to deliver the scheme as planned.

27. The overall ten-year programme for Major Infrastructure is unchanged from the programme approved by council.

Highways Asset Management Plan

28. The Highways Asset Management Plan Capital Programme is currently forecasting to spend **£42.7m** which is **£0.4m** less than the latest approved capital programme. This is due to several small project variations.

29. The Street Lighting LED Replacement programme has been re-profiled and 11,439 LED lanterns are planned to be delivered within the **£5.8m** budget. The overall programme is still planned to install just under 45,500 LED lanterns and around 21,000 columns, within the total approved programme budget of **£40.8m**.

30. The Structural Maintenance Programme includes the reconstruction/ resurfacing of 140km of the County's Highway Network, 25km renewed to 'as new' condition and the remainder has received a surface treatment to slow the rate of its deterioration. Prioritisation has been given to locations prone to road traffic accidents and approximately 2.5km of the network has been improved and enhanced to reduce the likelihood of future collisions. A road/rail crossing has also been refurbished. The programme is on track to be fully spent by year end.
31. Work has also been undertaken to safeguard, strengthen, repair or improve 20 highway structures across the county ranging from modest stone arches serving grazing land along the Public Rights of Way network, up to the on-going temporary propping of the Kennington Rail Bridge, whilst arrangement are made for its replacement.
32. The overall ten-year programme is unchanged.

Property, Estates and Investments

33. The year end spend for the Property, Estates and Investment Programme for 2021/22 is forecasted at **£10.5m**, **£0.5m** less than the latest approved budget.
34. Green Homes Grant: **£1.5m** is planned to be fully spent by year end; to date Energy Retrofit measures have been delivered to 100 homes.
35. A paper was submitted to Cabinet on 19 November 2021 noting the submission of a bid under the Sustainable Warmth Fund Local Authority Delivery 3 (SWF LAD3) in line with the council's climate action framework. The project was subsequently awarded capital funding of **£1.187m** by the Department for Business, Energy and Industrial Strategy (BEIS). The grant funding was received in December 2021 and will be used between April 2022 and March 2023 for energy efficiency retrofit measures in 120 homes with the worst energy efficiency who are experiencing fuel poverty.
36. Electrical Vehicles Charging Points: **£1.2m** grant funding is being used to support the installation of 238 electric vehicle charging points (119 charging units) in 19 district council car parks across Oxfordshire. Although it was planned to have completed the installation in the majority of car parks by the end of the financial year **£0.5m** of the work is now expected to slip into April 2022. This reflects technical and licence issues which have now been resolved.
37. Public Sector De-Carbonisation Grant programme: The forecast outturn has increased to **£2.4m** from **£2.1m**. The completion date for these projects has been extended by BEIS to 30 June 2022 and all projects are currently being delivered to meet this timescale. The budget provision has been enhanced by **£0.139m** from the School Structural Maintenance Programme for the school related projects and **£0.125m** from the Estate Decarbonisation & Condition Programme towards the corporate building projects.

38. The delivery for the Faringdon Library Improvements project is set to commence in early 2022/23 with a budget provision of **£0.205m** funded from held S106 contributions. The scope of works includes greater flexibility in the use of library space with moveable shelving to enable the main library to be used to a variety of community activities, as well as dedicated work spaces for individual study and a greatly expanded children's area. Work to enable the library garden to be used by the public has already been completed.
39. The overall ten-year programme has increased by **£1.5m** due to the budget virement from the SSM Programme and the inclusion of both the Faringdon Library Improvements and Sustainable Warmth Fund schemes.

Resonance Supported Homes Fund Update

40. As set out in the report to Cabinet in June 2021, the council will invest **£5m** in the Resonance Supported Homes Fund during 2021/22 and 2022/23 to deliver supported living accommodation for up to 25 people with learning disabilities and autism. The plan was for Resonance to set up the programme in Oxfordshire and work with 3-5 registered providers to manage and rent the units to the service. However, engagement with interested registered providers to set up an approved framework which the service would agree nomination rights to rent the accommodation has taken longer than anticipated. In the meantime the service has taken the opportunity to review the mix, and type of accommodation, the current market price, scale of adaptations and the number of units that can be obtained.
41. Resonance's procurement team has now been set up, and registered providers are expected to be in place within the next two months.

ICT

42. The year end forecast for the ICT Programmes in 2021/22 is estimated at **£7.7m**, in-line with the latest approved budget.
43. The Broadband for Business in Rural Oxfordshire scheme is expected to spend **£0.7m** more than last forecast as COVID-19 related supplier delays have been partially mitigated.
44. The Rural Gigabit Hub Sites programme is anticipated to spend **£0.5m** on completion of the First Milestone by the end of March 2021, delivering 10 sites within 6 months.
45. The Wide Area Network Replacement programme is **£1.1m** underspent. The forecast expenditure for the Wide Area Network replacement project is underspent in 2021/22 as the contract award will be made in February 2022, with initial actual expenditure starting in March 2022. The majority of the project's budget will be spent in 2022/23 as the Zero Trust secure network and Wi-Fi is installed at sites around the county.
46. Progress continues to be made on the implementation of the Children's Services Phase 2 project. There are some delivery timeline issues to be resolved but spend is progressing as expected.

47. The overall ten-year programme has remains unchanged.

Passported Funding

48. The **£29.5m** spend forecast for capital funding passported to other organisations has reduced by **£1.7m** from the latest approved budget. The programme includes the Local Growth Fund and the Getting Building Fund with the issue of grants to third party schemes from the OxLEP programme. Grant funding is received by the Council on behalf of OxLEP in the Council's role as Accountable Body. The current expectation is that a total of **£2.6m** will be carried forward into the next financial year as a number of schemes are forecasting completion in the early part of 2022/23.
49. The Getting Building Fund was announced by the Government in August 2020 and aims to help kick-start the UK's economic recovery from the pandemic, OxLEP has secured **£8.4m** for Oxfordshire. Much of this investment will support a number of emerging clean energy projects in the county, creating hundreds of new jobs in the process.
50. The overall ten-year programme has increased by **£0.2m** due to the inclusion of further Growing Places grants that are issued through the OxLEP programme.

Capital Funding & Earmarked Reserves Update

51. The level of capital earmarked reserves is **£64.6m** as previously reported to Council.

Risk Management

52. As noted in the previous report there are a number of factors increasing the risk to the deliverability and cost of capital schemes. These include supply chain issues and inflation, labour market supply, the on-going impact of COVID-19 and the HS2 project absorbing market capacity.
53. The combined impact of these factors is affecting delivery across three key areas:
- Workforce – both skilled and unskilled
 - Availability of materials
 - Contract price
54. Difficulties in obtaining the right skills and or materials, at the right time could put further pressure on the overall cost of projects and will present increased challenges with programming.
55. General uncertainty in the market is also impacting on the risk contractors are comfortable to take when bidding for work. Prices, which used to be held for several months, are now being held for a number of days so contract prices are much more volatile. These risks are particular

significant for major infrastructure projects where the Council is potentially exposed to any increases in costs and where there are fixed-value grants or contributions from other parties.

56. These risks are being mitigated as far as possible by:
- supply chain management and development - ensuring the supply chain is aware of the project opportunities on the horizon.
 - early contractor engagement in the scheme development.
 - attempting to recruit more permanent staff in the client team.
 - ensuring all project budgets are regularly reviewed to include adequate provision for price inflation and risk based contingency.
 - ensuring all project risks and costs are regularly reviewed by technical and market experts.
57. Risks are managed at both project and programme level and up to an assurance board led by senior officers which reports to the relevant cabinet portfolio holder. Capital governance within the council is currently being reviewed with a view to creating a more systematic and robust process. Funding for additional on-going staffing capacity to strengthen the co-ordination and oversight of the capital programme and the associated risks was agreed as part of the budget for 2022/23 and recruitment is now progressing.

Staff Implications

58. There are no staffing implications arising directly from the report.

Equality & Inclusion Implications

59. There are no equality and inclusion implications arising directly from this report.

Financial Implications

60. This report is mostly concerned with finance and the implications are set out in the main body of the report.

Comments checked by:
Lorna Baxter, Director of Finance

Legal Implications

61. In year changes to the capital programme must be approved by Cabinet in accordance with Financial Regulation and in particular paragraph 5.1.1(IV) permitting Cabinet to agree resource inclusion into the capital programme via a periodic Capital Report to Cabinet, based on the recommendation of

the Director of Commercial Development, Assets, and Investment and the
S.151 Officer

Comments checked by:
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LORNA BAXTER

Director of Finance

Background papers:

Contact Officer: Kathy Wilcox, Head of Financial Strategy. Tel: 07788 302163

March 2022

Annex 1

Capital Programme Monitoring 2021/22

Strategy / Programme	Latest Approved Capital Programme (Council February 2022)			Latest Forecast			Variation			Current Year Expenditure Monitoring				Performance Compared to Original Programme (Council February 2021)		
	2021/22	Future Years	Total	2021/22	Future Years	Total	2021/22	Future Years	Total	Actual expenditure to date	Commit- ments	Expenditure Realisation Rate	Actuals & Commitments	Current Year	Variation	Use of Resources Variation
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	%	%	£'000s	£'000s	%
Pupil Places	37,835	209,045	246,880	38,735	209,031	247,766	900	-14	886	25,292	11,200	65%	94%	33,752	4,983	15%
Major Infrastructure	65,389	684,183	749,572	61,570	688,002	749,572	-3,819	3,819	0	36,708	15,607	60%	85%	114,624	-53,054	-46%
Highways Asset Management Plan	43,133	239,206	282,339	42,700	239,639	282,339	-433	433	0	28,702	11,970	67%	95%	48,174	-5,474	-11%
Property & Estates, and Investment Strategy	11,018	69,569	80,587	10,519	71,600	82,119	-499	2,031	1,532	4,504	5,770	43%	98%	12,595	-2,076	-16%
ICT	7,660	22,421	30,081	7,660	22,486	30,146	0	65	65	3,968	1,353	52%	69%	10,538	-2,878	-27%
Passport Funding	31,156	14,144	45,300	29,460	16,007	45,467	-1,696	1,863	167	17,770	96	60%	61%	58,385	-28,925	-50%
Vehicles & Equipment	800	9,610	10,410	800	9,610	10,410	0	0	0	0	0	0%	0%	1,603	-803	-50%
Total Capital Programme Expenditure	196,991	1,248,178	1,445,169	191,444	1,256,375	1,447,819	-5,547	8,197	2,650	116,944	45,996	61%	85%	279,671	-88,227	-32%
Earmarked Reserves	0	64,619	64,619	0	64,619	64,619	0	0	0					0	0	0%
OVERALL TOTAL	196,991	1,312,797	1,509,788	191,444	1,320,994	1,512,438	-5,547	8,197	2,650	116,944	45,996	61%	85%	279,671	-88,227	-32%

Annex 2

Updated Capital Programme 2021/22 to 2031/32

Capital Investment Programme (latest forecast)							CAPITAL INVESTMENT TOTAL £'000s
Strategy/Programme	Current Year	Firm Programme	Provisional Programme				
	2021 / 22 £'000s	2022 / 23 £'000s	2023 / 24 £'000s	2024 / 25 £'000s	2025 / 26 £'000s	up to 2031 / 32 £'000s	
Pupil Places	38,735	48,089	39,713	36,325	10,399	74,505	247,766
Major Infrastructure	61,570	150,868	189,296	220,205	114,524	13,109	749,572
Highways Asset Management Plan	42,700	56,082	55,064	22,350	16,918	89,225	282,339
Property & Estates, and Investment Strategy	10,519	22,606	23,671	12,347	4,500	8,476	82,119
Passport Funding	7,660	10,842	4,175	2,100	250	5,119	30,146
Vehicles & Equipment	29,460	10,607	1,000	950	750	2,700	45,467
	800	2,260	950	800	800	4,800	10,410
TOTAL ESTIMATED CAPITAL PROGRAMME EXPENDITURE	191,444	301,354	313,869	295,077	148,141	197,934	1,447,819
Earmarked Reserves	0	1,000	15,000	5,400	6,264	36,955	64,619
TOTAL ESTIMATED CAPITAL PROGRAMME	191,444	302,354	328,869	300,477	154,405	234,889	1,512,438
TOTAL ESTIMATED PROGRAMME IN-YEAR RESOURCES	221,914	260,715	268,562	285,679	145,659	231,716	1,414,245
In-Year Shortfall (-) / Surplus (+)	30,470	-41,639	-60,307	-14,798	-8,746	-3,173	-98,193
Cumulative Shortfall (-) / Surplus (+)	98,193	128,663	87,024	26,717	11,919	3,173	0

SOURCES OF FUNDING		2021 / 22	2022 / 23	2023 / 24	2024 / 25	2025 / 26	up to 2031 / 32	CAPITAL RESOURCES TOTAL
		£'000s	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
SCE(C) Formulaic Capital Allocations - Un-ringfenced Grant		47,752	96,554	43,342	21,500	21,500	127,200	357,848
Devolved Formula Capital- Grant		750	700	650	600	400	800	3,900
Prudential Borrowing		65,590	63,322	84,354	34,088	60,065	15,626	323,045
Grants		44,457	93,692	100,628	152,731	53,633	669	445,810
Developer Contributions / CIL		31,831	44,798	44,059	64,427	6,592	45,869	237,576
Other External Funding Contributions		36	273	11	6,463	599	0	7,382
Revenue Contributions		1,000	3,015	20,950	3,950	950	8,839	38,704
Schools Contributions		28	0	0	0	0	0	28
Use of Capital Receipts		0	0	32,493	1,920	1,920	32,713	69,046
Use of Capital Reserves		0	0	2,382	14,798	8,746	3,173	29,099
TOTAL ESTIMATED PROGRAMME RESOURCES UTILISED		191,444	302,354	328,869	300,477	154,405	234,889	1,512,438
TOTAL ESTIMATED IN YEAR RESOURCES AVAILABLE		221,914	260,715	268,562	285,679	145,659	231,716	1,414,245
Capital Grants Reserve C/Fwd	43,993	70,335	26,392	0	0	0	0	0
Usable Capital Receipts C/Fwd	25,101	29,229	31,533	0	0	0	0	0
Capital Reserve C/Fwd	29,099	29,099	29,099	26,717	11,919	3,173	0	0

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Divisions Affected - ALL

**CABINET
15 MARCH 2022**

**Oxfordshire Strategic Plan
A greener, fairer and healthier county**

OUTCOMES FRAMEWORK AND PERFORMANCE REPORTING

**Report by Corporate Director Customers, Organisational
Development and Resources**

RECOMMENDATION

1. **The Cabinet is RECOMMENDED to**
 - a) Adopt the outcomes framework as set out in annex 2.
 - b) Agree the revised reporting schedule as set out in paragraph 9 (table 2).
 - c) Note that the measures reflect a combination of pre-existing service measurements and progress measures for the council's strategic priorities and that as such the framework is a 'living document'. Additions and amendments will be appropriate from time-to-time reflecting policy development or contextual changes. In the event of any amendments to the framework they will be clearly identified in a Cabinet report setting out the changes and rationale behind them.
 - d) Receive and consider any feedback on the outcomes framework from the Performance and Corporate Services Overview and Scrutiny Committee and delegate to the Corporate Director for Customers, Organisational Development and Resources, in consultation with the relevant portfolio holders, the ability to make amendments to the outcomes framework following discussion and feedback.
 - e) Request officers prepare a 'strategy map' setting out how key thematic and service plans link into the corporate strategy and its priorities, a timeframe during which key policies and strategies will be reviewed, and the identification of new outcome measures resulting from the review.
 - f) Note the progress to date developing a public performance portal with a planned go-live in the second quarter of the year.

Executive Summary

2. In July 2021 the Cabinet published a set of nine strategic priorities and commissioned an engagement programme to develop a new corporate strategy for the Council.
3. A full round of public and stakeholder engagement took place between September and November 2021 and the nine strategic priorities were refined and developed. The plan sets out commitments and key areas of focus by which to deliver the vision 'Leading positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county'. Following this work and the budget consultation during December and January the new corporate strategy was adopted by Council on 8th February 2022.
4. The feedback from the public and stakeholder engagement has been presented to and considered by the Performance and Corporate Services Overview and Scrutiny Committee and the committee met on 11 March 2022 to consider the framework.
5. The outcomes framework represents a high-level overview of the council's priorities. It does not represent all metrics, measures and targets that the councils collects or reports upon. The strategic plan is also underpinned by a series of thematic and service strategies, and service areas produce their own service or business plans and operational measures. Collectively these documents comprise the county council's performance management framework.
6. Cabinet have requested that officers prepare a document setting out this strategic framework which clearly demonstrates how key plans and strategies support and underpin the wider delivery of the council's strategic plan. This document will be publicly available and may also be a useful resource in terms of scrutiny planning. This piece of work will necessarily require a revision and development of targets and measures
7. The key thematic strategies that will underpin the proposed outcomes framework and link to the Council's nine strategic priorities are indicated in Table 1. This is not an exhaustive list of all supporting strategies and policies as the work identified in paragraph 6 will seek to review and expand this list:

Table 1:

Strategic Priority	Supporting Strategies/Policies
Put action to address the climate emergency at the heart of our work	Pathways to Zero Carbon* Oxfordshire Plan 2050* Climate Action Framework* LTCP5*
Tackle inequalities in Oxfordshire	COVID-19 Recovery Strategy: Restart, Recover, Renew* Including Everyone Framework* Digital Inclusion Strategy

Strategic Priority	Supporting Strategies/Policies
Prioritise the health and wellbeing of residents	Oxfordshire Smoke Free Strategy* Libraries and Heritage Strategy COVID-19 Recovery Strategy: Restart, Recover, Renew* Voluntary and Community Sector Strategy*
Support carers and the social care system	Social and Community Services Shared Lives Scheme Oxfordshire Joint Health and Wellbeing Strategy 2018-2023 Voluntary and Community Sector Strategy*
Invest in an inclusive, integrated and sustainable transport network	LTCP5* Bus & Rapid Transit Strategy (Connecting Oxfordshire: Local Transport Plan 2015-2031) Bus Service Improvement Plan Freight Strategy (Connecting Oxfordshire: Local Transport Plan 2015-2031)
Preserve and improve access to nature and green spaces	Oxfordshire Rights of Way Management Plan 2015-2025 Oxfordshire Plan 2050* Pathways to Zero Carbon* Climate Action Framework*
Create opportunities for children and young people to reach their full potential	Oxfordshire Children and Young People's Plan 2018 – 2023 Schools Accessibility Strategy Learner Engagement Strategy for Oxfordshire
Play our part in vibrant and participatory local democracy	Including Everyone Framework* Consultation and Engagement Strategy
Work with local businesses and partners for environmental, economic and social benefit	Social Value Policy

**identifies strategy/policy that supports multiple priorities.*

Performance Reporting Schedule

8. Over the last three years the county council has sought to improve the quality of its performance reporting. With a particular focus on aligning financial, performance and risk reporting. This approach will continue, and the performance and insight team are currently working on the development of a performance portal what will directly publish performance metrics on the council's website for easy public access. The portal is in in test mode currently and should be ready for launch in the second quarter of the (financial) year.
9. Following a review of the budget and performance reporting cycle it is recommended that we move to a bi-monthly reporting arrangement this will replace the monthly reporting schedule. The cycle is set out in table 2 below:

Table 2: Performance Reporting Cycle

Reporting period	Publication of performance report
April – May	July
June – July	September
August – September	November
October – November	January
December – January	March

10. The rationale for this change is twofold. The performance reports are comprehensive, and the proposed reporting schedule will allow greater space in the Cabinet agenda for consideration of the reports, in addition the move to bi-monthly will also enable a clearer picture of period-to-period change which is often minor on a month-by-month basis. This schedule leaves space in December and February to look forward as part of the budget and target setting process.
11. In addition to the bi-monthly budget, performance and risk reports the Cabinet will consider the annual report in June alongside the budget outturn. The Cabinet will also continue to receive quarterly workforce reports and twice-yearly updates with regards to the delivery of the council's climate action plan and equalities, diversity and inclusion strategy.
12. It should be noted that performance measures will continue to be collected and collated to reflect the timeframe that is most appropriate, this ranges from daily to annually depending on the measure. Performance management, the activity by which service performance and progress is monitoring and action taken to ensure performance remains on track, remains a daily activity and a core role of managers and team leaders. Issues and risks to delivery will be escalated at the point they occur via exception reporting, likewise Cabinet, Overview and Scrutiny and the Audit and Governance Committee may seek to consider elements of delivery and performance of strategies or services as part of their work planning.

Corporate Policies and Priorities

13. The strategic plan and outcomes framework provide a high-level picture of the County Council's priorities. The outcomes framework sets out a combination of targets and progress measures by which the Council will report progress and update throughout the year. As set out in table 1 above the strategic plan is supported by thematic strategies, policy documents and service plans. During the course of the year many of these documents will be reviewed and updated including additional outcome measures to track progress and delivery.

Financial Implications

14. There are no financial implications arising from this report. The framework reflects the council's budget set out and agreed in February 2022.

Comments checked by:

Lorna Baxter, Director of Finance lorna.baxter@oxfordshire.gov.uk

Legal Implications

15. There are no legal implications arising from this report.

Comments checked by:

Anita Bradley, Director of Law & Governance and Monitoring Officer
anita.bradley@oxfordshire.gov.uk

Staff Implications

16. There are no staffing implications arising from this report.

Equality and Inclusion Implications

17. The corporate strategy and outcomes framework includes actions and objectives to address equalities, diversity and inclusion priorities. Many of these are captured within these documents but a wider set of activities are also embedded in strategies and action plans that underpin the corporate strategy. To this end a progress update on 'Including Everyone' the council's equality, diversity and inclusion strategy and action plan will be given twice yearly. On a quarterly basis the council's workforce review will also cover actions relating to equalities, diversity and inclusion within the workforce.

Sustainability Implications

18. The corporate strategy and outcomes framework includes a cross cutting commitment to sustainability and tackling climate change. There are a wide range of actions and objectives to take climate action and reach net zero and these are captured at the higher level within the corporate strategy and outcomes framework and in a wider set of activities that are set out in the climate strategy and supporting documents. embedded in strategies and action plans that underpin the corporate strategy. To this end a full review of the climate action strategy will be undertaken and progress update on climate action will be given twice yearly in addition to progress monitoring against the outcomes framework. The in-depth climate action reports will be produced in October and April.

Risk Management

19. There are no immediate risks associated with or arising from this paper. However, it should be noted that the council's strategic plan, priorities and outcomes framework will be reflected in the council's strategic risk register, alongside other corporate risks. This will be reported alongside budget financial and corporate strategy updates.

Consultations

20. A full programme of public engagement and consultation took place in the development of the corporate strategy, priorities and the budget. The outcomes have been reported at scrutiny and in a series of Member briefings. In addition, a new consultation and engagement strategy has been agreed setting out the ambition of the council to further develop its approach to consultation. As such the ongoing development of the corporate strategy and outcomes framework will reflect engagement with residents and stakeholders.

CLAIRE TAYLOR, Corporate Director – Customers, Organisational Development and Resources.

Annex: Annex 1 Corporate Strategy
 Annex 2 Outcomes framework

Background papers: Summary of stakeholder engagement (link below)
 [Section 2.3 Engagement feedback on the strategic priorities.pdf \(oxfordshire.gov.uk\)](#)

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 Organisational Development and Resources,
 claire.taylor@oxfordshire.gov.uk

March 2022

Strategic plan

2022 - 2025

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Leading positive change
by working in partnership to make
Oxfordshire a greener, fairer and
healthier county.



OXFORDSHIRE
COUNTY COUNCIL

ABOUT THIS PLAN

Our strategic plan 2022 - 2025 sets out our vision to lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county.

We live in a vibrant, diverse and innovative rural and urban county. Over 723,200 residents live in one of Oxfordshire's many beautiful villages and bustling market towns, quiet rural hamlets or in the historic city of Oxford and large town of Banbury.

We want to make sure that everyone in Oxfordshire can take advantage of what the county has to offer. Our strategic plan needs to account for a growing and ageing population, which is expected to rise to 832,300 in 2029. In that time, the number of residents aged 65 and over is expected to grow by 23 per cent, compared with a 14 per cent increase among working age residents and a 12 per cent increase for children.

Our strategic plan explains our nine cross-cutting priorities and commitments to achieve our vision and sets out our areas of focus.

A separate outcomes framework document accompanies our strategic plan to help monitor and measure our progress. Both will be reviewed on an annual basis to ensure we are continuing to meet the needs of our residents.





LEADER'S FOREWORD

We want to make sure that everyone in Oxfordshire can take advantage of the opportunities that our vibrant, diverse and innovative county has to offer.

We have a vision to lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county. To achieve this ambition we are focused on: tackling inequality and disadvantage; working with our partners locally and nationally; investing in people; using our resources wisely; speaking up for Oxfordshire; and being inclusive and open.

Including everyone lies at the heart of our ambitions. This means providing inclusive services with equal access for all, working with communities to tackle disadvantage and providing an inclusive workplace with equality of opportunity. It is vital that we tackle inequality, public health and care issues and provide equal opportunities for children and young people to reach their full potential.

We also want to ensure that our decision-making process is inclusive and open to scrutiny. We are making it easier for communities to make their views known on the issues that matter to them so that more voices are heard.

To deliver our vision and these commitments, our strategic plan sets out nine cross-cutting priorities.

Tackling climate change underpins all we do. The climate emergency is the biggest challenge the planet faces and we are committed to not only reaching our own net zero target as a council by 2030 but to enabling Oxfordshire to be carbon neutral by 2050 at the latest.

We are accelerating projects to cut carbon emissions, such as the replacement of tens of thousands of streetlights with low energy LED lighting, and working with partners to revolutionise the way we utilise renewable energy through the Local Energy Oxfordshire project. We also recognise the importance of preserving green spaces and improving access to them, alongside the biodiversity within them.

Investing in an inclusive, integrated and sustainable transport network is also key to driving climate action and tackling inequality.

This includes improving public transport, which will help the poorest communities the most. And by encouraging people to take up active travel – walking and cycling – as well as using buses, we aim to get more cars off the road, making our streets cleaner, safer, and less congested. We have already paved the way for a huge expansion of 20mph roads in Oxfordshire and plan to roll these out as communities request them.

This document is by no means the end of the process – it is just the beginning. We will review it annually, including our supporting policies, service plans and ways of working, to ensure that we deliver our priorities in line with our principles and the needs of residents.

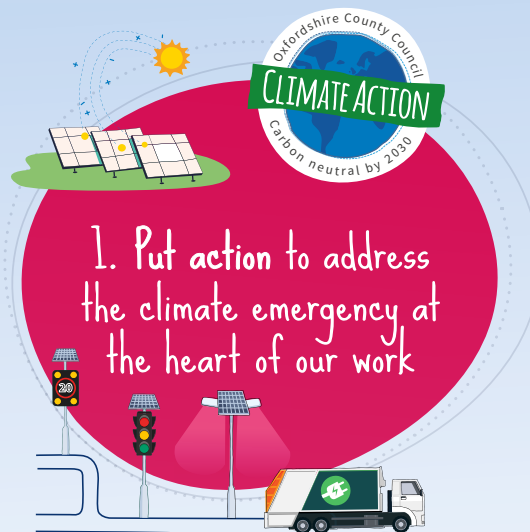
With our plans for climate action and tackling inequality, change is inevitable, which will mean doing things differently. That is why we need to build the foundations for positive change and action together with strong partnerships – not only to protect the Oxfordshire that we all love but to provide the greatest opportunities possible for every resident to live their best life.

Councillor Liz Leffman
Leader of Oxfordshire County Council

OUR NINE PRIORITIES

Our vision:

To lead positive change by working in partnership to make Oxfordshire a greener, fairer and healthier county.



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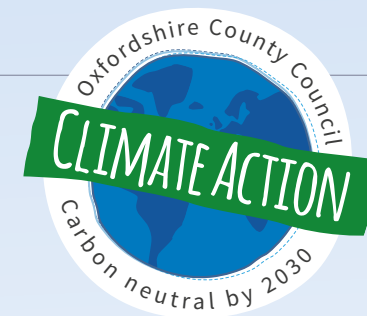
THE CLIMATE EMERGENCY

Our strategic priority

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

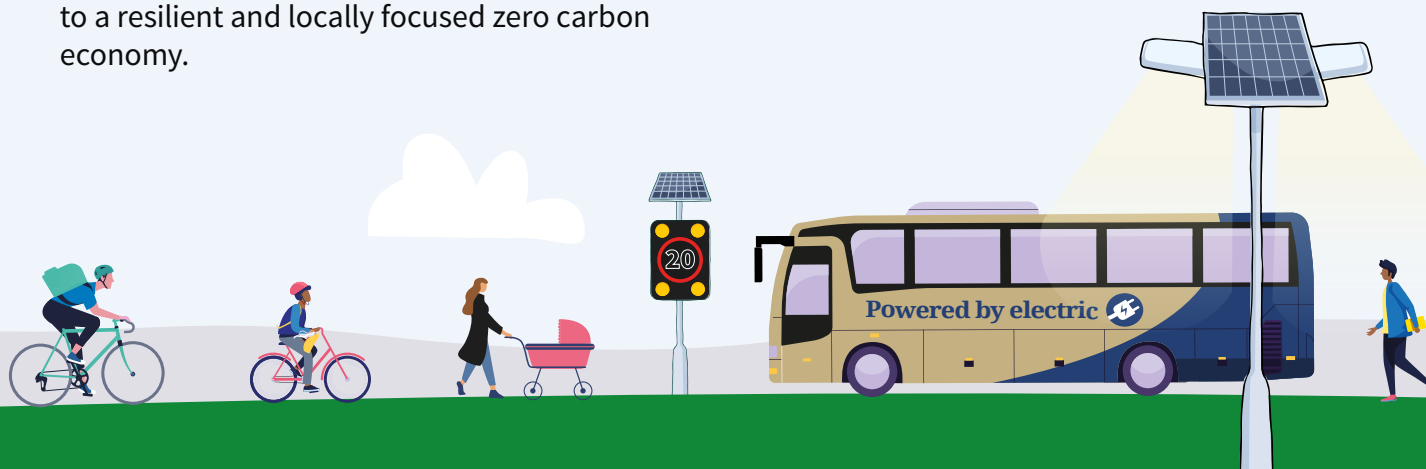
Our commitments

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.



Our areas of focus

- Work with partners to implement the county's 'Pathways to Zero Carbon' route map, a comprehensive plan for decarbonising Oxfordshire.
- Work to bring our own buildings, operations and supply chains to net zero by 2030, and support the retrofit of residential homes to improve energy efficiency.
- Accelerate work on supporting biodiversity and nature recovery while adapting to and considering the impacts of climate change, including extreme weather and supply chain disruption.
- Support community and business activity to cut carbon emissions and accelerate a shift to a resilient and locally focused zero carbon economy.
- Support and promote a shift towards active travel (walking, cycling and use of public transport), reducing the need for private cars and accelerate the transition to electric vehicles (EVs) by expanding charging capacity across the county.
- Accelerate and sustain the benefits of Project Local Energy Oxfordshire (LEO), which is running trials to build a greener, more resilient, fairer renewable energy network.
- Accelerate our LED street lighting replacement programme and further reduce the energy, visual and environmental impacts of street lighting.



INEQUALITIES

Our strategic priority

Tackle inequalities in Oxfordshire

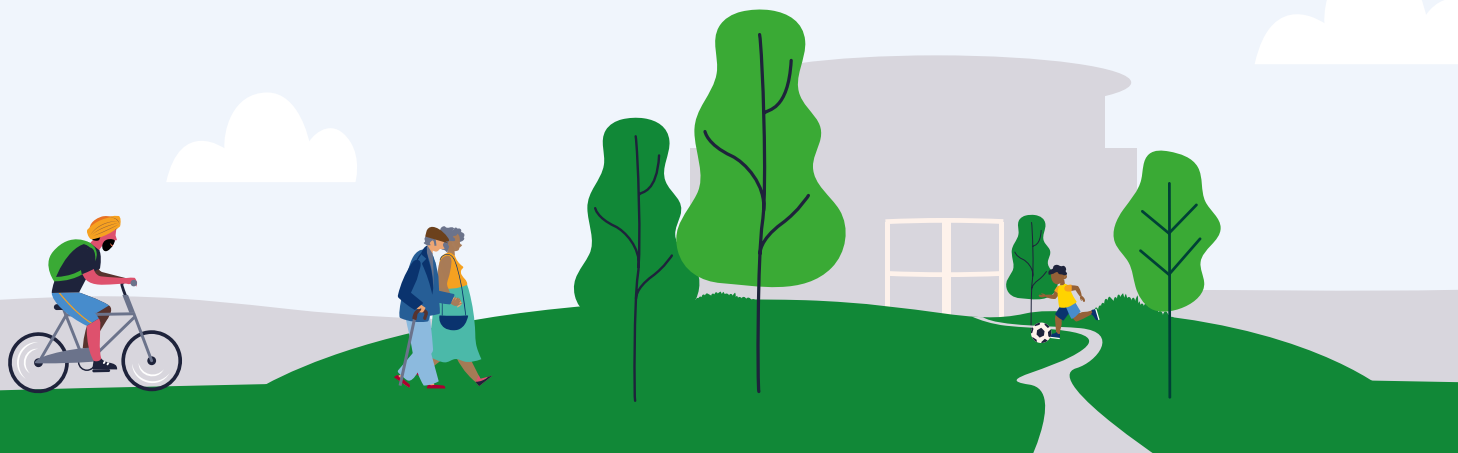
Our commitments

We will work with our partners and local communities to address social, economic, health 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.



Our areas of focus

- Work with partners to develop practical plans to address the drivers and impact of disadvantage, for example food poverty, housing and deprivation, drawing on the lessons learned from our response to COVID-19.
- Use research, best practice and local insight to work with communities and target support to the areas of greatest need, with a focus on healthy place shaping, preventative actions and early intervention projects.
- Working with partners, develop and implement a digital inclusion strategy for Oxfordshire, including exploring how assistive technology can support vulnerable groups to access services and lead a better quality of life.
- Work with partners to ensure that those in our most vulnerable and disadvantaged communities can access support through appropriate local outreach services and signposting to other sources of help, ensuring that lack of access to transport or technology is not a barrier.



HEALTH AND WELLBEING

Our strategic priority

Prioritise the health and wellbeing of residents

Our commitments

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 communities who have been affected, physically and mentally, by COVID-19 and will continue to support our volunteers and the voluntary sector.

Our areas of focus

- Work with health partners to implement the health and wellbeing strategy and prioritise health promotion and preventative initiatives. This includes health checks and screening, implementing the plan to make Oxfordshire smoke free by 2025 and delivering the priorities in the 2022 Oxfordshire domestic abuse strategy.
- Maximise access to the opportunities provided by libraries, museums, sport and leisure settings, nature and green spaces and other services to support the health and wellbeing of residents.
- Work with partners to publish a pandemic recovery and renewal framework that will help us all continue to support local communities and ensure voluntary sector resilience, using the learning from our collective COVID-19 response.
- Develop an enhanced long-term support offer for our voluntary and community sector partners.



CARERS AND SOCIAL CARE

Our strategic priority

Support carers and the social care system

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Our commitments

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, in collaboration with the health and social care system and voluntary sector to explore new ways to provide services. We will focus on preventative services, helping people to stay active and supported at all stages of their lives.

Our areas of focus

- Continue to deliver seamless services for people who need them – improving quality, flexibility and value – and work with service users and providers to find new ways to promote self-directed support, increasing choice and control.
- Support residents to live independently and well at home by promoting physical activity and healthy choices; building social connections and tackling isolation; and supporting people to make positive contributions in their communities through volunteering and social action outside of traditional social care services.
- Invest creatively in a range of options to support carers to maintain their caring roles – such as respite, mutual support and access to advice and information and intergenerational schemes to build strong, resilient, and welcoming communities.
- Build skills and access to training for volunteers and our social care workforce to ensure we achieve high standards, support safeguarding and foster innovation.



Our strategic priority

Invest in an inclusive, integrated and sustainable transport network

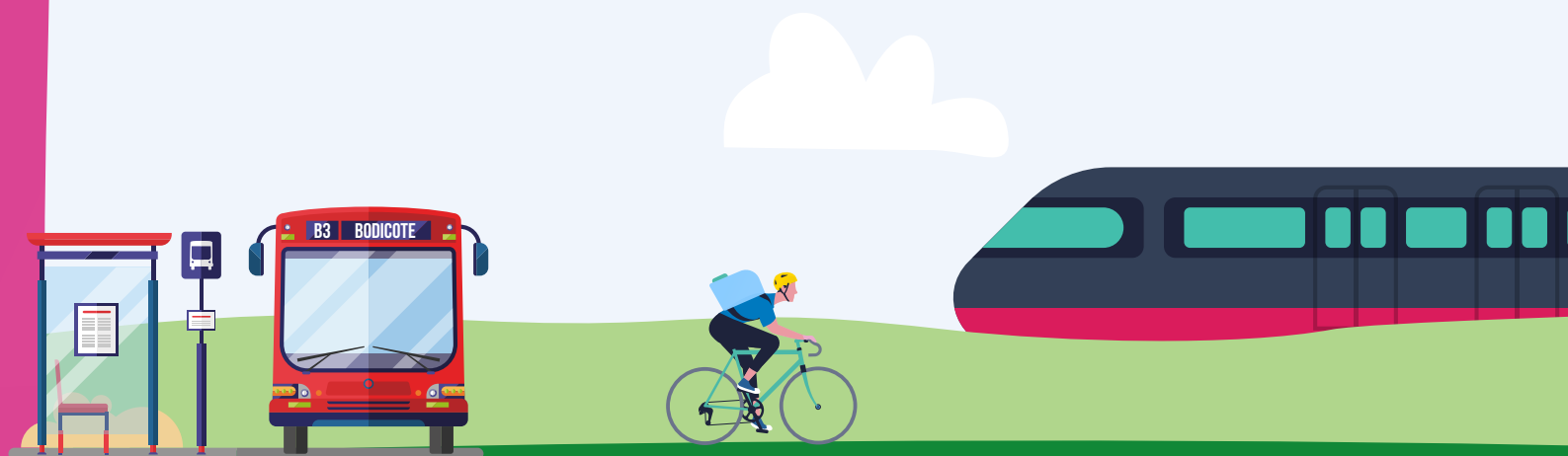
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Our commitments

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.

Our areas of focus

- Prioritise active travel and public transport interventions on the existing highway network to support healthy lifestyles and address inequalities in travel connectivity.
- Develop, publish and deliver our local transport and connectivity plan.
- Deliver our commitments within the bus service improvement plan.
- Develop and implement a plan for improved strategic routes for freight, including exploring rail, and reducing large vehicle movements on non-strategic roads.
- Implement a new countywide approach and programme for 20mph zones.



NATURE AND GREEN SPACES

Our strategic priority

Preserve and improve access to nature and green spaces

Our commitments

We will work with partners to provide safe, clean and 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.

Our areas of focus

- Support and enable the activities from Oxfordshire's community action groups to improve local environments and make nature more accessible.
- Develop a countywide nature recovery strategy, including a tree and woodland plan that involves taking part in the Queen's Green Canopy programme, and support the development of a new local nature partnership for Oxfordshire.
- Improve the amount and distribution of accessible and safe natural green space within Oxfordshire.
- Ensure our public rights of way network is effectively maintained.



CHILDREN AND YOUNG PEOPLE

Our strategic priority

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

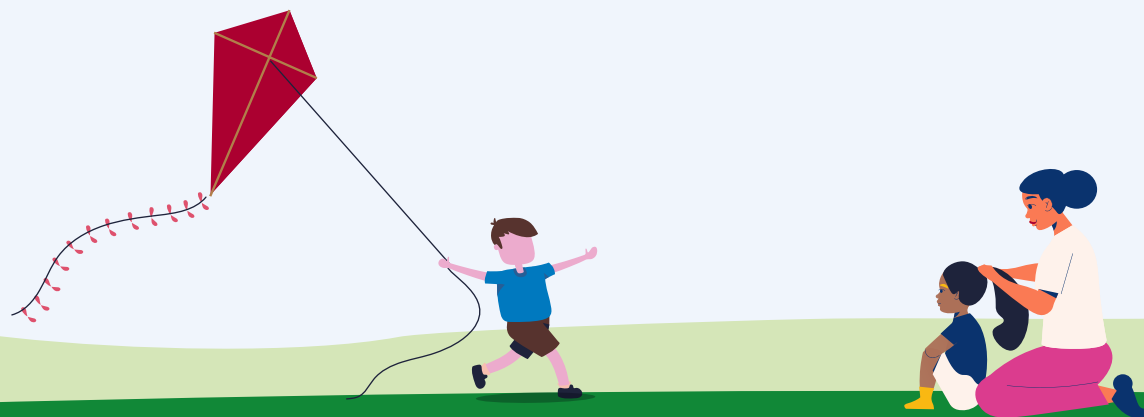
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Our commitments

We will support all our children and young people, and their families, to achieve their very best and to prepare them for their future. This includes 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.

Our areas of focus

- Work with partners to implement a new emotional and mental wellbeing strategy for children and young people.
- Develop our youth offer and continue to invest in holiday activity programmes with a focus on the highest areas of deprivation.
- Develop local placement capacity for children in need and in care.
- Improve the timeliness of education, health and care plans for children with special educational needs and disabilities.
- Narrow the educational attainment gap for children across Oxfordshire helping them to achieve their potential.



LOCAL DEMOCRACY

Our strategic priority

Play our part in a vibrant and participatory local democracy

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Our commitments

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.



Our areas of focus

- Develop and implement a new consultation and engagement strategy, enhancing opportunities for residents, including young people and those seldom heard, to have their say in service development.
- Increase opportunities for the public to participate in and contribute to council meetings and decision making, including the use of technology to support this.
- Improve our approach to equality impact assessments, ensuring that we set out the effects of our decisions on the climate and the wellbeing of future generations.
- Support an enhanced role for overview and scrutiny to contribute to open and transparent decision making.



LOCAL BUSINESSES AND PARTNERS

Our strategic priority

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

Our commitments

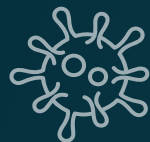
We will help Oxfordshire become a recognised centre of innovation in green and sustainable technologies. We will use our purchasing power for environmental, social and economic benefit and ensure that our pandemic recovery planning supports sustainable job creation.

Our areas of focus

- Work with partners, including the Oxfordshire Local Enterprise Partnership (OxLEP), to help local businesses recover from the pandemic by enabling long-term job creation through apprenticeships and business support.
- Promote career pathways in health and social care for local people and encourage those who are looking to change their careers to start their own enterprises in the sector.
- Work with suppliers to maximise additional social and environmental value, as part of our progressive procurement policy and development planning processes, which will benefit local communities.
- Facilitate collaboration between businesses, the universities, OxLEP and our health and local authority partners to maintain Oxfordshire as a centre of innovation, turning ideas into real-life solutions in areas including transport, climate, energy and healthcare.



WORKING IN PARTNERSHIP



COVID-19 recovery and renewal

The social, health and economic impact of the COVID-19 pandemic continues to be felt across Oxfordshire. Our strong operational and strategic partnerships across Oxfordshire's public services mean we can respond quickly to any new impact of the pandemic. We have well-established partnership plans in place to control local outbreaks, and when required, stand up a full emergency response to more intense periods of activity.

As we look to the future, where public health preparedness will remain a critical factor in our planning, we are working with partners to develop a new shared framework for recovery and renewal. This will help us bring together our post COVID-19 plans to ensure better health and wellbeing, deliver shared economic prosperity and support strong communities.

Our partnership foundations put us in a much stronger position to create the changes required to deliver our strategic priorities.

Working in partnership to achieve our vision

We work collectively with partners to achieve the best possible outcomes. This includes the NHS to improve health and social care; the police and probation service to keep people safe; and the voluntary and community sector to understand and meet local needs.

We will remain committed to finding new ways to improve services and reduce costs, exploring partnership opportunities across all sectors within Oxfordshire and beyond.

In partnership, we are addressing long-term challenges – from childhood obesity to supporting an ageing population. We recognise our partners are significant in making Oxfordshire a greener, fairer and healthier county and will work together to deliver this vision.

Together, we will:

Engage with local people and organisations to understand what they need and how best to support them to meet these needs.

Learn from the challenges of the pandemic and continue to strengthen our relationships to collectively respond to residents' needs.

Collaboratively address issues that require long-term dedicated action, including addressing inequality and tackling climate change.



COUNCIL FUNDING AND SPENDING

Where the money comes from

For 2022/23, 60 per cent of the county council's funding for services will come directly from council tax, with the rest coming from charging for services and government grants.

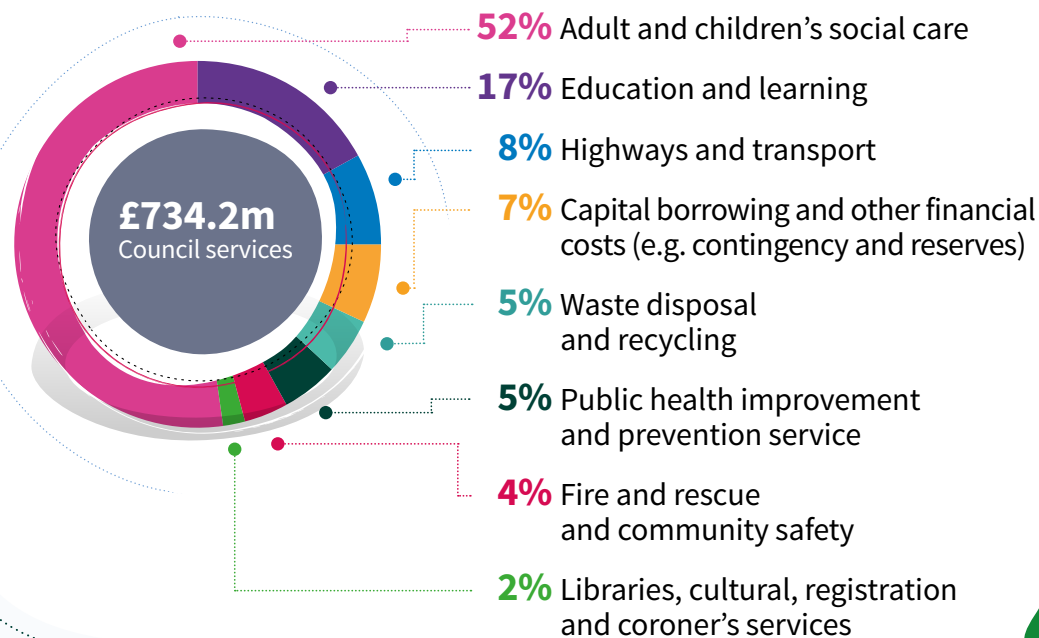
This has increased steadily over the last 10 years as central government has cut grants to local government. In 2010/11, 21 per cent came from council tax.



What we spend on council services

In 2022/23, the council plans to spend 734.2 million on services – our gross expenditure budget. In addition, we will also spend 198.7 million on maintained schools, which covers teachers and running costs, and comes directly from the government.

The figures below show broadly how we will spend our budget on services in 2022/23.



MONITORING PROGRESS

Outcomes framework

The nine priorities and accompanying areas of focus set out in our new strategic plan are reflected in the outcomes framework for 2022/23. This is a document that accompanies the strategic plan and sets out the performance indicators and measures against these priorities so we can monitor, review and report on our progress during year one.



Performance management reporting

The council will continue to report on the extent to which we are meeting our targets in our regular business management and monitoring reports. These reports are combined reports containing the progress made against the strategic priorities and objectives, supporting performance measures, leadership risk, and finance reporting updates. These reports are reviewed by the council's Cabinet, senior management team and by the Performance and Corporate Services Overview and Scrutiny Committee. Any revisions to the outcomes framework will also be communicated through these reports.

Sitting alongside the strategic plan are a series of strategies and action plans including climate, equalities, consultation and engagement. Each of these has their own arrangements for monitoring and reporting progress.

Essential to the success of our ambitions are the staff of the county council who work to deliver our services. We work to engage, and support staff and respond to workforce development through clear plans. The council's Cabinet receives a quarterly workforce report, which covers organisational development programmes and staffing matters.



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To find out more about how you can take part in local democracy by asking questions or making statements at council meetings, visit: oxfordshire.gov.uk/council

You can apply, book, find, report and pay for a range of services on the county council's website: oxfordshire.gov.uk

LET'S TALK

Have your say in consultations about changes to council services or policies at: letstalk.oxfordshire.gov.uk

SIGN UP

For monthly news and updates from across the county, sign up to Your Oxfordshire and get the latest direct to your inbox.
oxfordshire.gov.uk/newsletter



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Our Strategic Priorities 2022 - 2025	Our commitments	Areas of focus for 2022/23	Key Performance Indicators (data driven)	Progress measures	Frequency of reporting	Public Portal Q2 onwards	Target detail
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.	Work with partners to implement the county's "Pathways to Zero Carbon" route map, a comprehensive plan for decarbonising Oxfordshire."	<ul style="list-style-type: none"> • % reduction in corporate emissions within our Net Zero by 2030 target • 10% reduction of staff mileage use • % of Retrofits of homes in fuel poverty completed • % of E&P fleet cars that are electric • % of E&P fleet vans that are electric • OCC 10.02 Total No. of streetlights fitted with LED Lanterns by March 2023 • % increase in all cycle journeys within Oxford for all purposes by 2031. From April 2023. • OCC 10.05 Total number of electric vehicles charging points by end of March 2023 • OCC 13.01 Total % of household waste reused, recycled or composted • Total number of assets available for Local Energy Oxfordshire trials • Number of users (organisations) engaged with LEO energy mapping tool and data available to support policy and planning • OCC 13.06 of Household waste recycled, composted, re-used at Household Waste Recycling Centres • OCC 10.06 of measures on target within the Climate Action Plan • % increase in the planting of trees on land OCC control • % of Public Rights of Way network free from obstruction / closure. 	Completion of cross country PAZCO route map against delivery timescale Number of businesses and community groups engaged through climate outreach Area of priority habitats in Oxfordshire Area of Oxfordshire tree canopy	6 monthly		PM
					Quarterly		TBC
		Work to bring our own buildings, operations, and supply chains to net zero by 2030, and support the retrofit of residential homes to improve energy efficiency.			Quarterly		10% less than 19/20
					Quarterly	Y	110
					Annual	Y	100% by 2024
					Annual	Y	100% by 2028
		Accelerate our LED street lighting replacement programme and further reduce the energy, visual and environmental impacts of street lighting.			6 monthly	Y	20,950
		Support community and business activity to cut carbon emissions and accelerate a shift to a resilient and locally focused zero carbon economy.			6 monthly		PM
		Support and promote a shift towards active travel (walking, cycling and use of public transport), reducing the need for private cars and accelerate the transition to electric vehicles (EVs) by expanding charging capacity across the county.			From April 2023		From April 2023
					Monthly		TBC
		Accelerate and sustain the benefits of Project Local Energy Oxfordshire (LEO) which is running trials to build a greener, more resilient, fairer renewable energy network.			Quarterly	Y	62%
					Quarterly		TBC
		Accelerate work on supporting biodiversity and nature recovery in parallel with adaptation to climate change, including potential impacts of extreme weather and supply chain disruption.			Quarterly	Y	TBC
					6 monthly		TBC
					Annual		TBC
					Annual		TBC
					6 monthly		TBC
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, opportunities and responsibility to su	Work with partners to develop practical plans to address the drivers and impact of disadvantage, for example food poverty, housing and deprivation drawing on the lessons learned from our response to COVID-19.	<ul style="list-style-type: none"> • Inequality in life expectancy at Birth (male)- this measures in years the difference in life expectancy between Oxfordshire residents experiencing the most and the least socio-economic deprivation • Inequality in life expectancy at Birth (female)- this measures in years the difference in life expectancy between Oxfordshire residents experiencing the most and the least socio-economic deprivation • Number of deep dive profiles completed with the local communities that experience the greatest health inequalities- to understand needs, map assets and address any gaps in services. • OCC 09.02 Number of active borrowers (library members who have borrowed at least one item a year) • OCC 09.03 Digital engagement with Heritage services 	Successful implementation of the Better Housing Better Health initiative	Annual		PM
		Use research, best practice and local insight to work with communities and target support to the areas of greatest need, with a focus on healthy place shaping, preventative actions and			Annual		TBC
					Annual		TBC
					6 monthly		TBC
		Working with partners develop and implement a digital inclusion strategy for Oxfordshire, including exploring how assistive technology can support vulnerable groups to access services and lead a better quality of life.			Quarterly		80,000 by March 2023
					Monthly		113,000 per month
					Monthly		200,000 by March 2023
					Quarterly		TBC

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Our Strategic Priorities 2022 - 2025	Our commitments	Areas of focus for 2022/23	Key Performance Indicators (data driven)	Progress measures	Frequency of reporting	Public Portal Q2 onwards	Target detail
	residents the skills, connectivity and accessibility to our services and provide alternative options for those who cannot access our services digitally.	Work with partners to ensure that those in our most vulnerable and disadvantaged communities can access support through appropriate local outreach and signposting to other sources of help, ensuring that lack of access to technology is not a barrier.	(Museums Service and Oxfordshire History Centre) •OCC 09.04 Number of physical visits to libraries •Completion of a digital inclusion strategy for Oxfordshire •Number and location of Public Network PCs in libraries and other community locations to ensure lack of access to technology is not a barrier for vulnerable and disadvantaged communities •OCC 26.03 % of premises in Oxfordshire below Basic Broadband speed of 2Mb/s •Number of people contacted via Making Every Conversation Count •Delivery of the Equalities Diversity Inclusion Action plan		Quarterly		TBC
					Quarterly	Y	June - 0.2% Sept 0.19% Dec - 0.18% March- 0.17%
					Monthly		300 per month
					Quarterly		PM
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.	Work with health partners to implement the health and wellbeing strategy, prioritise health promotion and preventative initiatives. This includes health checks and screening, implementing the plan to make Oxfordshire smoke free by 2025 and delivering the priorities in the 2022 Oxfordshire domestic abuse strategy.	•OCC05.02 % of eligible population 40-74 who have received an NHS Health Check •OCC07.01 % of successfully treated OPIATES users not requiring treatment again within 6 months •OCC07.02 % of successfully treated ALCOHOL ONLY users not requiring treatment again within 6 months •OCC14.01 % of mothers receiving a Maternal Mood Review in line with local pathway by aged 8 weeks •OCC14.02 Reduce the % of women smoking in pregnancy to contribute towards Oxfordshire smokefree strategy. •OCC14.03 % of births that have received a face to face New Birth Visit •OCC15.02 Number of early help assessments •OCC15.03 Number of early help assessments completed by health visitors •% Smoking prevalence in adults (18+) - self reported current smokers (2021) •Money saved or recovered for the victims of scams, doorstep crime and other forms of financial abuse •Number of people directly reached with Trading Standards preventative advice and support •Number of accidental dwelling fires per population within Oxfordshire •Average response time to emergency incidents within Oxfordshire •OCC09.05 Number of library issues (books, DVDs, CDs, e books) •Number of physical visits to heritage services (i.e. the Oxfordshire Museum, Museums Resource Centre; Swalcliffe Barn, and Oxfordshire History Centre) •OCC02.06 Heritage Services Customer Satisfaction Ratings •Work with partners to publish a pandemic recovery and renewal framework	•OCC 09.06 Digital engagement with library services •Launch the green social prescribing framework to promote access to nature •New infrastructure provision implemented in 2022/23 •Voluntary Community Strategy to be developed in partnership with voluntary sector - Summer 2022	Quarterly	Y	TBC End of yr
					Quarterly	Y	TBC End of yr
					Quarterly	Y	TBC End of yr
					Quarterly	Y	TBC End of yr
					Quarterly	Y	TBC End of yr
					Monthly	Y	TBC End of yr
					Monthly	Y	TBC End of yr
					Annual	Y	TBC End of yr
					Quarterly		TBC
					Quarterly	Y	TBC
		Quarterly			Y	08:39 (TBC)	
		Monthly			Y	Between 300,000 (Aug) and 250,000 (March)	
		Monthly			Y	Between 200,000 (Aug) and 175,000 (March)	
		Monthly			Y	Between 12,695 (Aug) and 6,655 (March)	
		Quarterly				90% per quarter	
		Annual				NA	
		Annual				NA	
Quarterly		Mar-23					
		Work with partners to publish a pandemic recovery and renewal framework that will help us all continue to support local communities and ensure voluntary sector resilience, using the learning from our collective COVID-19 response.					
		Develop an enhanced long-term support offer for our voluntary					

Our Strategic Priorities 2022 - 2025	Our commitments	Areas of focus for 2022/23	Key Performance Indicators (data driven)	Progress measures	Frequency of reporting	Public Portal Q2 onwards	Target detail
		and community sector partners.			Quarterly		Mar-23
Support carers and the social care system	<p>We will engage nationally to push for a fair deal for the funding of social care.</p> <p>Locally, we will support carers, including young carers and help those who want to live independently.</p> <p>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.</p> <p>We will support intergenerational programmes to build strong and resilient communities.</p> <p>We will work in collaboration across the health and social care system.</p>	Continue to deliver seamless services for people who need them – improving quality, flexibility and value – and work with service users and providers to find new ways to promote self-directed support, increasing choice and control.	<ul style="list-style-type: none"> •OCC 20.03 Proportion of residents aged 65 plus receiving ASC who manage their care by using a direct payment •OCC 20.04 Proportion of residents aged under 65 receiving ASC who manage their care by using a direct payment •Number of people supported with on-going care •OCC 21.03 Proportion of residents aged 18-64 with Learning Disability support who live on their own or with family •OCC 21.04 Proportion of older residents who receive long term care and are supported to live in their own home •Number of residents who have received a formal assessment of their role as a Carer for a member of the family or a friend •Number of Carers who have received a direct payment •Number of visits to Live Well Oxfordshire 		Monthly		22% monthly
					Monthly		40% monthly
		Support residents to live independently and well at home by promoting physical activity and healthy choices; building social connections and tackling isolation; and supporting people to make positive contributions in their communities through volunteering and social action outside of traditional social care services.			Monthly		TBC
		Invest creatively in a range of options to support carers maintain their caring roles – such as respite, mutual support and access to advice and information and intergenerational schemes to build strong and welcoming communities.			Monthly		TBC
		Build skills and access to training for volunteers and our social care workforce, to ensure we achieve high standards, support safeguarding and foster innovation.			Monthly		TBC
					Monthly	Y	increase 10% in comparison with 21/22
					Monthly	Y	3%
		Prioritise active travel and public transport interventions on the existing highway network to support healthy lifestyles and address inequalities in travel connectivity.			Monthly		300 by 31/03/23
Invest in an inclusive, integrated and sustainable transport network	<p>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.</p> <p>In areas of planned housing growth, we will prioritise active and public transport over road capacity for cars.</p>	Develop, publish and deliver our local transport and connectivity plan.	<ul style="list-style-type: none"> •OCC 08.03 3% of the highway resurfaced •Number of students who have successfully completed a travel model shift including bus passes, Direct Travel payments and Independent Travel Training •OCC 19.10 % of contracted seats designated to school children •OCC 12.03 % of Annual change in average nitrogen dioxide concentrations in AQMAs (Air Quality Management areas) •OCC 25.05 % of frequent bus services departing within scheduled intervals •Measure of Bus Patronage (modal shift) •OCC 25.02 % reduction in the number of overrun days on carriageway work •Improved access to cycling and walking - % Km increase of cycle lanes/footpaths •% of delivery against Countywide 20mph plan 	<ul style="list-style-type: none"> •Part 1 Adoption and Publication •Part 2 Development / Consultation 	Annual - January 23		10% reduction
					Annual - March 23		Mar-23
					Annual - March 23		Mar-23
		Deliver our commitments within the bus service improvement plan.			Monthly	Y	TBC End of yr
					6 Monthly		TBC End of yr
		Develop and implement a plan for improved strategic routes for freight including exploring rail and reducing large vehicle movements on non-strategic roads.			Monthly		TBC End of yr
					Quarterly		TBC End of yr
							30% (yr1)

Our Strategic Priorities 2022 - 2025	Our commitments	Areas of focus for 2022/23	Key Performance Indicators (data driven)	Progress measures	Frequency of reporting	Public Portal Q2 onwards	Target detail
		Implement a new countywide approach and programme for 20mph zones.			Monthly		30% (yr1) 30% (yr2) 20% (yr3)
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.	Support and enable the activities from Oxfordshire's community action groups to improve local environments and make nature more accessible.	<ul style="list-style-type: none"> •Number of CAG and other community groups actively involved in improving local environmental quality, nature's recovery and accessibility to green space. •OCC 25.04 % Delivery of the 2021-22 Programme - number of highway trees surveyed within 4-year cycle •Volunteer hours on the Public Rights of Way network through established groups 	Population with access to different categories of green space measured against currently available green space standards	Annual		Mar-23
		Develop a countywide nature recovery strategy, and a tree and woodland plan, including taking part in the Queen's Green Canopy programme, and support the development of a new local nature partnership for Oxfordshire.			Quarterly		TBC End of yr
		Improve the amount and distribution of accessible and safe natural green space within Oxfordshire.			Annual		Mar-23
		Ensure our public rights of way network is effectively maintained.			Quarterly		TBC End of yr
<div>Page 164</div> 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.	Provide appropriate help as soon as possible to help families and reduce those who need to enter the social care system	<ul style="list-style-type: none"> •OCC 15.01 Number of contacts into the MASH •OCC 15.02 Number of early help assessments •OCC 15.03 EHAs by health visitors •OCC 15.04 Number of social care assessments •Number of children we care for who are Unaccompanied Asylum Seeking Children •OCC 16.01 Number of children we care for (excluding Unaccompanied Children) •OCC 17.01 Number of child protection plans •OCC 18.01 % of Education Health & Care Plans completed within 20 weeks •Monitor the number of children with an Education, Health and Care Plan (monitor only) •Monitor the number of pupils at schools rated as good or outstanding by Ofsted •Reduce the number of children suspended from schools (termly) •Annual performance report on educational attainment 	<ul style="list-style-type: none"> •Publication of strategy •Publication of activity programmes 	Monthly	Y	18192 pa (1516 per month)
					Monthly	Y	10000 pa (833 per month)
					Monthly	Y	2540 (204 per month)
					Monthly	Y	5370 pa (448 per month)
					Monthly	Y	102 by March 2023
					Monthly	Y	720 by March 2023
					Monthly	Y	730 by March 2023
		Work with partners to implement a new emotional and mental wellbeing strategy for children and young people.			Annual		Mar-23
		Develop our youth offer and continue to invest in holiday activity programmes with a focus on the highest areas of deprivation.			Annual		Mar-23
					Monthly	Y	58% for calendar year
		Improve the timeliness of education, health and care plans for children with special educational needs and disabilities.			Monthly		Monitoring only
					Monthly	Y	Monitoring only

Our Strategic Priorities 2022 - 2025	Our commitments	Areas of focus for 2022/23	Key Performance Indicators (data driven)	Progress measures	Frequency of reporting	Public Portal Q2 onwards	Target detail
		Narrow the disadvantage gap for all groups of children across Oxfordshire			Termly	Y	3.13%
					Annual	Y	TBC End of yr
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.	Develop and implement a new consultation and engagement strategy, enhancing opportunities for residents, including young people and those seldom heard, to have their say in service development.	<ul style="list-style-type: none"> •Achieve a 10% engaged participants rate per consultation led corporately •Deliver three sounding board events to provide deep dive opportunities for children and young people on themed issues identified by the council. •Achieve 15,000 registrations on Let's Talk Oxfordshire building our online presence in 2022/23. •Support an enhanced role for overview and scrutiny to contribute to open and transparent decision making. 	<ul style="list-style-type: none"> •Develop and provide training on Equality Impact Assessment toolkit •During 22/23 develop a public facing performance management portal enabling better access for customers and scrutiny and further improve digital access. 	Monthly	Y	10%
					Quarterly		3
		Increase opportunities for the public to participate in and contribute to council meetings and decision making, including the use of technology to support this.			Quarterly		15,000
		Improve our approach to equality impact assessments, ensuring that we set out the effects of our decisions on the climate and future generations.			Monthly		Mar-23
					Monthly		TBC
		Support an enhanced role for overview and scrutiny to contribute to open and transparent decision making.			6 monthly		Dec-22
<div>Page 165</div> <div>Work with local businesses and partners for environmental, economic and social benefit</div>	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.	Work with partners, including the Oxfordshire Local Enterprise Partnership (OxLEP), to help local businesses recover from the pandemic by enabling long-term job creation through apprenticeships and business support.	<ul style="list-style-type: none"> •Number of overdue inspections from Risk Based Inspection Programme •OCC 24.02 Participation in innovation funding bids or new projects in support of Living Oxfordshire •Number of Trading Standards interventions conducted with businesses (including visits, provision of advice, sampling, and testing activities) •OCC 26.02 % of premises in Oxfordshire with access to superfast/ultrafast/full fibre Broadband •Number of Community Micro Enterprises supporting people in the community •% of Full Fibre (FTTP) premises in Oxfordshire •% of Gigabit capable (DOCSIS 3.1 or Full Fibre) premises in Oxfordshire 	<ul style="list-style-type: none"> •Publish social value policy •Completion of Digital Transformation Projects •Number of active collaboration projects involving IT Services (including iHub), businesses, the universities, OxLEP and our health and local authority partners 	Monthly	Y	19
					Monthly		9 (2.5 per month)
					Quarterly		TBC End of yr
		Promote career pathways in health and social care for local people and encourage those who are looking to change their careers to start their own enterprises in the sector.			Quarterly		June - 99.66% Sept - 99.68% Dec - 99.70%
		Encourage suppliers to commit to providing additional social and environmental value, as part of our procurement and development planning processes, which will benefit local communities.			Monthly		TBC
					Annual		Mar-23
					Quarterly		TBC
					Quarterly		10
		Facilitate collaboration between businesses, the universities, OxLEP and our health and local authority partners to maintain Oxfordshire as a centre of innovation, turning ideas into real-life solutions in areas including transport, climate, energy and healthcare.			Quarterly	Y	June - 20.2% Sept - 20.6% Dec - 21% March - 21.5%
					Quarterly	Y	June - 61.2% Sept - 61.6% Dec - 62% March - 62.5%

Measure	Portfolio Holder	Director	Reporting Pattern	Public Portal Q2 onwards	Exist in the 21-22 plan	Target	Target set/ detail
Finance							
Overall forecast revenue variance across the Council	Cllr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Break even or underspend
Achievement of planned savings	Cllr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	95%
General balances are forecast to remain at or above the risk assessed level	Cllr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Equals more than the risk assessed level

Measure	Portfolio Holder	Director	Reporting Pattern	Public Portal Q2 onwards	Exist in the 21-22 plan	Target	Target set/ detail
% of total forecast capital spend compared to budget	CIr Calum Miller	Lorna Baxter	Quarterly	Y	Yes	No	To be updated following review of Capital Programme reporting February 2022
Directorates deliver services and achieve planned performance within agreed budget	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Equal less than 1% revenue budget variation (with service outcomes achieved)
Total outturn variation for the dedicated schools grant (DSG) funded services	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Break even or underspend
Use of non-DSG revenue grant funding	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	More than 95% of grant funding is spent in year
% of agreed invoices paid within 30 days	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	More than 95%
Invoice collection rate - Corporate Debtors	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	95%
Debt requiring impairment - Corporate Debtors	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Less than £0.300MM
Debt requiring impairment - ASC contribution debtors	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Less than £2.5M
Average cash balance compared to forecast average cash balance	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	Less than 10% +/- variation
Average interest rate achieved on in-house investment portfolio	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	More than 0.15%
Average annualised return achieved for externally managed funds	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	More than 3.75%
Invoice Collection Rate – ASC contribution debtors	CIr Calum Miller	Lorna Baxter	Monthly	Y	Yes	Yes	92%

Measure	Portfolio Holder	Director	Reporting Pattern	Public Portal Q2 onwards	Exist in the 21-22 plan	Target	Target set/ detail
Customer Services							
Achieve a high level of customer satisfaction across the telephony channel in the Customer Service Centre.	Cllr Glynis Phillips	Mark Haynes	Monthly	Y	Yes	Yes	85% per month
Resolve customer enquiries received through the telephony channels at the first point of contact.	Cllr Glynis Phillips	Mark Haynes	Monthly	Y	Yes	Yes	75% per month
Number of customer calls/web chats abandoned	Cllr Glynis Phillips	Mark Haynes	Monthly	Y	Yes	Yes	10% or less Red is 20.1% plus Amber is 10.1 % to 20%
Delivery of Ministry Of Justice report (March annually) and Chief Coroners report (May annually) which both contain numerous service specific reporting criteria	Cllr Glynis Phillips	Mark Haynes	Annual	Y	Yes	Yes	Programme measure
Overall customer satisfaction rates for standard Registration Service	Cllr Glynis Phillips	Mark Haynes	Monthly	Y	Yes	Yes	95% per month
Percentage of Statutory Complaints (Stage1 or 2) responded to outside the response time	Cllr Glynis Phillips	Mark Haynes	Monthly	Y	Yes	Yes	5% per month
Percentage of Corporate Complaints (Stage1 and 2) responded to outside of the response time.	Cllr Glynis Phillips	Mark Haynes	Monthly	Y	Yes	Yes	5% per month

CABINET REPORT

15 March 2022

WORKFORCE REPORT AND STAFFING DATA Q3 2021/2022 OCTOBER TO DECEMBER 2021

Report by Corporate Director

Customers, Organisational Development and Resources

RECOMMENDATION

1. The Cabinet is RECOMMENDED to note the report.

Executive Summary

2. Our workforce is the most valuable asset the council deploys. It is our people that make a difference to our residents and our communities. The very nature of the work, and the services we provide, is people intensive. Our residents are reliant on the professionalism of our workforce to deliver high quality services and the future ambitions of the Council.
3. Whilst agile and hybrid working continued to be encouraged, during Q3 some staff and teams had started to utilise offices both for business as usual activities and for team collaboration events. However, with the onset of the Omicron variant towards the end of Q3, the Government asked all those who could, to revert to working from home. The threat of the Omicron variant saw Gold and Silver command meetings reinstated, the activation of plans to support the NHS in staffing the booster vaccination centres and the redeployment of Council staff in support of essential services as appropriate.
4. This report provides an update for Quarter 3 on key HR activities along with a refreshed workforce profile at Appendix 1.

Quarter 3 overview of activity.

- General Overview of the HR, OD and Corporate Health and Safety Team
- Organisational Development Activities:
 - Equalities, Diversity and Inclusion
 - Managing for Performance 12:3:2
 - Apprenticeships
 - Delivering the Future Together Programme
- Corporate Health, Safety and Wellbeing
- Organisational Change and Redundancies

- Q3 Staffing Data (1st October 2021 – 31st December 2021)

General Overview of the HR, OD and Corporate Health and Safety Team

5. The HR, OD and Corporate Health and Safety team is a team of professionals with a range of people expertise including HR Business Partnering, Employee Relations, Resourcing, HR Business Systems, Reward, Organisational Development, Learning and Development and Health, Safety and Wellbeing
6. The team continues to work in an agile and hybrid way utilising office space as required for specific meetings and collaborative events and where the nature of the work being carried out is better suited to face to face meetings. Some team members regularly work across a range of sites and this continues as part of their normal working routine as necessary.
7. The team continues to respond to both strategic and business as usual activities whilst maintaining advice, guidance and support for the workforce and our managers in response to any changes to COVID, for example the latest position on the vaccination regulations for those staff working in CQC registered premises. A weekly manager's briefing continues to be produced with a wealth of information and top tips for managers relating to business as usual and in response to common queries arising from any change in the guidance around COVID. It is recognised that the restrictions relating to COVID are diminishing and the focus will turn to supporting the workforce to adjust to the 'new normal' supported by the work being undertaken in the agile workstream of Delivering the Future Together
8. Informal meetings continue to take place every 4 weeks with the trade unions. These meetings continue to have a COVID focus with an update from Public Health but also offer the opportunity for a regular dialogue on any matters that are of concern. These are well attended by all trade unions and allow us to deal promptly with emerging issues whilst sharing information, maintaining good communication and enabling positive collaboration across Oxfordshire.

Organisational Development Activities:

Equality, Diversity and Inclusion

9. Work continues and good progress has been made on the workforce action plan aligned to the Including Everyone: Equalities, Diversity and Inclusion Framework.
10. The Gender Pay gap report (attached at Appendix 2) was approved by Full Council in February 2022 and will be published on both the Government and Council's websites in due course. The Mean percentage difference has reduced from 3.18% in 2020 to 1.8% in 2021, meaning men earn 31p per hour more than women. However, there is now no median pay difference; an improvement from 2020 when men earned 20p per hour more than women. Plans are in place to

support women in the lower pay quartile to increase their career opportunities via apprenticeship schemes and being offered support to gain qualifications equivalent to GSCE in English and maths.

11. The Council produced the first draft ethnicity pay gap report last year and continues to work on improving data quality with the aim later this year to produce and publish a similar report to that of the Gender Pay Gap report.
12. On-going communications are in place to encourage staff to update their equality data to reduce the percentage of non-disclosures across the organisation. The rate of non-reporting has reduced to 7.1% down from 7.7% in 2020.
13. A new Anti-Bullying, Harassment and Discrimination policy (previously Dignity at Work policy) has been written and launched following consultation work undertaken with the BAME network and trade unions. The revised policy provides clear and consistent communication to staff about our approach to tackle bullying and harassment in the workplace including how to report any instances and how these will be investigated.
14. Our Reverse Mentoring Programme; Mentoring for Diversity pilot is now complete with a final review meeting taking place in early Jan 22. Feedback from the pilot review is being used to enhance the training programme for both mentors and mentees and will be rolled out to a 2nd cohort in Q1 2022-23
15. A comprehensive review of the Council's Equality, Diversity and Inclusion training material has taken place which identifies a number of areas that require improvement and updating to ensure that we offer the best quality provision for our staff and managers. An action plan will be developed for work to start in 2022-2023.

Managing for Performance – 12.3.2.

16. 12.3.2. is the council's framework for managing for performance and has been a key focus of Phase 1 of the Delivering the Future Together programme.
17. A modular programme of training commenced in Q1 (2021/2022) to train all managers on how to carry out quality one to one meetings with approximately 100 managers completing the programme in Q2. In Phase 2 a further 300 managers commenced the programme and are expected to complete the training in Q4. Attendance and engagement with the programme has been consistently high throughout the roll-out of the modules.
18. Planning is underway to commence a third phase of the programme in Quarter 1 (2022/2023) for all remaining managers and supervisors, estimated to be a further 500 staff. This 3rd phase of training will be designed to be proportionate to the management responsibilities of specific individuals with a lighter version of the training provided to supervisors with very part-time / non-office based staff, for example, caterers, cleaners, school-crossing patrols, retained fire fighters.

Apprenticeships

19. At the end of Quarter 3 there were 247 Apprentices on programme, 62 of these were in schools. 80 % of these are permanent staff undertaking an apprenticeship as Continuing Professional Development (CPD) or career progression.
20. Between Quarter 1 and Quarter 3 2021/2022 there were a total of 122 new apprenticeship enrolments compared to 70 for the same period in 2020/2021.
21. The committed spend for the first three quarters of 2021/2022 is £882,772. By the end of Q4 it is estimated that there will be a committed spend of approximately £1,300,000.00 with new enrolment numbers reaching around 150 - 160. To note that committed spend on enrolments is across the duration of the apprenticeship and these range from 1 - 5 years in duration subject to the apprenticeship standard. Committed spend is usually at its highest in September this is due to the majority of enrolments for higher level and degree apprenticeships which cost on average of £18,000-£27,000 per candidate.
22. Quarter 3 data shows fewer enrolments compared to the previous quarters. This reduction in enrolments is largely due to the popular September enrolment period being completed and represented in Quarter 2 data. It is also typical to see a reduction in enrolments in Quarter 3 due to the Christmas period. It should be noted that apprenticeship data can be skewed as a result of the way in which data is recorded, with enrolments only being counted when the learner is on the Digital Apprenticeship Service (DAS). Enrolments were positive in Quarter 3 but there were delays in these being updated by the apprenticeship providers onto the DAS and therefore numbers will increase in Quarter 4 as a result.
23. During 2020/2021 there were a total of 63 Completions and 5 withdrawals. During the first 3 quarters of 2021/2022 there were 50 Completions and 10 withdrawals.

Delivering the Future Together (DTFT) Programme (Q3 2021/2022)

24. The Delivering the Future Together (DTFT) programme is our internal programme for change. The programme is about supporting, engaging enabling and developing our people. The launch of new/refreshed values and behaviours took place on 9 June 2021 following widespread employee engagement in 2020. The refreshed values are: (1) Always learning; (2) Be kind and care; (3) Equality and Integrity in all we do; (4) Taking responsibility; and (5) Daring to do it differently. These five values underpin the DTFT programme.
25. The DTFT Champion Network continue to support and bring life to the values and behaviours in addition to sharing and collaborating on Phase 2 projects of the Delivering the Future programme. The DTFT Champion Network now consists of over 180 DTFT Champions across all Directorates within OCC following a further recruitment campaign in November 2020. A visible and proactive approach has been adopted by the Programme Board responding to feedback from the DTFT Champion Network, which is subsequently shared at team meetings.

26. Four of the five key projects under Phase 2 of DTFT will have a completed project plan, listing all activities, ownership and timeline by the end of January/early February 2022.

27. By way of a reminder the five key projects are:

Agile – creating effective ways of working between home, office and mobile that put the communities of Oxfordshire at the heart of our business, creating a work-life balance and doing work differently focussing on performance and outcomes;

Leadership & Management – growing our leadership and management approach, across all levels, that develops an individual's ability to influence, motivate, and enable others to contribute towards the success of OCC;

Recognising great people – instilling a culture and approach where great examples of living OCC values are regularly commented on and celebrated, together with life and career events;

Recruitment and Onboarding – recruiting great people, effectively and efficiently, who understand and align with OCC values and setting them for success to thrive and flourish; and

Communications and Engagement – reviewing and developing OCC's approach to regular two-way feedback through a variety of channels to improve engagement and understanding, including regular temperature checks through employee surveys with consideration to an employer accreditation scheme.

28. PricewaterhouseCoopers ("PWC") have been commissioned to undertake a piece of work to look at a property and asset strategy that will enable the transition to an agile operating model. The work commenced on 13th December 2021 and is due to end in March 2022. Both the outcome and working in parallel to this will be the link to people and technology that will ultimately inform the full project plan for the Agile project.

29. Phase 2 of Delivering the Future Together will be launched across OCC in January 2021 to all staff. Through the DTFT Programme Board, a collaborative approach in the design of phase 2 continues to be taken by all leaders and managers across the Council.. Open and transparent dialogue is also in place with Trade Unions with regular briefings taking place.

Corporate Health, Safety and Wellbeing

Covid-19 Update

30. Following the roll out of the booster vaccination programme during December and early January, the government has announced easing of some restrictions in response to spread of omicron.

31. Many of the Council's activities provide essential services and have continued to be delivered throughout the pandemic with robust risk mitigations in place. With an improving outlook, the Health and Safety Team are supporting managers to review risk assessments in line with current guidance. For higher

risk services in particular those caring for vulnerable persons, Infection Prevention Control Procedures will be maintained in line with national guidance.

32. There are no longer any restrictions on building capacity limits and managers are asked to consider arrangements for working in the office based on local needs and priorities whilst continuing to promote the benefits of agile working. Some local control measures remain in place to help reduce the spread of coronavirus with particular emphasis by Facilities Management on improving ventilation and regular cleaning.

Vaccination Update

33. The Secretary for Health and Social Care, Sajid Javid has announced that the government will launch a consultation on “ending” the mandate for COVID vaccination as a condition of employment for health and social care workers, and that subject to the responses, the regulations would be revoked.
34. Vaccination became mandatory for staff working in care homes in England in November 2021 and the policy was due to be extended to all patient-facing health and care staff, including those working in the NHS, in April 2022. This mainly impacted Council staff working in Adult Services but also included others including Children’s Services and Community Safety where there is already a very high level of vaccination amongst the staff cohort.
35. The Council will be considering the likelihood of revocation of the requirement and will inform all affected staff accordingly once confirmation is published.

General Health and Safety

36. The Health and Safety Team performs a wide range of duties designed to protect the health, safety and well-being of all employees and others affected by Council services. A key part of this is ensuring a policy and procedure framework is in place, provide managers with competent advice on all health and safety related matters, inspecting services and workplaces to monitor compliance and investigating accidents and incidents.
37. The Health and Safety Team has recently completed monitoring inspections of the Council run Children’s Residential Services. These inspections provide assurance that health and safety management is effective and performance standards are being met, they also provide essential evidence as part of OfSTED inspections. Overall, the service was able to demonstrate a high compliance across the homes visited. Actions identified were mainly attributable to building related issues which have been reported to Facilities Management.

Occupational Health

38. Referrals to Occupational Health rose by 7.9% over the last quarter, with a total of 227 referrals made. 63 of the referrals made were for employees that had a period of greater than four weeks absence from work.
39. There were 86 referrals for stress/anxiety/depression and other psychiatric illness accounting for approximately 38% of all referrals. This percentage is equal to the previous quarter. In total in Quarter 3 there were 132 Occupational Health referrals from across all Directorates and 62 from Schools.

The top two reasons for referral:

- 1) Stress/anxiety/depression and other psychiatric illness
- 2) Musculoskeletal

Employee Assistance Programme

40. Over the last quarter, 121 calls were made to Vita – equating to 4.77% utilisation rate.

Type of Employee Assistance Support provided	No of calls
Emotional Support	83
Information and Advice	11
Legal and Information	8
Management Support	1

Wellbeing

41. The Council provides a range of wellbeing initiatives and the following webinars are planned for the next quarter.
- Managing Anger, Worry and Burnout
 - Two steps to Happiness
 - Managing and alleviating isolation and loneliness
 - Promoting good sleep
 - Back Care
 - Supporting Mental Wellbeing at Work (Manager Course)

Sickness Absences

42. New ways of reporting and recording absence at the Council has resulted in improvements to the accuracy of the absence data and may in part be attributable to the increasing rates of sickness absence.

43. HR has commenced an Absence Management Project. The aims and objectives of the project include reducing absence throughout the organisation, refreshing policy and procedure and upskilling managers knowledge of both the process and resources available to them to support employees. The project will run for 6 months initially and will evaluate findings on a regular basis to inform next steps. Early indications have shown the need for the absence management procedure to be updated and the need for management training specifically in 'return to work' meetings and absence review. The project lead will provide regular updates and briefings to the Trade Unions and regular dialogue and consultation will take place regarding any policy or procedural changes considered necessary.

Organisational Change and Redundancies

44. During Q2 the HR Business Partners and Advisory team have continued to support several organisational change programmes.
45. In the Directorate of Commercial Development, Assets and Investment, there were a total of 3 redundancies in Quarter 3 as a result of change programmes. The new Joint Property Team structure went live on 1st January 2022. From a possible 44 potential redundancies, there were a total of 10, with 2 taking place in Quarter 3. There was also a redundancy within Community Safety as a consequence of changes within the Technical Communications Team.
46. The consultation for Business Support Adults Services has concluded and the new structure was implemented on 1st January 2022. Two redundancies arose from this change in Quarter 3.

Q3 Staffing Data (1st October– 31st December 2021)

47. Appendix 1 of this report provides staffing data relating to the workforce profile including sickness absence, turnover, apprenticeship numbers and agency spend.
48. Workforce data and trends are published in more detail on the Council's intranet. This includes a breakdown of staffing numbers and trends over the past five quarters by Directorates and Schools, including temporary and part time employees, turnover and sickness rates along with diversity and salary profiles. This data provides information by service and includes the spend and use of agency workers.

Equality and Inclusion Implications

49. Equality and inclusion implications are considered across all our workstreams as identified in the section above.

Sustainability Implications

50. There are no sustainability implications arising from this report.

Risk Management

51. There are no risk management issues arising from this report.

CLAIRE TAYLOR

Corporate Director Customers, Organisational Development and Resources

Annex: Appendix 1 - Workforce Profile Q3
Appendix 2 – Gender Pay Gap report

Background papers: Nil

Contact Officer: Karen Edwards, Director Human Resources
February 2022

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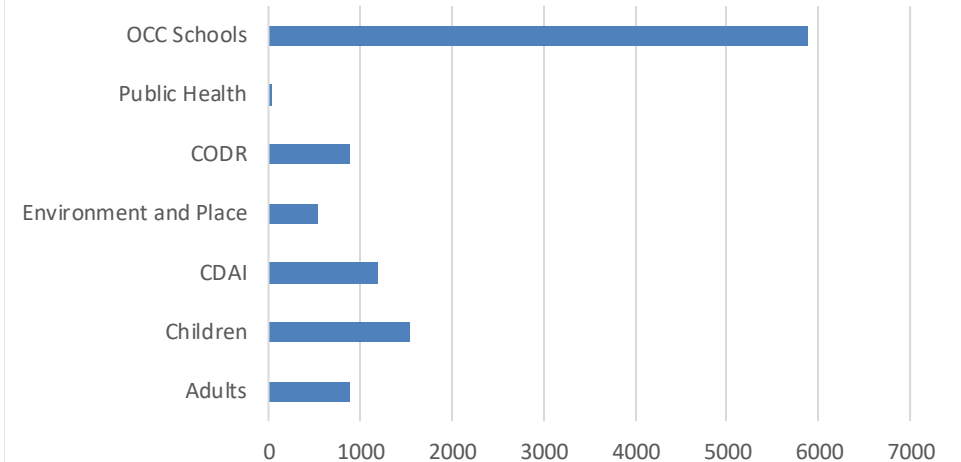
Headcount and Full Time Equivalent (FTE) comparison

Overall, the headcount has remained relatively stable in the last year with some minor fluctuations between quarters which are likely to be caused by the normal rhythm of starters and leavers and the end of fixed term contracts.

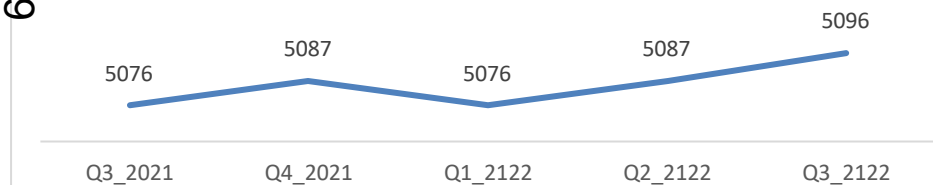
Headcount and FTE at the end of Q3 (2021/22) is 5096 and 4190.6 respectively, a marginal increase on Q3 last year. The overall increase in headcount from Q2 to Q3 is minimal. Although there continues to be an increase of agency workers covering vacancies across most Directorates.

A detailed workforce profile showing a 5-quarter trend for each Directorate and Service area is available on the intranet on the Workforce Data webpages.

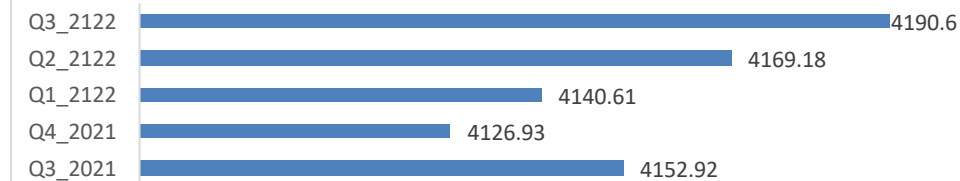
Headcount as at 31 December 2021



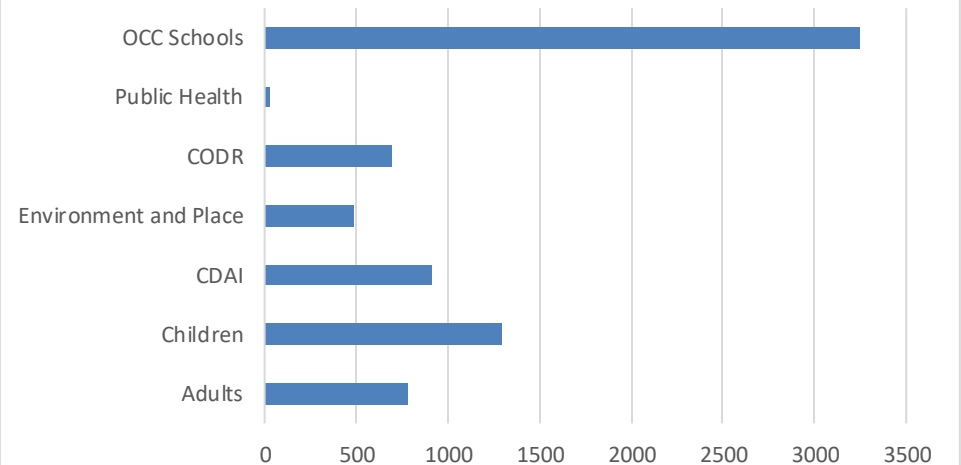
Headcount



Employee FTE



FTE as at 31 December 2021

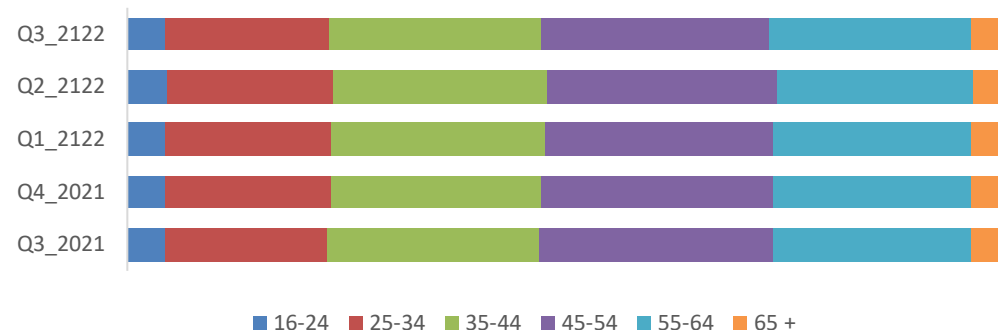


Age and Gender

The directorate workforce gender split remains consistent with two thirds women and one third men. The full time/part time split is more even across genders. 43.9% of the OCC workforce (excluding schools) are part time. The workforce age profile also remains stable and highlights a slightly older workforce with 53% of the workforce aged 45 years and over.

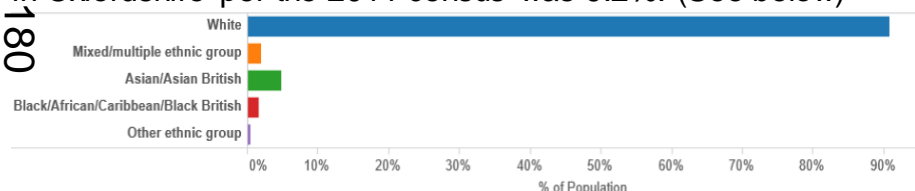
Of the 5096 staff employed across the Directorates, 366 (7%) have temporary contracts. The profile of these staff is slightly different from the above in that there is a slightly higher percentage (71%) of female employees in this group and a much higher proportion of employees aged under 45 (68%). 8% of these temporary contracts can be attributed to apprenticeships.

Age band in All Directorates by quarter



Ethnicity and Disability

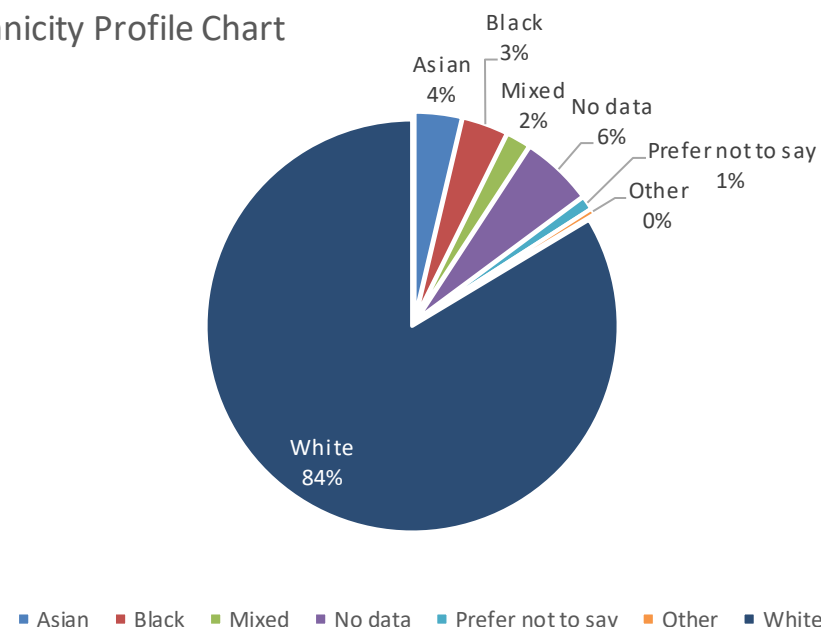
The working population of Black, Asian and minority ethnic (BAME) in Oxfordshire per the 2011 census was 9.2%. (See below)



At OCC 9.05% of the directorate workforce are recorded as BAME. 84.15% are white (78.31% white British, and 5.84% white other), and 6.8% remain undeclared. The proportion of BAME employees remains higher within our social care workforce at 12.44%. 1.07% of the workforce have selected 'Prefer not to say' and there is no data held for 5.63% of the directorate workforce.

Disability: 5.36% of the directorate workforce are recorded as having a disability, this % has increased again on last quarter following the data cleanse and employees updating their records. We are actively promoting the changes in the recording of all equality and diversity data and hope to reduce the number of 'not known' entries which will improve our data quality.

Q3 Directorate
Ethnicity Profile Chart



Apprenticeships

At the end of Q3 21/22 there were 247 Apprentices on programme with 62 being in schools. Approximately 80% of these are permanent staff undertaking an apprenticeship as CPD or career progression. The ethnicity profile of all apprentices is shown to the right. During the first three quarters of 21/22 there have been 50 completions and 10 withdrawals.

Apprenticeship vs CPD spend during Q3

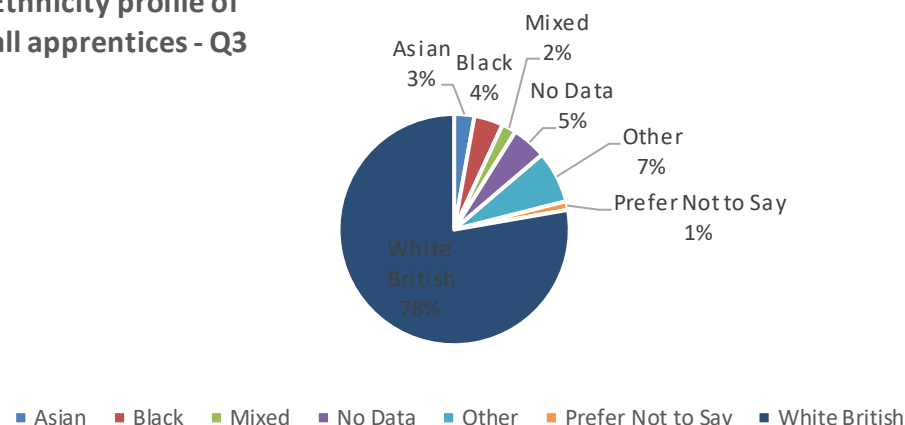
Directorate	Apprentice	CPD	Total(£)
Adults	0	28,000	28,000
Children	15,500	18,000	33,500
CDAI	18,000	0	18,000
CODR	26,000	37,000	63,000
Env & Plc	5,000	0	5,000
OCC Schools	5,000	31,000	36,000
Grand Total	69,500	114,000	183,500

A total of 26 new apprenticeships commenced during Q3 with a committed spend of £183,500 across the duration of the apprenticeships which could be between 1 and 5 years. 58% of these new starters relate to permanent staff undertaking an apprenticeship as CPD.

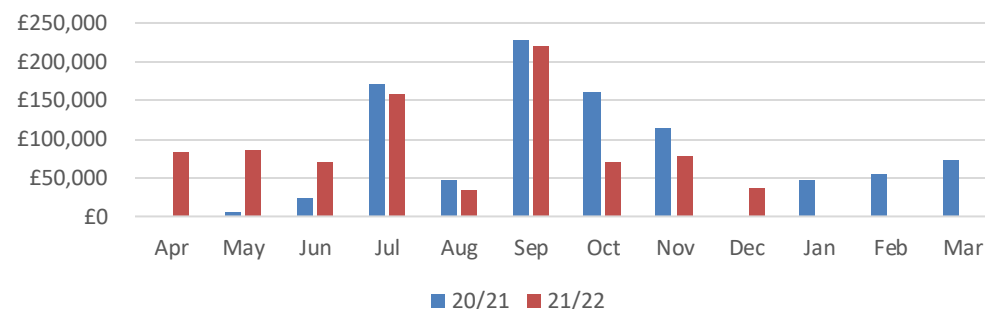
This is a decrease on Q2 when there were 53 new enrolments and a committed spend of £412,786.

Directorate	Q1	Q2	Q3	Q4
Adults	44,500	47,000	28,000	
Childrens	57,486	63,486	33,500	
CDAI	19,000	55,000	18,000	
CODR	55,000	44,000	63,000	
E&P	44,500	9,500	5,000	
Schools	17,000	193,800	36,000	
Total	237,486	412,786	183,500	

Ethnicity profile of all apprentices - Q3



Comparison of spend on new enrolments



During Q1, Q2 and Q3 of 21/22 there were 122 new apprenticeship enrolments, compared to 70 for Q1-3 in 20/21. The committed spend for these three quarters is £882,772. It is estimated that at the end of Q4, the committed spend for 21/22 will be approximately £1.2 million with new enrolment numbers around 150. Note: Committed spend on enrolments is across the duration of the apprenticeship and can range from 1 - 5 years depending on the apprenticeship standard.

Sickness Absence

Recorded sickness absence increased again during Q3 and is significantly higher than for Q3 2020/21. It is important to note that in February 2021 the Council changed the way that absence can be recorded in the system. The accuracy of the absence data is likely to have improved as a result of this and may be attributable to the increase in reported absence. Sickness absence data continues to be monitored along with referral rates to Occupational Health and usage rates of the Employee Assistance Programme.

The percentage of working hours lost to sickness absence has increased quarter on quarter from 2.74% (Q1) to 4.05% in Q3. Sickness absence has increased across all directorates.

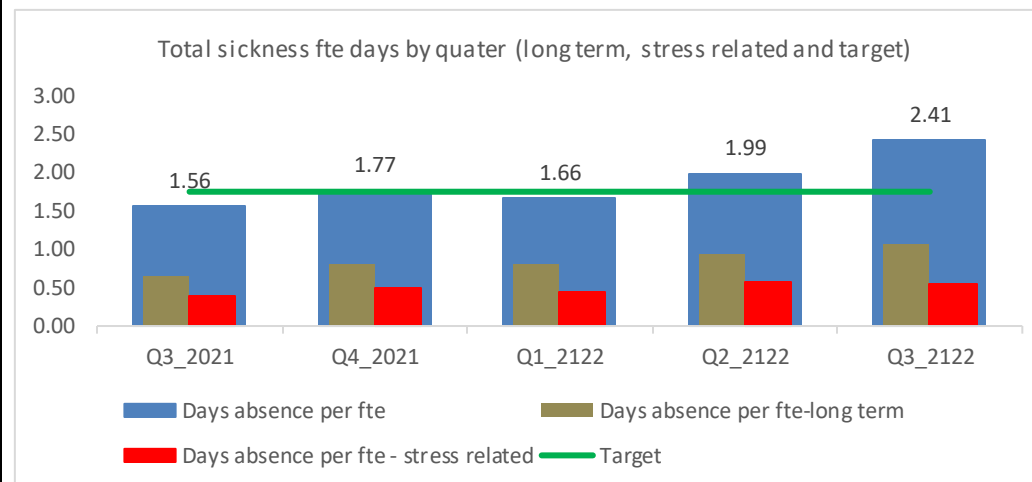
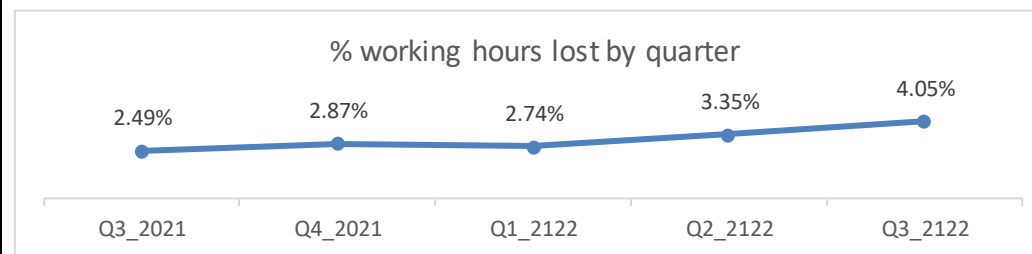
The percentage of stress related absence significantly increased during Q2 but has slightly reduced during Q3 although stress related absence levels are still significantly higher than in 2020/21. Stress related absence has reduced from 29.03% of all absence in Q2, to 21.88% during Q3. The number of directorate-based staff reporting sick due to a stress related absence has decreased from 181 in Q2 to 165 this quarter.

355 of 5096 staff (6.97%) reported an absence due to a Covid related sickness during Q3 which is an increase on Q1 and 2. However, of these, 194 were absent for between 1-3 days which is likely to have been directly linked to the side effects resulting from the vaccine or a reduced level of illness.

There were 150 employees on long term sickness (20 days or more) in Q3, an increase of 29 on Q2. 38% of those on long term sick in Q2 continued their absence in Q3, 49% returned to work, 13% left. There were 104 new cases of long term absence in Q3.

The rolling absence over the last 12 months is 7.8 days absence per fte which is higher than the target rate of 7 days per fte.

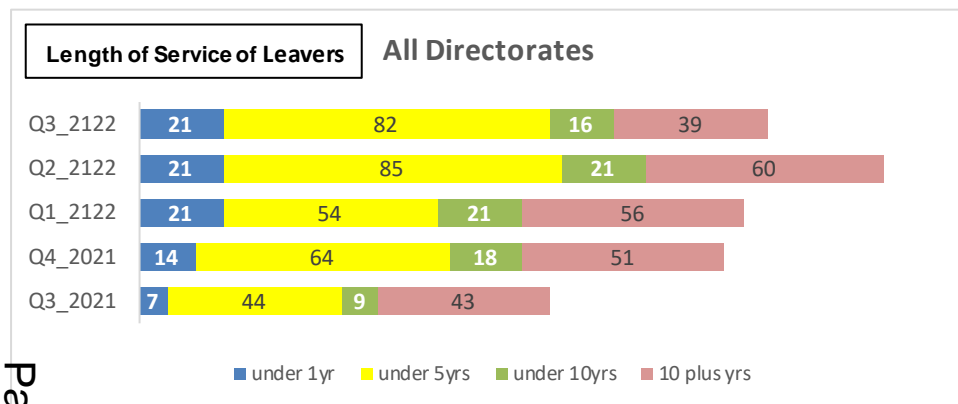
The top 5 reasons for absence continue to include stress, anxiety and depression as the top reason (21.88%), Covid-19 is now the second highest reason (13.84%) with the other top 5 identified as ear, nose and throat (11.02%), injury/fracture (7.85%) and operation/post op (5.26%).



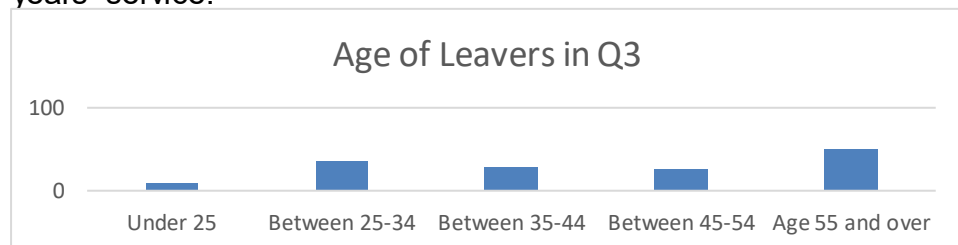
Short Term Sickness by Directorate for Q3	Headcount at end of Q3	No of staff on short term sickness Q3	% of staff on short term sickness Q3
Children	1544	699	45.27% ▲
Adults	899	530	58.95% ▲
Environment and Place	547	193	35.28% ▲
CODR	890	487	54.72% ▲
CDAI	1184	506	42.74% ▲
Public Health	32	12	37.50% ▲
Grand Total	5096	1456	28.64% ▲

Turnover

Turnover for Q3 for Directorates was 3.1% which is a decrease on Q2. Turnover for the rolling 12-month period was 12.6% for all Directorates, increasing to 16.0% when including schools. There were no Academy conversions during Q3.

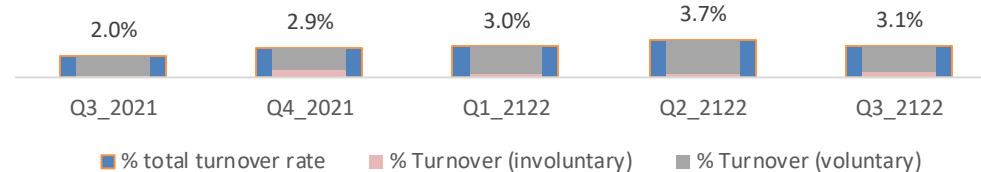


13.29% of leavers during Q3 left with less than 1 year's service, 1.9% had between 1-5 years' service, and 24.68% had more than 10 years' service. 70% of the leavers in each of Children's Services, CDAI and Environment and Place left with less than 5 years' service.

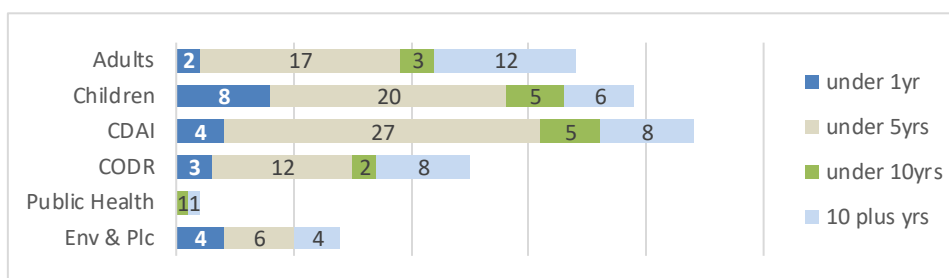


33% (50) leavers in Q3 were in the 55+ age group, of which 20 retired (voluntary, normal and over retirement age), 2 were made redundant, 5 left to go to alternative employment and 2 left due to family commitments. The average length of service of our employees is relatively stable at 9.6 years, with the average length of service of leavers for Q3 at 7.3 years.

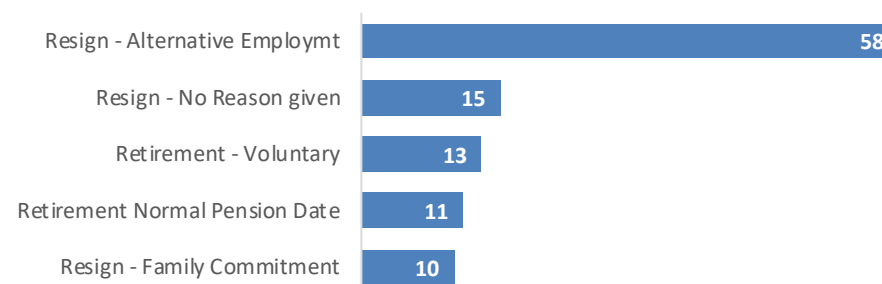
% of Turnover Rate in All Directorates by quarter



Length of Service of Leavers by Directorate



All Directorates Top 5 reasons for leaving in the last quarter



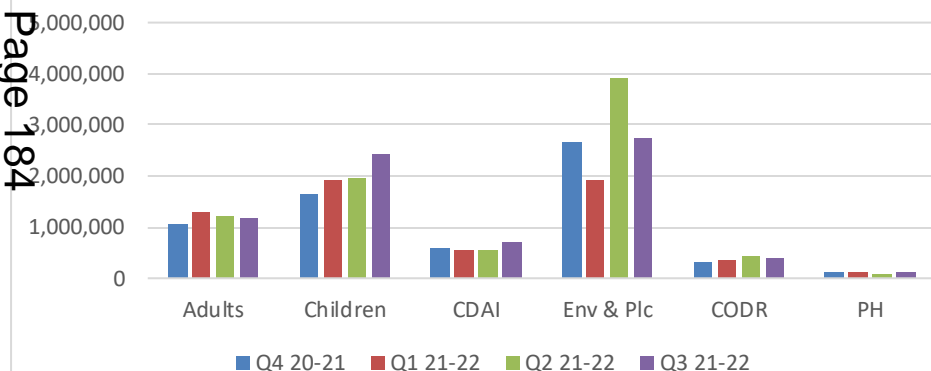
Of the top 5 reasons for leaving, 36.7% took up alternative employment. 15.19% retired, 9.49% gave no reason and 6.33% resigned due to family commitments. We are currently working towards improving our exit data with a revised questionnaire going live in Q4. We continue to prompt managers and employees to engage in the exit review process to help us understand why employees leave the Council.

Agency Spend (Comensura and Off Contract)

Agency staff expenditure (**Comensura contract only**) has increased this quarter to £5,425,781 (an increase of £418,467).

There were 129 new bookings this quarter for 191 positions, 57% (108) were to cover a vacancy, 19% (36) to cover project work and 9% (18) for unplanned demand. 6% (11) of the new bookings were to cover Covid-19 related absences, which is a decrease on previous quarters. At the end of Q3 there were 350 active bookings, a slight increase (of 15) on Q2.

Total Agency Spend per Quarter by Directorate
(Comensura & Off-Contract)



Off contract spend (agency usage outside of the Comensura contract) has reduced this quarter from £3,143,440 (Q2) down to £2,159,516 (Q3). 61% of this (£1,312,937) is related to Environment and Place. Off Contract spend in Children's has increased in the last quarter to £702,247 (from £373,912 in Q2). As in previous months, off-contract spend in Environment & Place relates to use of the MHA framework for contractors to fill vacancies to deliver major infrastructure projects pending the outcome of the Directorate review and permanent recruitment.

Spend comparison

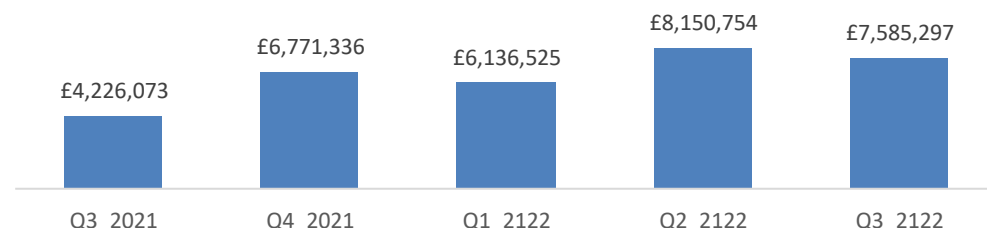
By order justification (top 12 by spend)

Order justification	Total spend	vs. last year
Covering A Vacancy	£2,913,239	▲ 72.7%
Project Work	£1,210,826	▲ 36.2%
Covid-19	£428,551	▲ 124.5%
Unplanned Demand	£320,485	▲ 43.1%
Current Temp Load	£182,569	▼ -40.5%
Planned Peak	£166,377	▼ -25.2%
Sickness Cover	£103,191	▲ 109.6%
Vacant Post - Interim Cover	£44,861	▼ -46.9%
Parental Leave Cover	£39,316	▲ 52.7%
Short Term Sick	£16,366	▼ -0.6%
Total	£5,425,781	▲ 46.8%

Approximately 34% of Comensura spend continues to relate to the need for qualified Social Care staff, although Q3 is continuing to show high levels of spend against the use of Interims (23%) and Engineering & Surveying workers (23%).

There is a significant increase (46.8%) on agency usage and spend through Comensura compared to this quarter last year

Total Agency spend - All Directorates by quarter



The total spend in Q3 for all agency expenditure (**Comensura and Off Contract**) is £7,585,297 – an overall decrease on last quarter of £565,457. This is the result of a significant reduction in off-contract spend but an increase in Comensura costs. Agency costs have risen in Children's Directorate in Q3 but reduced in Environment and Place.



Gender Pay Gap Report 2021

Background

1. The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 stipulate that all businesses, public sector and third sector organisations with over 250 employees must publicly report on average pay differences between their male and female employees. The Regulations require employers to publish their:
 - Mean gender pay gap in hourly pay
 - Median gender pay gap in hourly pay
 - Mean bonus gender pay gap
 - Median bonus gender pay gap
 - Proportion of males and females receiving a bonus payment, and
 - Proportion of males and females in each pay quartile.
2. As a public sector body, we are required to publish this pay gap information within 12 months, taking the “snapshot date” of 31 March 2021.
3. Our calculations follow the legislative requirements as set out in the Equality Act 2010 (Specific Duties & Public Authorities) Regulations 2017. All staff who were deemed to be relevant employees at 31 March 2021 are included.
4. This information will be published on the Oxfordshire County Council (OCC) website for a minimum of 3 years and published on the government website (www.gov.uk) by 31 March 2022.

Equal pay and gender pay gap

5. The purpose of gender pay gap reporting is to achieve greater gender equality in terms of pay across the UK and increase pay transparency. This differs from equal pay which deals with differences between men and women who carry out the same roles.

Details within this report

6. Using a snapshot of employees' pay as at 31 March 2021, only 3 of the 6 calculations detailed above were made due to no bonus payments being paid at Oxfordshire County Council. The 3 calculations are as follows:
 1. Mean gender pay gap
 2. Median gender pay gap
 3. The proportion of men and women divided into four quartile pay bands

Information required for publication

Relevant employee

7. An employee who was on full pay (not reduced to parental leave pay or sick pay) at the point of the data snapshot as at 31 March 2021.

Mean gender pay gap

8. The mean is defined as the average of the figures and is calculated by adding up all the figures and dividing by the number there are.

Median gender pay gap

9. The median is defined as the salary that lies at the midpoint and is calculated by ordering all salaries from highest to lowest and the median is the central figure.

Quartile pay bands

10. The quartile information is calculated by listing all salaries from highest to lowest and then splitting that information into four equal quarters to determine the percentage of male/female employees in each quartile.

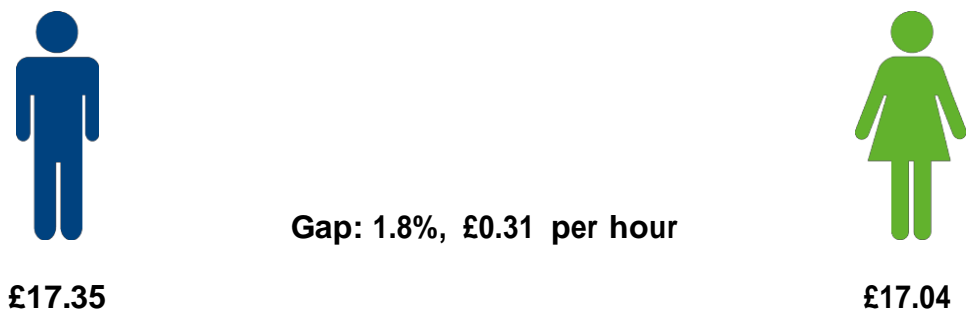
Workforce profile

11. On 31 March 2021, OCC had 5,085 relevant employees of which 34.1% (1,733 employees) were men and 65.9% (3,352 employees) were women.



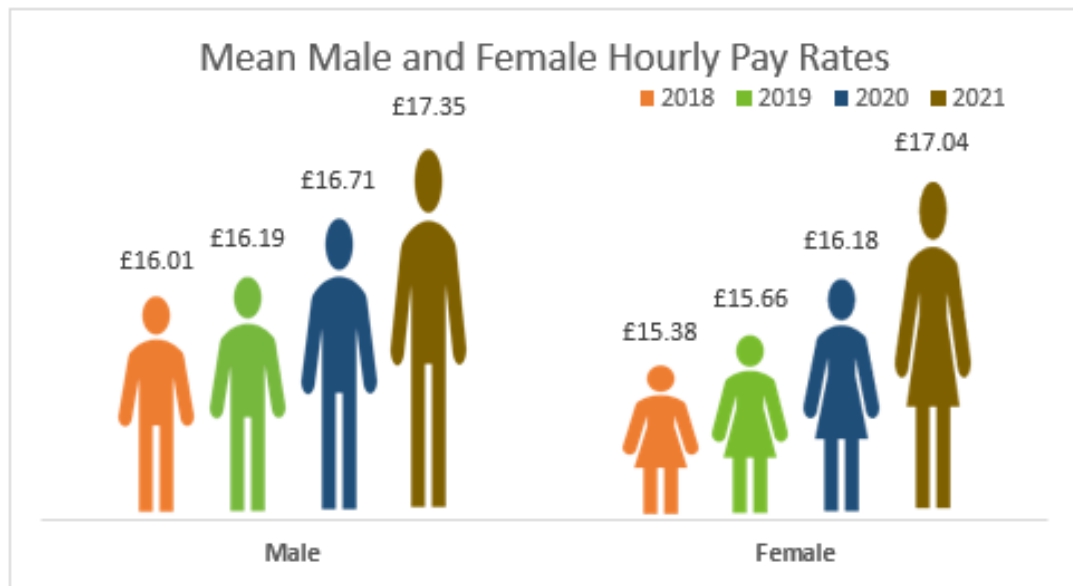
Gender pay gap as at 31 March 2021

Mean: percentage difference and average hourly rate of pay

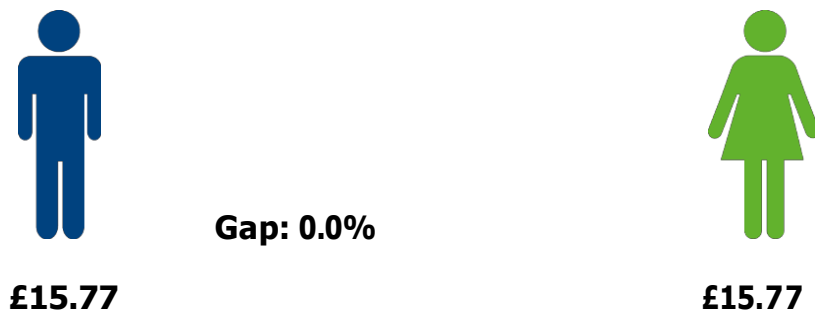


12. The mean difference recorded at Oxfordshire County Council has reduced from 3.18% in March 2020 (£0.53p per hour) and is considerably less than the national public sector mean pay gap which is 14.5% (Office for National Statistics – ASHE).

13. As at 31 March 2021 the mean hourly rate for men was £17.35 per hour and for women it was £17.04 per hour. This means that men earned an average of 31 pence per hour more than women, which equates to a mean difference of 1.8%. The figures for 2018, 2019, 2020 and 2021 are as follows, showing a slightly steeper increase for females of 1.66p per hour over four years than the increase for males of 1.34p per hour.

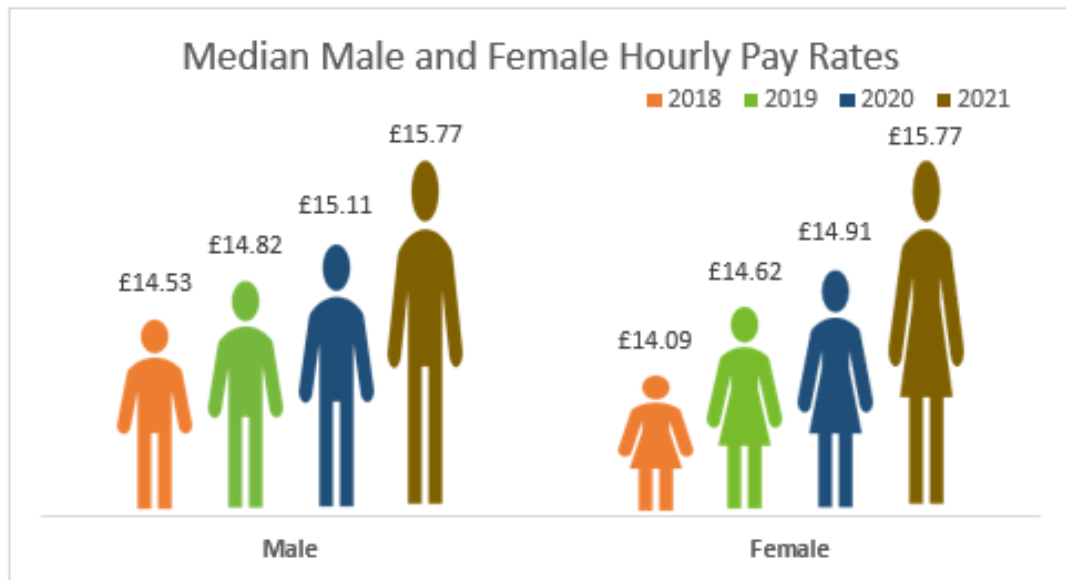


Median percentage difference and hourly rate of pay



14. As at 31 March 2021 the median hourly rate of pay for men was the same as for women at £15.77 per hour. This is considerably less than the national public sector median pay gap which is 15.8% (Office for National Statistics – ASHE).

15. The figures for 2018, 2019, 2020 and 2021 are as follows, showing a slightly steeper increase for females of 1.68p per hour over four years than the increase for males of 1.24p per hour.

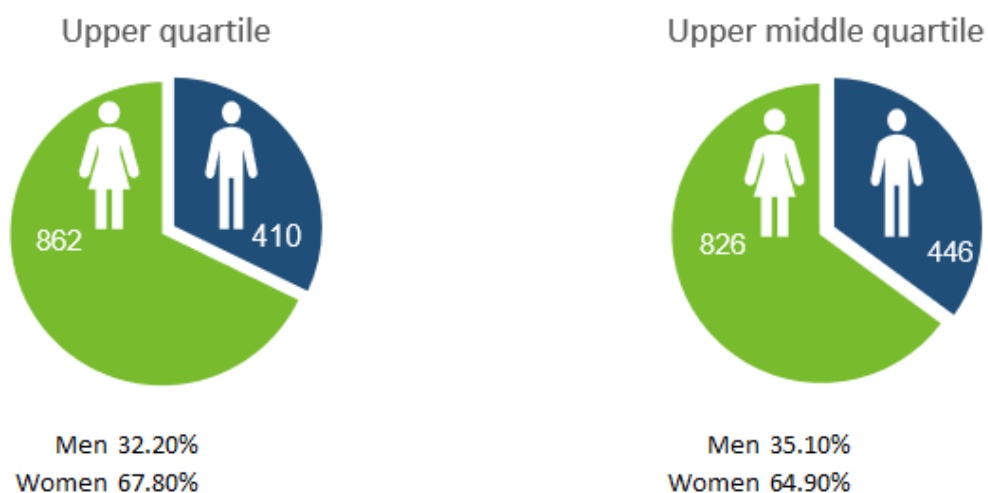


Proportion of men and women receiving bonuses

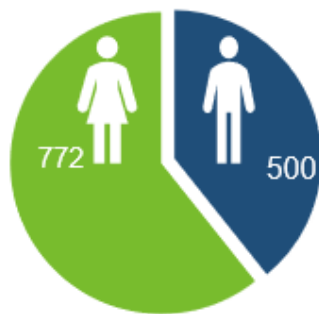
16. OCC does not operate any performance related pay or bonus schemes and therefore has no bonus gender pay gap.

Pay quartiles

17. OCC employed 5,085 relevant employees¹ as at 31 March 2021 which means there are 1272 employees per pay quartile. The gender split per quartile as at 31 March 2021 is detailed below and serves as a useful benchmark to determine progression through the pay scales.

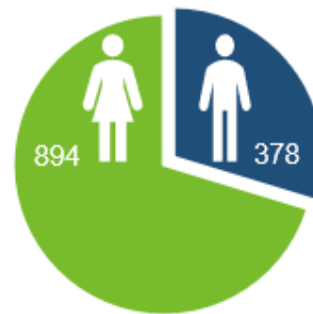


Lower middle quartile



Men 39.30%
Women 60.70%

Lower quartile



Men 29.70%
Women 70.30%

18. The hourly rates that represent each quartile are as follows:

- Upper - relates to the hourly rates of £20.09 and above
- Upper middle - relates to the hourly rates of £15.77 – £20.00
- Lower middle - relates to the hourly rates of £11.95 - £15.77
- Lower - relates to the hourly rates up to £11.95

19. The proportion of males to females remains constant in the four quartiles with about one third male to two thirds female. However, the proportion of males to females in the lower quartile – 29.7% male to 70.3% female does not reflect the proportion of the total workforce which is 34.1% male to 65.9% female, suggesting an imbalance of a larger number of females in the lower paid jobs. However, the gap narrows as one progresses up the quartiles, and the percentage of women in the upper quartile has increased from 65.90% in 2020 to 67.8% in 2021.

20. In the lower quartile the roles occupied by females are mainly cleaning, administration, school crossing patrol, catering and customer service. For some of these functions there is no obvious career progression route to higher earning levels. However, the council is progressing plans to promote opportunities for staff to undertake apprenticeships whilst in employment with the Council.

21. In the upper quartile at senior management level, 50.00% of the Extended Leadership Team (directors, deputy directors and assistant directors) are women and 50.00% are men. Although this is an even balance, it does not reflect the two thirds of the total workforce who are women.

Commitment

22. We are committed to the principles of equality, diversity, fairness and inclusion and our approach to people management should not put any group at a disadvantage. Regardless of identity or background, everyone deserves to be able to develop their skills and talents to meet their full potential, work in a safe, supportive and inclusive

environment, be fairly rewarded and recognised for the work they do and have the opportunity to have their say on matters that affect them. We are also committed to achieving a diverse workforce that fully reflects our community.

23. We will continue to advance our inclusion initiatives, particularly where there are any barriers for women to progress into higher paid roles, or roles where they are under-represented.

24. Flexible and agile working and family friendly policies will assist Oxfordshire County Council to attract and retain staff in a competitive job market and in a geographical area with low unemployment.

Summary

25. The gender pay gap within OCC is relatively small, however while we understand that publishing the data will not in itself remove the gap, continuing to do so is the first step towards that aim and we are committed to learning from best practice as part of our journey. The gender pay gap data will be analysed on an annual basis, a comparison of figures will be completed year on year and the Senior Management Team will continue to review and monitor this data. We will ensure that job grades continue to be determined through objective analysis and job evaluation to maintain the integrity of the pay and grading system.

December 2021

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Divisions Affected - All

CABINET

15 MARCH 2022

COVID 19: Oxfordshire System Recovery and Renewal Framework and COVID Programme Grants Utilisation Update

Report by the Interim Chief Executive

RECOMMENDATION

1. The Cabinet is RECOMMENDED to:

- a) Adopt the Oxfordshire System Recovery and Renewal Framework, as set out in Annex 1, as the key partnership document guiding joint programme planning beyond the COVID-19 pandemic period;
- b) Delegate final revisions to Oxfordshire System Recovery and Renewal Framework to the Interim Chief Executive, in consultation with the Leader of the Council, as partnership organisations complete their engagement and decision-making processes;
- c) Note the summary of utilisation of COVID Programme grants for the immediate COVID response, as set out in Annex 2.

Executive Summary

- 2. Effective partnership working across Oxfordshire has been at the heart of the local system response to the COVID-19 pandemic. As the national and local picture improves, system partners have developed a shared framework for Recovery and Renewal (see Annex 1) to move operational partnership working beyond the immediate COVID response phase. This document sets overarching common ambitions for the issues and themes that will be worked on together as organisations and the community learn from the pandemic. It aims to ensure that Oxfordshire is best placed to learn from and recover from the immediate impacts of the pandemic, to support the long-term renewal of communities and places, and enhance our joint impact on national and international challenges.
- 3. National funding for the immediate COVID response has been split into a set of grant streams. As the immediate response phase comes to an end, this report includes an update on the utilisation of COVID grants within the corporate COVID programme.

Background

4. System partners have worked closely together since early in 2020 to deliver a joined-up response across the broad spectrum of COVID-19 impact. Partners have developed joint structures to support those required to stay at home, to encourage and enforce adherence to COVID restrictions, to monitor and contain the spread of the virus and to maintain the continuity of essential services. Joint responses have managed the impact on health and social care services and worked closely with education providers. From later in 2020 and into 2021, joint activity delivered community testing and latterly the successful roll out of the vaccination programme. Partnership interventions have also sought to address the secondary impacts of the pandemic for individuals, communities and businesses, through joint work on community engagement, business support, financial hardship and economic recovery. An important enabler to effective partnership working has been the collaborative management of resources held in different parts of the system.
5. Throughout 2021, Oxfordshire's system-wide COVID-19 response continued to focus on the immediate health impacts of the pandemic, containing outbreaks and minimising the transmission of the virus in the community within the overall national pandemic situation. In line with the easing of most legal restrictions during the summer of 2021, system-partners revisited the long-term impact of COVID-19 and reviewed the shared focus of planning for recovery and renewal.
6. The pandemic has led to economic, community and service impact that has yet to be fully understood at the system level. However, it can clearly be seen that existing inequalities and service and community pressures have been amplified, with likely long-term impacts. As with many pre-existing challenges, the impact and effective responses will often lie across several agencies and sectors.
7. To coordinate and prioritise COVID and post-COVID activity, and prioritise resource allocation, partners agreed to develop a set of joint themes for the next phase in the pandemic period and to bring together shared system priorities and joint ambitions for recovery and renewal in an overarching framework.
8. This framework was initially drafted during late 2021 through engagement with system partners, drawing on priorities, impact analysis and community insight held within individual organisations and thematic partnerships. Progress was paused during December to allow partners to focus on the enhanced response to the Omicron variant and the framework is now being brought forward for formal adoption and incorporation into partnership planning for the new business year.

Introducing the framework

9. The intention of agreeing a joint framework is to provide a mechanism for driving systems working on renewal and an ongoing structure for collaboration. It will enable us to better coordinate how we recover from the impacts of COVID and implement changes in the light of what we have learnt for our communities, organisations and partnerships.

10. At the time of writing, the significant increase in infection rates related to the Omicron variant is waning. While service pressure in health and social care remains significant and the impact on educational settings remains high, system partners are stepping back from the period of most concern and it has been announced that national statutory restrictions are being lifted. Nevertheless, the potential for changes in the nature of the pandemic and for service disruption generated by the cumulative risks associated with COVID's direct and indirect impact remains. Therefore, while planning for the future, a level of COVID readiness will need to be maintained. Reflecting this position, the framework for recovery and renewal is arranged around three headline aims:
 - **Consolidating recovery and building resilience:** Protecting key services and keeping social life and the economy open by sustaining our system response to COVID-19 and working together on addressing new pressures. This includes changes to service delivery as well as ways of working eg. engagement with Voluntary and Community Sector (VCS), businesses and partners.
 - **Addressing the unequal impact of COVID-19:** Proactively using qualitative and quantitative data and insight to identify the groups most impacted across a range of cross-cutting issues, beyond the immediate impact on health, and tackling impact with a focus on the total strengths and needs of individuals and families
 - **Supporting renewal:** Identifying new approaches and activities underpinned by the lessons we have learnt to date, building Oxfordshire's resilience, not only against future waves of the pandemic but also in terms of economic and community resilience to wider societal challenges including climate change and ecological impacts.
11. Across the three themes, two cross cutting priorities are recognised as needing to inform recovery and renewal thinking across the county:
 - **Climate change action**
Championing climate action across the County as we work together to address climate change, build climate resilience and support nature recovery.
 - **Tackling inequality**
Driving equal access and delivery of support across all local communities, narrowing health, social and educational inequalities and tackling poverty.
12. The full framework document is available at Annex 1 and is summarised in the figure below:



Fig 1. Recovery and renewal summary.

13. This document is necessarily a start point for longer term planning. Its aim is to act as a bridge between the current immediate partnership COVID response, delivery and planning, and future longer-term planning across the partnership agenda. It seeks to bring together, rather than replace, existing county-wide plans and strategies and ensure that recovery and renewal activities are incorporated into the wider partnership context.

Contributing to the greener, fairer, healthier agenda

14. The Council's new Strategic Plan for 2022-2025 was agreed at Council on 8 February, 2022, supported by a consultation and engagement exercise. The plan sets out how the County Council will work in partnership to make Oxfordshire a greener, fairer and healthier place. The plan's nine priorities are to:
- Put action to address the climate emergency at the heart of our work
 - Tackle inequalities in Oxfordshire
 - Prioritise the health and wellbeing of residents
 - Support carers and the social care system
 - Invest in an inclusive, integrated and sustainable transport network
 - Preserve and improve access to nature and green spaces
 - Create opportunities for children and young people to reach their full potential
 - Play our part in a vibrant and participatory local democracy

- Work with local businesses and partners for environmental, economic and social benefit
15. Through the agreement of shared ambitions within the broader partnership system, the Recovery and Renewal Framework presents the opportunity to develop and focus partnership delivery, including against the nine priorities of the new Strategic Plan. It represents a model of how the Council can advance its agreed priorities through influencing partners.
 16. Lessons learnt from the COVID period, both on the needs of the community and on ways of working in partnership, are contributing directly to the outcomes targeted in the new Council Strategy. For example, the digital inclusion strategy, new focus on disadvantage and deprivation, including food poverty, and business recovery, are being progressed using the networks and relationships developed through the COVID period. The role of the whole system in delivering improvements in health, care and wellbeing in the broadest sense - the highest priority for residents ahead of agreement of the 2022-2025 budget – is prominent throughout the Recovery and Renewal framework. Progress on the agendas where the Council leads will be most effective where we work in partnership to apply our shared approaches of prevention, joined-up local services and the empowerment of communities and individuals. The joint approach set out in the Recovery and Renewal Framework offer strategic opportunities to further this collaborative approach.

Next Steps

17. The Oxfordshire COVID response system comprises health, local authority, education and community safety participants alongside representatives of strategic partnerships, including OxLEP. These partners connect to a broader network of key deliverers including schools, businesses, town and parish councils and the voluntary and community sector. Core system partners have agreed to adopt the joint Recovery and Renewal framework starting with local authorities, where recommendations to adopt the framework will be made to the relevant decision makers during March 2022. Significant engagement with system partners has already taken place. However, where additions and revisions are requested through the decision-making process, this report recommends that agreement to a final published version is delegated to the Chief Executive, in consultation with the Leader of the Council.

COVID Grants Programme

18. In addition to the use of local resources, and nationally provided general revenue support, the Council has been grant funded by Government for specific elements of the COVID response. Where these funds are for specific, directorate led interventions these grants have been managed through directorate arrangements. This includes funding that has been required to be passed to Adult Social Care providers to support infection control measures and grant funding to support outbreak control and local contact tracing, which has been managed by Public Health. Updates on the use of this funding are included in Annex C to the Business Management & Monitoring Report elsewhere on the agenda.
19. A further core set of grants related to the immediate pandemic response is managed in the corporate COVID Response Programme. These have funded interventions delivered across the council and by partner organisations. These grants are:
 - The Contain Outbreak Management Fund
 - The Clinically Extremely Vulnerable Grant
 - The Practical Support Payment
 - The COVID Winter and COVID Local Support Grant and
 - The Household Support Fund
 - The Community Testing Grant
20. The terms of these grants have required their use for the immediate response to COVID, with different specific terms and conditions attached to each of the funds.
21. As the immediate response period comes to an end, the details of each grant scheme and the utilisation made of the funding is summarised in Annex B. The COVID Response Programme is now consolidating the programme status ahead of financial year-end and planning for what COVID activity will be on-going, what will continue in an adapted form and what will cease, in the light of the emerging national direction. This approach is in-line with the Recovery and Renewal framework's enabling measure of retaining proportionate and flexible capacity to respond to the changing nature of COVID and will allow further allocation of the remaining COVID resources for future reporting to Cabinet.

Financial Implications

22. Development of the Recovery and Renewal Framework was met within existing resource designated for COVID-19 programme management and funded from dedicated government grant.
23. The Recovery and Renewal Framework does not in itself direct resources and so while organisations are asked to adopt the framework as a strategic document within their policy making frameworks, there is no direct financial impact.

24. The COVID Programme grant streams set out in Annex B are funded by ring-fenced government funding streams and can only be used in line with nationally issued grant determination letters. The costs of administration of the COVID Programme itself are met from within the grant funds. The usage of COVID grants throughout the pandemic period has been formally reported through monthly business management reporting arrangements.

Comments checked by:

Kathy Wilcox, Head of Financial Strategy, kathy.wilcox@oxfordshire.gov.uk

Legal Implications

25. There are no legal implications in this report.

Comments checked by:

Sukdave Ghuman, Head of Legal, Sukdave.ghuman@oxfordshire.gov.uk

Equality & Inclusion Implications

26. The Recovery and Renewal framework outlines the unequal impact of COVID and notes the need for detailed analysis to fully understand the direct and indirect impacts in the short, medium and long term. Activity already underway under system structures, for example on health inequality, vaccine outreach and support to homeless individuals, is directly addressing equality and inclusion as it relates to COVID-19. In the development and delivery of the ambitions set out within the framework and the progression of new partnership planning and activity, detailed equality impact will be required building on the new learning and impact from the COVID-19 period supported through re-analysis of data and information, for example within the updated Joint Strategy Needs Assessment and in the annual report of the Director of Public Health.

Stephen Chandler
Interim Chief Executive

Annex A: Oxfordshire Recovery and Renewal Framework, March 2022

Annex B: COVID Corporate Grant Funding Utilisation Summary

Contact Officer: Robin Rogers, Programme Director, COVID Response
March, 2022

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Annex A

Oxfordshire's Recovery and Renewal Framework

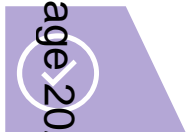
March 2022

Purpose of this document

Oxfordshire's **Recovery and Renewal Framework** provides an overarching system-wide ambition for the issues and themes that will be pursued through recovery and renewal. It has been developed in partnership by participants in the local COVID response structure including local authorities, health and emergency services, our local enterprise partnership and major local institutions, including Oxford's two universities.

The Recovery and Renewal Framework is ...

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A bridge between current partnership COVID response planning, delivery and planning and future longer term for Oxfordshire.



A coordination and alignment, at a high level, of the system-wide plans that have already been developed or are being developed collaboratively.



A 'call to action' for all partners to consider other interventions which may need to be put in place to address these system-wide issues and themes.

The Recovery and Renewal Framework is not...



A list of specific actions or activities as these are contained in the relevant strategies.



A set of specific individual metrics which are used to measure delivery (although broad overarching partnership framework outcomes have been identified).



A replacement for existing county-wide plans and strategies.

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01	Introduction and Context	4
02	Oxfordshire’s Recovery and Renewal Themes	7
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1. Introduction and Context

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The Oxfordshire picture

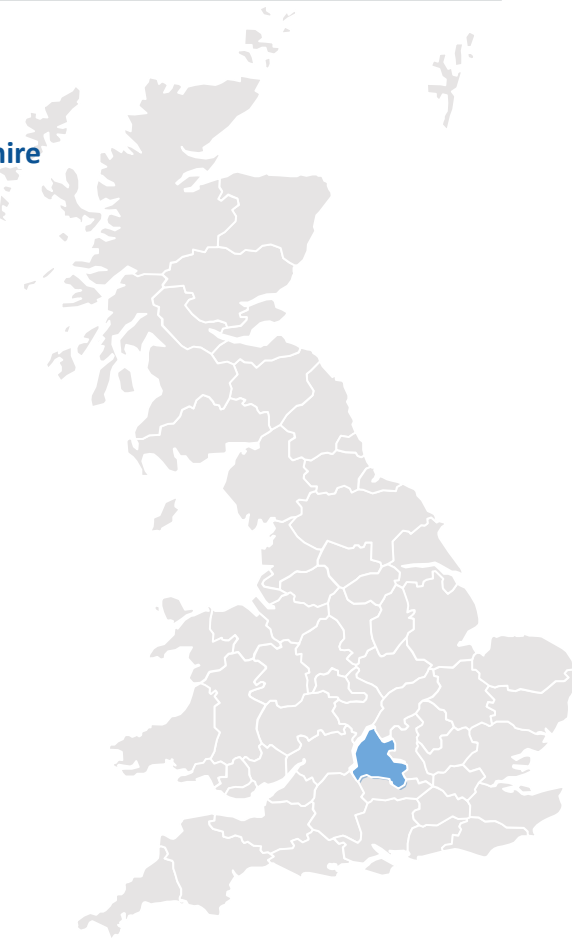
Impact of the COVID-19 pandemic across Oxfordshire

The COVID-19 pandemic has had a profound impact on day-to-day life, business, education, and employment, as well as on the physical and mental health of many individuals. Disruption has led to financial pressures for many and the long-term impact on the economy is yet to be fully understood.

Despite these challenges, COVID-19 has demonstrated the strengths and assets of inclusive local communities. Thousands of key workers and volunteers played an exceptional role in protecting the most vulnerable throughout these unprecedented times. Engaged public services, business and the voluntary and community sector kept operating under enormous pressure. We are of course also incredibly proud of the role that our leading academic and health institutions took at the centre of the global response to COVID-19.

Throughout the pandemic, whole-systems working has acted as a ‘force multiplier’ in Oxfordshire, allowing us to flex and prioritise to meet the needs of the constantly changing situation to the maximum effect.

We want to learn the lessons from the past two years and build on the best partnership work in our county so that as we develop plans for the future, Oxfordshire not only recovers from the impact of COVID but is positively renewed.



Oxfordshire’s dynamic economy, rich culture and heritage and much-loved green spaces and ecological assets, together mean that its diverse and thriving communities are places where people want to live and work. Our quality of life is attractive to many.

Nevertheless, inequality remains a significant feature within our county and its real impact on the health, wellbeing and social and economic opportunities of many residents.

Looking ahead to Oxfordshire's recovery and renewal

The COVID-19 pandemic has led to economic, community and service impact that has yet to be fully understood at the system level. However, it is clear that it has amplified existing inequalities and service and community pressures, with long-term impact. As with many pre-existing issues, Oxfordshire's responses to these challenges will lie in collaboration across several agencies and sectors.

To help us sustain and develop the impact of our strong operational partnerships, an overarching **Oxfordshire Recovery and Renewal Framework** has been developed which sets out the system-wide vision and approach to moving into the post-COVID environment. This framework looks at how Oxfordshire can be best placed to recover from the immediate impacts of the pandemic, to support the long-term renewal of our communities and places, and to enhance our shared impact on national and international challenges.

01

02



The three key aims of Oxfordshire's Recovery and Renewal Framework

Consolidating recovery and building resilience: Protecting key services and keeping social life and the economy open by sustaining our system response to COVID-19 and working together on addressing new pressures. This includes changes to service delivery as well as ways of working eg. engagement with Voluntary and Community Sector (VCS), businesses and key partners.

Addressing the unequal impact of COVID-19: Proactively using qualitative and quantitative data and insight to identify the groups most impacted across a range of cross-cutting issues, beyond the immediate impact on health, and tackling impact with a focus on the total strengths and needs of individuals and families.

Supporting renewal: Identifying new approaches and activities underpinned by the lessons we have learnt to date, building Oxfordshire's resilience, not only against future waves of the pandemic but also in terms of economic and community resilience to wider societal challenges including climate change and ecological impacts.

2. Oxfordshire's Recovery and Renewal Themes

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Oxfordshire's Recovery and Renewal Themes

Oxfordshire's three Recovery and Renewal themes consider the broad impact of COVID-19 on all aspects of society with a focus on addressing issues that have had the most significant consequences on Oxfordshire's people, places and businesses.



Shared economic prosperity

Ensuring that Oxfordshire's strong economy has the widest impact.



Better health and wellbeing

Supporting people in Oxfordshire to live healthy, safe and fulfilling lives. Focusing on children and young people and those with health vulnerabilities.



Stronger communities

Developing stronger, more resilient communities where everyone can play an active part.

Across the three themes that we will use to organise our work, two key cross-cutting strategic priorities will inform recovery and renewal thinking across the county:



Climate change action

Championing climate action across the County as we work together to address climate change, build climate resilience and support nature recovery.



Tackling inequality

Driving equal access and delivery of support across all local communities, narrowing health, social and educational inequalities and tackling poverty.



Shared economic prosperity: Introduction



Key insights

15,800

furloughed employments in
Oxfordshire as at 31 July

2021

Source: [GOV.UK](https://gov.uk)

Unemployment claimants
increased by over

250%

in Oxfordshire
during the pandemic

Source: [Oxfordshire Insights](#)

Impact of COVID

The Oxfordshire economy has, on the whole, been resilient to the impact of the pandemic. The county's diverse business base and technology sectors have adapted but there are sectors which have particularly been affected including the visitor economy and areas of the labour market that have been vulnerable to furlough or redundancies and for young people entering into employment.

Key areas of focus for economic prosperity across Oxfordshire

- Ensuring access to skills training and employment opportunities for all residents but in particular young people entering the employment market and those who will not return to their previous employment following the end of furlough support.
- Support for local employment and businesses, working with partners to make Oxfordshire a centre for green and sustainable technologies through a local 'Green New Deal'.
- Re-invigorating the visitor economy.

The role of the Economic Recovery Task Group

As with other areas of recovery and renewal, there needs to be a whole system approach to tackling the economic impact of COVID-19 in the county. The Economic Recovery Task Group is coordinating the overall response and identification of specific interventions. This includes the alignment of resources across partners to drive delivery and secure further investment to support businesses, whilst building an inclusive economy that benefits all who live and work in Oxfordshire.

Shared economic prosperity: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience



Rebuild the internationally renowned **visitor and arts economy** creating new jobs for young people.



Strengthen the **resilience of Oxfordshire's businesses**, specifically helping **small businesses, sole traders** and the **self-employed** to **re-stabilise and grow** post the pandemic.



Realign skills to meet the demands for **existing opportunities** in sectors with **high employment needs** and address **skills gaps**.

Addressing the unequal impact of COVID-19



Re-engage people **most impacted by the pandemic** to access activities, developing **healthy thriving communities** that are more physically and mentally **resilient to the working demands of employment**.



Proactively promote **equal and fair access** to all economic opportunities, **maximising the talent and creativity** from a **diverse and inclusive workforce** across Oxfordshire.



Reduce the **educational attainment gap** in disadvantaged families.

Supporting renewal



Drive **world leading innovation** enabled by a continued investment in Oxfordshire's **pioneering science and technology clusters**.



Nurture the creation of **new opportunities** driven by **technological change** and our ambitions for a **net zero Oxfordshire** including green apprenticeships.

Shared economic prosperity: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

- Business sectors report good recovery post COVID-19.
- Increased opportunities to pilot new initiatives as a result of technological advancement and innovation.
- Increase in number of individuals in education, employment or training (including apprenticeships).
- Reduction in financial inequalities and support for initiatives that raise incomes for the lowest paid.
- Town centres and high streets accommodating a greater variety of spaces and businesses.
- Growth in visitor and arts economy (eg. increased visitor spend, increased employment in this sector etc).



Better health and wellbeing: Introduction



Key insights

In Oxfordshire, **3,165** people over 65 were admitted to hospital due to a fall in 2020

Source: [Oxfordshire Insights](#)

In January 2021,

5,750+

residents across Oxfordshire were claiming PIP for mental health reasons

Source: [Oxfordshire Community Foundation](#)

Impact of COVID

Oxfordshire's health and social care services, like those across the UK, have been tested and stretched throughout the pandemic. The resilience demonstrated across the county is thanks to an **exceptional workforce, unprecedented partnership working and the power of communities.**

However the negative impact of COVID on health & wellbeing, particularly on those at higher risk of poor health outcomes, is not yet understood and there will be challenges ahead. As well as tackling new cases, long COVID, mental health and grief support, Oxfordshire will press ahead with their continuing commitment to preventative measures such as **tobacco control, cardiovascular disease prevention, tackling obesity and physical activity and mental wellbeing.** This work will help Oxfordshire to achieve its goals around **reducing inequalities and minimising the risks to those who isolated or who were acutely at risk during COVID.**

Sustainable and healthy communities

Healthy place-shaping and other community planning based wellbeing initiatives, supports the creation of **active, sustainable and resilient communities** that will thrive as Oxfordshire recovers. The whole Oxfordshire system is committed to coming together with the aim of reducing inequalities whilst retaining a collective focus on a greener future (steps that promote climate action also deliver healthy communities). Oxfordshire will seek to create a health enabling built environment and increase biodiversity whilst encouraging all to enjoy healthy lifestyles that utilise local green spaces and leisure services.

Supporting everyone

Oxfordshire's health and wellbeing approach exists across the whole lifespan of residents, thinking about the early years offer, young people aged 16-24, those with pre existing health conditions, right through to older age adults and those who care for them. Oxfordshire's overarching health and wellbeing strategy demonstrates a commitment for the NHS, social care, the VCSE and the community to work together to deliver new models of care that seek to **prevent, reduce or delay the need for care**, whilst ensuring all partners feel supported.

Better health and wellbeing: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience



Adopt a **strengths-based, people-centred approach** encouraging individuals to be **more proactive about their health and wellbeing**, enabling **increased independence**.

Addressing the unequal impact of COVID-19



Provide **coordinated services across the system** focused around individual strengths and needs and prioritising those cohorts **impacted by multiple and complex needs** eg. early years, 16-24 year olds, vulnerable adults etc.



Drive awareness and access to **health and wellbeing support** across the community, specifically for **children and young people** (including working with schools) and **adults with vulnerabilities**.

Supporting renewal



Become a county where **mental wellbeing issues** are well understood, prioritised and addressed.



Extend the impact of **social prescribing** that links funding to **health improvement activities** delivered through **leisure, well-being and community facilities**.

Better health and wellbeing: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

- A reduction in the need for treatment in hospitals and care services (as people become more independent).
- Increase in the number and uptake of social wellbeing initiatives and community based support eg. opportunities to get active.
- Service plans include mental wellbeing as a core consideration.
- Fewer acute instances which compromise mental wellbeing.
- Increased understanding and sharing of core health and wellbeing data and insights across the system.
- Increased early identification of diseases.
- Increased referrals to local, non-clinical community services (social prescribing).



Stronger communities: Introduction



Key insights

In Oxfordshire, there was a

25%

increase in domestic violence
call volumes post **March 2020**
compared to the same periods
in 2019

Source: [Domestic Abuse Review Group](#)

23%

of people aged 85+
live in areas of Oxfordshire ranked
in the top 10% of deprived areas
on access to services in 2020

Source: [JSNA](#)

Behaviours which emerged through the pandemic

Throughout the pandemic, Oxfordshire has witnessed the **strength of local communities** across the county. The established VCS and town and parish councils, along with countless informal community groups and networks, whether faith, place or interest based, have demonstrated leadership, commitment and resilience. The District and City Councils, working in partnership with the County Council and health services, have acted as local anchors, establishing new trusted new community support arrangements. As we move towards a still uncertain future, Oxfordshire will continue to **support and develop** local communities through the recovery whilst acknowledging and **learning lessons** from the pandemic response to date on the way that we **understand difference**, increasingly plan on a **whole-place** basis and prioritise **community voice**.

Oxfordshire's commitments

We will continue to work **collaboratively across the system**, working with community groups to empower them to lead and to make the changes they need to enable recovery and to tackle issues such as **loneliness and isolation** and **digital enablement**. This links to **expanding community services and assets** to offer Oxfordshire's services in a more digitally accessible way with impact for all.

Understanding data and insights

A stronger system-wide approach will need to be underpinned by **shared data and insight** which will be used to **inform decision-making** to develop stronger communities. This data and insight will also be critical to **monitoring the outcomes and improvements** that are delivered across local communities.

Stronger Communities: Priority outcomes

There are a number of priority outcomes, which will help Oxfordshire deliver against its overarching aims for Recovery and Renewal.

Consolidating recovery and building resilience



Support the **resilience and sustainability of the voluntary and community sector**, specifically to **deliver community-led interventions** with preventative impact.



Focus on **'community activation'**, **empowering residents** to take more **personal responsibility** for the delivery of **joint outcomes** across local communities.

Addressing the unequal impact of COVID-19



Use **person and family centred approaches** working as an Oxfordshire system to align activities and promote more **joined up community development**.

Supporting renewal



Drive the delivery of **place-based interventions** to provide support and services where they are most needed.



A stronger and more **collaborative system-wide approach** underpinned by **shared data and insight**.

Stronger Communities: Shared ambitions

Overarching ambitions have been identified to drive system-wide attention on this theme:

- Local decision making and services are informed by collaborative efforts across the system.
- An increase in joint targeted activity between the system and community & voluntary groups, including hyper-local action where appropriate.
- A reduction in the number of citizens who feel isolated, along with an increase in usage of community and cultural resources, including public libraries and green spaces.
- Citizens in Oxfordshire are healthy, safe and achieving.
- Communities impacted most by COVID-19 receive the required support they need to sustain resilience against any future impact.
- Collaboration to release funding and monitor programmes and initiatives in the VCS, including sharing data and insights.

3. Key enablers

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Overview of key enablers

The delivery of Oxfordshire's Recovery and Renewal Framework will need to be underpinned by two key enablers:



Ongoing COVID readiness, response and resilience

Alongside recovery, the ongoing delivery of reactive COVID activity in line with national guidelines (incl. the CONTAIN framework) will be important to continuing to manage the health impacts of the pandemic. This includes a number of areas such as:

- Continuing to drive take-up of the vaccine programme across local communities.
- Maintaining clear communications, giving trusted information and guidance to influence behaviours and empower residents to take personal responsibility.
- Retaining proportionate capacity for testing, local contact tracing, and the support of self-isolation to minimise the risks of transmission.
- Supporting national efforts to reduce the risks of variants emerging globally entering the UK through ensuring local compliance with testing and quarantine regimes following international travel.
- Keeping in place robust contingency measures to deal with the unexpected eg. utilising powers to impose local restrictions etc.



Systems working

Over the last 18 months, a lot of time and effort has been invested by partners including local government, health and social care, emergency services, the VCS, businesses etc. to establish a whole-system partnership response to COVID-19. The value and strength of this approach is evident from the range of initiatives successfully delivered including (but not limited to):

- The establishment of **joint working groups** to ensure alignment across local place-based issues eg. the 'system-wide local outbreak control communications group' which has increased the collective reach of the system and enabled access to hard-to-reach groups in local communities.
- The ability to **deploy resources flexibly across the system** to rapidly mobilise activities and support direct delivery on the ground eg. passporting funding to the VCS to deliver targeted local initiative.
- The opportunities for **joined up community development** to deliver better local outcomes eg. through the healthy place-shaping agenda which is one specific example of how place-based, community-led models are helping to empower residents and create a better place for people to live and work in.

There is a significant opportunity for partners to continue to build on these successes, specifically as they think about transitioning to focus on Oxfordshire's recovery and renewal from the pandemic.

Partners across the system should use this overarching framework to:

- Guide and inform prioritisation of investment and resource to deliver these system-wide priority outcomes.
- Identify further areas where working in partnership across the system may enable the delivery of cross-cutting outcomes across Oxfordshire.

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Annex B

Oxfordshire County Council

COVID Corporate Grant Funding Utilisation Summary

March 2022

1. Introduction

Introduction | Scope of this document

What is included in this document?

This pack details spending against current and recently closed COVID Programme support grants for reducing COVID impact on the community and individuals including:

- Contained Outbreak Management Fund (COMF)
- Clinically Extremely Vulnerable (CEV)
- Practical Support Payment for Self-Isolation (PSP)
- Local Support Grant (LSG) - Also known previously as the Winter Support Grant
- Household Support Fund (HSF) - An extension of the LSG
- Community Testing Grant (CTG)

What is out of the scope of this document?

Please note the following grant funds are not included in the scope of this document and are reported elsewhere:

- Food and Others Essential Supplies Grant which was fully spent and closed in 2020-21
- The un-ringfenced 'costs of COVID' general funding that contributes additional costs of service provision and loss of income to the impact of the pandemic
- Service specific grants reported through regular service reporting including:
 - Adult Social Care grants
 - The Public Health Test and Trace Grant (which funded Local Contact Tracing and COVID Secure activity)
 - The Holiday Activity Fund
 - Rough Sleeping, Drug and Alcohol Grant Scheme
 - Bus Services Support Grant
 - Grants paid directly to the City and District Councils

Introduction | Overview of key COVID funding streams (1 of 2)

Government has provided a range of funding streams to local authorities for support in delivering the ongoing COVID response programmes. A high-level summary of the five corporate management funding streams (covered through this report) is set out below.

Funding Stream	Purpose of this funding stream	Funding received	Lead organisation who received funding
Containment Outbreak Management Fund (COMF)	Awarded for each period of additional restrictions and lock down from late 2020 to end of March 2021 with an additional single payment for 2021/22 to support proactive containment and intervention measures to directly tackle the impacts of the COVID-19 Pandemic and support with the management of local outbreaks. There are a number of COMF categories which these activities may be associated with. These have all been outlined in Section 2b of this document.	£19.3m	The County Council (OCC) received funding for FY20/21 and 2021/22. For FY21/22, District and City Councils also received funding.
Clinically Extremely Vulnerable (CEV)	Awarded for the support of CEV individuals during periods when shielding was advised from November 2020 to the end of shielding in summer 2021. This funding helped ensure CEV individuals had access to food and basic support needs, including wellbeing (eg. through welfare calls and social and digital inclusion). This support has been delivered through the Community Hubs and direct support to individuals. Outstanding funds are being used for CEV recovery and resilience.	£1.7m	County Council.
Practical Support Payment for self-isolation (PSP)	Awarded for providing 'practical support' to those required to self isolate from April 2021 – March 2022. This includes through practical support to carry out essential tasks, social and emotional support through advice and guidance, and communication of details surrounding self-isolation. Direct financial support is not eligible. <i>Please note this is different to the Test and Trace payment scheme for self-isolation which provides £500 financial payments to eligible individuals who are required to self-isolate via the City and District Councils.</i>	£1.0m	County Council.

Introduction | Overview of key COVID funding streams (2 of 2)

Funding Stream	Purpose of this funding stream	Funding received	Lead organisation who received funding
Local Support Grant (LSG) / Winter Support Grant (WSG)	Awarded to support children and households who were experiencing, or at risk of experiencing, hardship over the winter period in 2020/21. This grant stream was extended to end September 2021 and in Oxfordshire funded free schools meal equivalent payments in holiday periods and the delegation of funds to the District and City Councils to run local emergency welfare schemes.	£3.5m	County Council.
Household Support Fund (HSF)	Awarded in November 2021 as an successor to the LSG/WSG (referenced above) to continue to provide support to families and individuals until March 2022. This includes continuation of free school meal support in holiday periods and local emergency welfare support.	£3.4m	County Council.
Community Testing Grant (CTG)	Funding provided to Local Authorities on a monthly basis to reimburse the costs they have incurred in the provision of local symptom-free testing to residents. Between February and June 2021, this was provision for all residents across Oxfordshire and since July 2021, this funding is being provided for the targeted provision of symptom-free LFD testing to Disproportionately Impacted and Under-Represented Groups (DIGs and URGs)	£1.3m at 28 Feb 2022 (actual costs reimbursed by DHSC monthly)	County Council.
Total funding received across these funding streams		£30.2m	

2. How has this funding been allocated?

2a. Overall summary

Overall Summary | Key principles for allocating COVID grant funding

The urgent expenditure of COVID grant funds was delegated through the officer management structures, in consultation with portfolio holders and system partners, and . Key principles have been adopted to coordinate the allocation of COVID grant funding,

1

The first call on funds should be meeting the most immediate pressures to the countywide core COVID-19 response that cannot be met through other funding streams.

2

Support should be through existing arrangements where possible, to minimise costs and complexity.

3

Sustainable approaches should be prioritised, for example by supporting capacity building and resilience activity and where working with third party organisations, supporting core costs where appropriate.

4

To maximise impact, funding should go to the organisation(s) best placed to deliver the objectives.

5

A coherent and aligned approach to allocating funding should be taken across Oxfordshire where possible eg. consistent criteria, a shared view of vulnerability etc. This is recognising there will be local differences in the delivery of support and proposals.

Overall Summary | Overview of spend profile as at 11 February 2022

The table below shows an overview of the overall status and funding allocations for each grant funding stream from an OCC / CDC perspective.

Grant funding stream	Total grant funding available	Actual spend to date	Planned / Committed spend	Allocated but not planned / committed spend	Total allocated spend	Funding left to allocate*
COMF	£19.3m	£12.7m	£4.3m	£1.0m	£18.0m	£1.3m
CEV	£1.7m	£0.7m	£0.3m	£0.1m	£1.1m	£0.6m
PSP	£1.0m**	£0.1m	£0.5m	£0.0m	£0.6m	£0.4m
Page 11 of 22	£3.5m	£3.5m	£0.0m	£0.0m	£3.5m	£0.0m
Page 11 of 22	£3.4m	£1.7m	£1.2m	£0.5m	£3.4m	£0.0m
Page 11 of 22	Costs reimbursed by DHSC monthly	£1.3m	£0.0m	N/A	N/A	N/A
Total*	£28.8m	£20.0m	£6.3m	£1.6m	£26.6m	£2.3m

Key Definitions:

- Actual spend to date - Actual expenditure as reported in the ledger against the grant funding received.
- Planned / Committed Spend - Spend which is contractually obligated / or formally agreed to be paid.
- Allocated but not planned / committed spend - Spend which is not contractually obligated or formally agreed to be paid yet but is ring fenced for a specific activity.
- Total allocated spend - Actual spend to date + Planned / Committed Spend + Allocated but not planned / committed spend.
- Funding left to allocate = Grant funding available - Actual spend to date - Planned / committed spend - Allocated but not planned / committed spend

* Please note all figures are calculated before rounding so there may be rounding errors in total columns

** Please note that the LSG was previously called the Winter Support Grant (WSG).

2b. Detailed breakdown by funding stream

*A. Contained Outbreak Management Fund
(COMF)*

COMF Summary | High-level breakdown of 'total allocated spend' by COMF Category

The table below summarises the 'total allocated spend' against the key categories of spend which COMF funding can be used for.

COMF category	Allocated Spend
Support for vulnerable groups and targeted community interventions	£7.5m
Compliance and Enforcement- activities and staff (in addition to activity funded by the Test and Trace grant)	£0.3m
Tracing (in addition to activity funded by the Test and Trace grant)	£0.2m
Support for those in self-isolation (in addition to the Practical Support Payment)	£0.1m
Other: Prevention; management of local outbreaks and data intelligence; surveillance and communications	£0.1m
Testing (in addition to the Community Testing Grant)	£0.1m
Other (including £7.94m delegated to the district and city councils)	£9.7m
Total	£18.0m

Support for vulnerable groups and targeted community interventions | Key activities (1 of 5)

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the ***‘Support for vulnerable groups and targeted community interventions’*** COMF category.

Allocated Spend

£7.5m

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Adult Social Care <div>Page 233</div>	<ul style="list-style-type: none"> Increased staffing to support vulnerable residents in supported housing eg. with access to vaccination appointments. Significant investment in mental health support services ranging from additional floating support through to increasing the capacity of voluntary sector partners to respond to calls for mental health support, advice and guidance. Recruiting additional staff to support those with complex needs including high-risk people in hospitals. Working with the VCS to put in place support to connect with older people that may be digitally excluded eg. scaling up the ‘phone friends’ telephone service. Investment in Oxford Hub to increase capacity to support residents with multiple complex issues in Oxford City. 	<ul style="list-style-type: none"> Increasing access to vaccinations. Increasing access to mental health support for vulnerable groups eg. over 2000 people supported through Age UK and c.500 people through Oxfordshire Mind. Increasing capacity for mental health services to reduce the waiting lists for support and enable more people to directly receive support eg. 80+ people supported through Elmore Community Services with the waiting list reduced to 37 people by December 2021. Reducing the demand on emergency services such as A&E and reducing the need for people to have repeat access to complex services. Reducing loneliness and isolation for older people with long term health conditions eg. 498 people being regularly supported through the befriending support scheme (one of many initiatives being implemented). Reducing inequalities and worsening health in Oxford City with over 150 people supported with advice, resources and connections to volunteers or neighbours.

Support for vulnerable groups and targeted community interventions | Key activities (2 of 5)

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Homelessness and rough sleeping	<ul style="list-style-type: none"> Increased support to help people find suitable accommodation when leaving hospital services eg. through additional support for step down houses. Additional financial support for people moving from assessment accommodation into new accommodation eg. to buy furniture. Investment in additional caseworkers for complex needs including homelessness, sexual violence, mental health and domestic abuse. Recruitment of additional temporary housing officers to focus on “move on” planning with people in the homeless pathway and provide additional capacity in the street outreach teams in Oxford City. Increased capacity in floating support services to help the growing numbers of people at risk of homelessness as a result of COVID-19 (many of whom also have mental health needs). 	<ul style="list-style-type: none"> Providing accommodation for some of the most vulnerable in society with over 40 referrals for step-down housing received and processed. Supporting people to settle into their own homes reducing the demand for assessment accommodation eg. 9 people already in the process of being rehoused with an ambition to increase this to 12 by the end of March 2022. Reducing the complex needs waiting list and ensuring people impacted by issues are reached out to faster. Providing support to homeless people in a timely manner through reducing the demand pressures on housing services in Oxford City. 40 homelessness cases supported through increased floating support capacity via Connection Support.
Housing	<ul style="list-style-type: none"> Piloting a ‘healthy housing hub’ which will provide an outreach service including i) An integrated, holistic assessment of an individual’s housing issues to help achieve safer, more suitable housing conditions; ii) Signposting for support for other social and health problems; and iii) Promoting independent living. 	<ul style="list-style-type: none"> Addressing housing related health inequalities and immediate needs of people with respiratory disease, including those recovering from COVID-19. Through this initiative, over 20 home visits have already happened in January 2022.

Support for vulnerable groups and targeted community interventions | Key activities (3 of 5)

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
<p>Children, Education and Families (CEF)</p>	<ul style="list-style-type: none"> • Provision of laptops and training to all care leavers and those digitally excluded. • Investment in additional digital skills training for CEF staff. • Investment in virtual training courses for the 'Triple P' parenting programme. • Recruitment of additional staff to lead the establishment of a Schools Digital Network for all Oxfordshire Schools. • Additional staffing for Locality & Community Support (LCSS) to set up early help networks and support food distribution of food. • Additional funding to the Oxfordshire Care Leaver Association (OCLA) to enhance their peer-to-peer mentoring programme through additional weekly mentoring time and financial support for food and other emergency supplies for mentees. • Additional staffing in the Young People's Supported Accommodation (YPSA) Service to support 16-18 year olds in contingency properties. • Additional support with virtual learning incl. payments to foster carers to cover costs of online learning; provision of weekly online tutoring for vulnerable children who are not attending school due to Covid or have missed school because of Covid etc. • Activity packs focussed on wellbeing and creative engagement for Children whose welfare is being impacted on by tier restrictions, social isolation and experience of Covid which is compounding the impact of prior trauma. <p><i>Continued on next slide</i></p>	<ul style="list-style-type: none"> • 300 devices donated and refurbished per month to ensure those who are unable to access virtual skills and job opportunities. • Delivery of 200 online courses for the 'Triple P' programme better equipping parents with how to deal with children with troubled behaviours specifically during periods of lockdown and restrictions. • Recruitment of 3 digital network leads from schools to support with digital skills training. • Facilitating 18 multi-agency networks per week across the County to provide support to vulnerable children through schools and partner agencies. • Giving young people hands-on training to successfully access the digital world. • Ensuring all care leavers are able to access virtual skills and training, organise and complete their CVs, search for job opportunities and to also stay connected virtually to others, which will also benefit their emotional health. • OCLA funding will allow 5 care experienced mentors to be recruited and trained to directly support 10 young people in care who are struggling with compliance with COVID guidelines. <p><i>Continued on next slide</i></p>

Support for vulnerable groups and targeted community interventions | Key activities (4 of 5)

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Children, Education and Families (CEF) - Continued	<p><i>Continued from previous slide</i></p> <ul style="list-style-type: none"> • Provide additional support to 'Adoption and Special Guardianship families' specifically those significantly impacted by the pandemic. • Supporting the establishment of Easter and summer schools (in 2021) run by Oxford Hub in Blackbird Leys, focused on sports, literacy and provisions of meals for vulnerable children (This is through the 'Fit, Fed and Read' scheme). • Additional capacity to match people through the 'Big Brother, Big Sister' scheme to support vulnerable children experiencing social isolation. 	<p><i>Continued from previous slide</i></p> <ul style="list-style-type: none"> • Commissioning 60 sessions (workshops, 1-2-1's) to support families whilst on the waiting list which may reduce the need for an allocated social worker. • Over 120 young people have been supported through the 'Big Brother, Big Sister' and 'Fit, Fed and Read' schemes.
Public Health and Wellbeing	<ul style="list-style-type: none"> • Increased investment in Domestic Abuse support services eg. SAFE! To support residents of domestic abuse. • Working with Active Oxfordshire to improve access to physical activity for vulnerable residents and communities across Oxfordshire. • Installation of a new stretch of footpath at Cholsey and upgrading an existing footpath at Milton to complete the creation of two new park and ride sites to support active travel to school. 	<ul style="list-style-type: none"> • Allowing people to stay safe in their homes and access urgent services safely. • Increasing physical activity levels for people who have been shielding. • Improving children's physical and mental wellbeing through promoting and facilitating physical activity.

Support for vulnerable groups and targeted community interventions | Key activities (5 of 5)

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Community Safety	<ul style="list-style-type: none"> Investment in an additional post to assist all the local authorities in Oxfordshire to refresh their modern slavery and human trafficking plan, reflecting on the learnings from Covid and the 'new normal'. 	<ul style="list-style-type: none"> Supporting all residents of Oxfordshire to live a safe and happy life free from slavery and exploitation in all its forms.
Voluntary and Community Sector (VCS)	<ul style="list-style-type: none"> Supporting Oxford Community Foundation in the delivery of their "COVID-19 Isolation & Loneliness" grants programme for other VCS organisations across Oxfordshire. 	<ul style="list-style-type: none"> Increasing the number of VCS organisations who can receive funding, to continue enabling people to remain self-isolated as required, advised or preferred. Increasing individual and community resilience to the direct impact of Covid and the secondary impacts of self-isolation.
OxLEP	<ul style="list-style-type: none"> Supporting the delivery of the COVID-19 Social Contract Programme (SCP) specifically focussing on skills and labour market recovery (in line with Oxfordshire's Economic Recovery Plan). Investment in a programme to boost Oxfordshire's Visitor economy through a range of interventions including: additional communications and marketing campaigns; business diagnostic and skills training; investment in new technology and digital innovation; improvement in the connectivity of public transport to key attractions; creating a new virtual conference desk; and the development of a Vision and Action Plan 2022 for Oxfordshire's Visitor Economy. 	<ul style="list-style-type: none"> The SCP programme aims to help address various impacts of the pandemic related to unemployment or barriers to employment, education, and training. This will include providing additional support to increasing apprenticeships, launching bootcamps to support sectors with labour shortages. As these programmes are delivered, they will help attract visitors and ensure that Oxford and Oxfordshire maintain its position as one of the UK's most desirable visitor destinations.

Compliance and Enforcement: other activities and staff | Key activities

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the '**Compliance and Enforcement: other activities and staff**' COMF category.

Allocated Spend

£0.3m

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Children, Education and Families (CEF)	<ul style="list-style-type: none"> Grant funded provided to Early Years providers to support them in making minor adjustments to better meet Govt. Guidelines relating to COVID. 	<ul style="list-style-type: none"> 49 Early Years Providers received grant funding, enabling them to make small alterations to meet COVID Secure government guidelines and continue to deliver services safely during the pandemic.
ICT	<ul style="list-style-type: none"> Investment in an IT solution to enable internal Council staff to host and participate in hybrid meetings (with a mix of in-person and virtual attendance). 	<ul style="list-style-type: none"> Enable adherence to social distancing guidelines (when they were in place). Enable effective and safe collaboration for staff as they adapt to a more hybrid model of working as a result of the pandemic.
District and City Councils	<ul style="list-style-type: none"> Providing training courses for business across Oxfordshire enabling them to carry out Covid risk assessments within workplaces, undertake other health and safety risks assessments, operate food businesses safely etc. 	<ul style="list-style-type: none"> Supporting business recovery through providing support specifically to independent high street operators, to undertake essential training to continue to operate their businesses safely.

Tracing | Key activities

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the **‘Tracing’** COMF category.

Allocated Spend

£0.2m

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Libraries and Heritage Services	<ul style="list-style-type: none">Investment in additional staffing across Oxfordshire libraries to enable them to operate a ‘meet and greet’ function at library entrances.	<ul style="list-style-type: none">Enabled compliance with ‘Test and Trace’ requirements (between April 2021 and July 2021) to capture customer contact details as they entered library premises.
Public Health and Wellbeing	<ul style="list-style-type: none">Investment in continuing Oxfordshire’s Local Contact Tracing Service (OxLoCT) from April 2022 to June 2022.	<ul style="list-style-type: none">The OxLoCT team are critical in supporting contact tracing, helping to identify clusters and outbreaks across Oxfordshire and supporting residents to isolate. This investment will enable these activities to continue.

Support for those in self-isolation (non-financial support) | Key activities

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the *‘Support for those in self-isolation (non-financial support)’* COMF category.

Allocated Spend	£0.1m
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Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Voluntary and Community Sector (VCS)	<ul style="list-style-type: none">Additional funding provided to Citizens Advice to assess needs and provide additional advice services in line with this to help individuals and families to self-isolate (This service was delivered alongside the Winter Support Grant to complement the offer of support being provided to these families).Additional support to community food operations for those in self-isolation with insecure food supplies.	<ul style="list-style-type: none">Helping individuals and families to remain in self-isolation with no detrimental impact specifically in relation to access essential food supplies.

Other: Prevention; management of local outbreaks and data intelligence; surveillance and communications | Key activities

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the ***‘Other: Prevention; management of local outbreaks and data intelligence; surveillance and communications’*** COMF category.

Allocated Spend

£0.1m

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Children, Education and Families (CEF)	<ul style="list-style-type: none"> Investment in three additional staff into the ‘Education Covid 19 Cell’. 	<ul style="list-style-type: none"> Targeted Covid advice and support for 400 + Schools and 800 + EY Settings to help minimise disruption and manage transmission across educational settings.
Communications	<ul style="list-style-type: none"> Media campaign to raise awareness of the youth offer and the mental health support across the County. Recruitment of an additional communications manager to support clear and frequent messaging through multiple channels on the County’s response to the COVID-19 pandemic. 	<ul style="list-style-type: none"> Combating social isolation and encouraging young people to stay at home with clear messaging. Better engagement with hard-to-reach communities and target audiences about how to keep themselves and their communities safe eg. around the importance of vaccinations and regular testing.
ICT	<ul style="list-style-type: none"> Re-procurement of the ACORN geodemographic dataset to support with surveillance activities including: monitoring the demographic characteristics of those testing positive for Covid in Oxfordshire; and looking at the overall demographic makeup of areas with high case rates or low vaccination uptake etc. 	<ul style="list-style-type: none"> Increasing access to better quality analysis to enable more informed decision making around how Oxfordshire can respond.

Testing | Key activities

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the **'Testing'** COMF category.

Allocated Spend

£0.1m

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Innovation	<ul style="list-style-type: none"> Investment in the development of a prototype vehicle for 'Mobile Treatment Units' which can be used for a variety of purposes with the primary aim being mass testing. 	<ul style="list-style-type: none"> Nine vehicles have been ordered to date, for vaccination, testing and pre-check uses across the UK. Oxford University Hospitals had also deployed two of these for pre-check hospital uses to reduce pressure on the healthcare system during the middle of 2021.
Children, Education and Families (CEF)	<ul style="list-style-type: none"> Additional support to schools around the set up and co-ordination of School Mass Testing. 	<ul style="list-style-type: none"> Supporting schools in Oxfordshire to set up their testing infrastructure at pace to reduce transmission.
District and City Councils	<ul style="list-style-type: none"> Additional funding to South and Vale District Council to provide a courier service for completed PCR tests from holding hotels to the Regional Testing Site. 	<ul style="list-style-type: none"> Enabling access to PCR testing for Afghan Refugees at the two holding hotels in Oxfordshire.

Other | Key activities (1 of 2)

The table below provides a more detailed breakdown of the key activities that have been supported through COMF funding for the '**Other**' COMF category.

Allocated Spend

£9.7m

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
District and City Councils delegated funding	<ul style="list-style-type: none"> Funding delegated to District and City Councils to support the delivery of flexible local containment and recovery initiatives eg. supporting the ongoing operations of community hubs, supporting local homelessness initiatives, targeted wellbeing and 'get active' initiatives, local investment in VCS and advisory services 	<ul style="list-style-type: none"> Ensuring funding is available at City and District Council level has supported a flexible and targeted approach for community support suitable for the needs and strengths of each place Enabling the delivery of more targeted local interventions eg. funding being directly disbursed to Town and Parish councils for the first time.
Voluntary and Community Sector (VCS)	<ul style="list-style-type: none"> Increased practical and direct financial support for mutual aid organisations that are directly providing support to residents to help them to isolate. Additional support to VCS organisations to coordinate a cohesive support offer for residents across the community. 	<ul style="list-style-type: none"> Increasing the resilience and sustainability of organisations that are delivering critical support services to residents. Oxfordshire Community & Volunteering Action (OCVA) have engaged with over 200 mutual aid organisations to provide advice and support to link up the community support offer across the County. OCVA have also directly disbursed funding to 26 VCS groups who are supporting vulnerable people in the community with the impacts of COVID eg. with isolation.

Other | Key activities (2 of 2)

Area	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Public Health and Wellbeing	<ul style="list-style-type: none"> Employing a skilled and experienced facilitator to increase the focus on the role preventative services such as leisure centres play in addressing health inequalities. This includes all aspects of movement, from dance and cultural activities to more traditional forms of physical activity. 	<ul style="list-style-type: none"> The aims of this programme focus on increasing physical activity across residents, improving wellbeing and thereby reducing the pressure on health and care services.
Programme Management	<ul style="list-style-type: none"> Implementation of a desk booking system within OCC managed buildings. Investment in additional resources to as part of a corporate 'COVID Response Programme Team' providing strategic oversight across all aspects of the programme; secretariat support to key governance meetings; operational support to key programmes of activity; and support with programme assurance and reporting (internally and externally). 	<ul style="list-style-type: none"> Enable effective virtual working and collaboration for staff as they return to offices and adopt a more hybrid working pattern. Ensuring alignment and join-up across various aspects of the programme. Ensuring there is a clear audit trail for decision making. Enabling compliance with national and local guidance. Supporting the establishment and ongoing running of Oxfordshire's symptom-free testing programme with 30+ community organisations participating in this since July 2021.
Innovation	<ul style="list-style-type: none"> Development of a Covid Management and Recovery sensor prototype to establish a monitoring system for active travel schemes. 	<ul style="list-style-type: none"> Increasing visibility and understanding of social distancing (under 2m) of unrelated road users based on sensor data.

*B. Clinically Extremely Vulnerable
(CEV)*

CEV | Activities supported (1 of 2)

The table below provides a breakdown of the key activities that have been supported through CEV funding.

Allocated Spend	£1.1m
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Area	Allocated Spend	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Local Welfare Support	£0.4m	<ul style="list-style-type: none"> Funding delegated to District and City Councils to provide local welfare support to CEV individuals through their community hubs. This included a range of activities from planning, contact with individuals, direct delivery of practical and emotional support and communications. 	<ul style="list-style-type: none"> Provided basic support to CEV individuals that have been asked to shield and tailored support to those that are deemed to be in the most need. This specifically included provision of support for wellbeing, meeting practical needs, meeting digital needs and any advice (financial or employment concerns etc).
VCS Support	£0.1m	<ul style="list-style-type: none"> Putting in place a grants programme for organisations who have supported CEV individuals or continue to support CEV individuals so they they can apply for additional funding to cover any additional costs incurred as a result of the pandemic. 	<ul style="list-style-type: none"> Ensuring the sustainability of VCS organisations that have supported CEV individuals through the pandemic, so that they can continue to meet the costs of programmes which address the recovery of CEV individuals.
OxLEP	£0.3m	<ul style="list-style-type: none"> Supporting the delivery of the COVID-19 Social Contract Programme (SCP) specifically focussing on skills and labour market recovery targeting CEV individuals. 	<ul style="list-style-type: none"> The SCP programme aims to help address various impacts of the pandemic related to unemployment or barriers to employment, education, and training. This will include providing additional support to increasing apprenticeships; launching bootcamps to support sectors with labour shortages; reskilling of the 50+ group and other most affected groups to maximise future wellbeing and results etc.

CEV | Activities supported (2 of 2)

Area	Allocated Spend	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Customer Service Centre (CSC)	£0.2m	<ul style="list-style-type: none"> Investment in additional staff to make proactive outbound wellbeing contact with CEV residents across Adult Social Care and undertake further analysis into demand and the link to training and development. Investment in an additional resource from the Community Information Network to be embedded into the contact team, to bring expert knowledge of the VCS to improve advice and signposting. Investment in building additional resilience in the CSC to cover the costs of planning for CEV support, contact costs, data management and planning for recovery. 	<ul style="list-style-type: none"> To ensure the wellbeing and care of CEV individuals in contact with Adult Social Care. To provide basic support to CEV individuals across Oxfordshire that have been asked to shield and tailored support to those that are deemed to be in the most need. This specifically includes provision of support for wellbeing, meeting practical needs, meeting digital needs and any advice (financial or employment concerns etc.)
Communications	£0.02m	<ul style="list-style-type: none"> Working in partnership with the City and District Councils to communicate with CEV individuals at key points in the programme. The final letter marked the end of the national shielding programme; signposted residents to other initiatives including 'Move Together' to tackle physical inactivity; and also provided an opportunity for residents to provide feedback through a survey. 	<ul style="list-style-type: none"> 33,000 CEV residents reached out through this initiative. Reassured CEV residents of the support still available to them. Enabled councils to gather information on the ongoing support needs and feelings of these individuals through the survey included in the letter (to inform targeted recovery activity for this cohort).

C. Practical Support Payment for Self-isolation (PSP)

PSP | Activities supported

The table below provides a breakdown of the key activities that have been supported through PSP funding.

Allocated Spend

£0.6m

Area	Allocated Spend	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
District and City Councils	£0.5m	<ul style="list-style-type: none"> Funding delegated directly to District and City Councils so they can provide practical support to those self-isolating eg. investing in community hub staffing, provision of supermarket vouchers etc. 	<ul style="list-style-type: none"> Encouraging compliance with self-isolation through meeting the needs of those who are self-isolating until the end of March 2022.
Voluntary and Community Sector (VCS)	£0.05m	<ul style="list-style-type: none"> Supporting Oxford Community Foundation in the delivery of their "COVID-19 Isolation & Loneliness" grants programme for other VCS organisations across Oxfordshire. 	<ul style="list-style-type: none"> Increasing the number of VCS organisations who can receive funding, to continue enabling people to remain self-isolated as required, advised or preferred. Increasing individual and community resilience to the direct impact of Covid and the secondary impacts of self-isolation.
Public Health and Wellbeing	£0.02m	<ul style="list-style-type: none"> Research and analysis work to gather better insight into what actions can be taken to positively influence behaviours towards self-isolation. 	<ul style="list-style-type: none"> Enabling more informed decision making and targeted interventions to encourage adherence with self-isolation guidance.
Programme Management Support	£0.05m	<ul style="list-style-type: none"> Programme management support to mobilise activities enabling the County and District / City Councils to deliver practical support proactively eg. setting up required data flows etc. Allocation to VCS to support with administration of local welfare schemes. 	<ul style="list-style-type: none"> Enabling Oxfordshire to comply with the national Practical Support for self-isolation framework. Enabling the successful mobilisation and ongoing management of the programme

*D. Winter Support Grant, Local Support Grant and
Household Support Fund
(WSG, LSG and HSF)*

WSG, LSG and HSF | Activities supported (1 of 2)

The table below provides a breakdown of the key activities that have been supported through the WSG, LSG and HSF funding. These funding streams have been combined as the HSF is an extension of the LSG and WSG.

Allocated Spend	£7.3m
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Area	Allocated Spend	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Free School Meals Equivalent Support	£5.0m	<ul style="list-style-type: none"> Ongoing provision of holiday family food vouchers (or equivalent support) for all eligible children and young people in Oxfordshire schools, colleges and early years settings. 	<ul style="list-style-type: none"> Between 14,500 and 15,000 individuals continue to be provided with free school meal equivalent support during each school holiday period.
Local Emergency Welfare	£2.0m	<ul style="list-style-type: none"> Funding delegated to District and City Councils who work in partnership with the voluntary and community sector to deliver local emergency welfare support to residents. 	<ul style="list-style-type: none"> Providing direct support to the most vulnerable residents to meet emergency need for food, essential utilities etc Since December 2020, c.30,000 support grants have been supplied to households across Oxfordshire to assist with food and utility bills.
Voluntary and Community Sector (VCS)	£0.09m	<ul style="list-style-type: none"> VCS advice services to support the administration of the local emergency welfare schemes. 	<ul style="list-style-type: none"> Enabling the effective delivery of local emergency welfare schemes in partnership with the District and City Councils.

WSG, LSG and HSF | Activities supported (2 of 2)

Area	Allocated Spend	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Holiday Activity Fund	£0.2m	<ul style="list-style-type: none"> • Supplementing the Holiday Activity Fund through providing lunch provision funded through the HSF funding stream. • Provision of holiday childcare over the February 2022 half-term to maintain continuity of provision up until Easter 2022. 	<ul style="list-style-type: none"> • Ensuring continuity of provision through all holiday periods up until Easter 2022.
Adult Social Care	£0.002m	<ul style="list-style-type: none"> • Additional support to social care teams (eg. DV, Hospital Discharge and Emergency Support) to support other vulnerable families. 	<ul style="list-style-type: none"> • Alleviating the need for food and to meet the costs of utilities for vulnerable families.

*E. Community Testing Grant
(CTG)*

CTG | Activities supported

The table below provides a breakdown of the key activities that have been supported through PSP funding.

Actual spend

£1.3m

Area	Actual Spend	What activities are being supported through the COMF funding?	How are these activities influencing or supporting local people and local systems?
Symptom-free testing sites	£1.2m	<ul style="list-style-type: none"> Establishment and ongoing operational management of four physical symptom-free testing sites across the County including the costs of the site, staffing and other infrastructure required eg. waste management facilities, communications and marketing etc. 	<ul style="list-style-type: none"> Enabling the provision of four on-site symptom-free testing for all residents in Oxfordshire from February - June 2021. Helping to identify asymptomatic cases, reduce community transmission and protect residents.
Targeted Community Testing (TCT) - Programme Management	£0.1m	<ul style="list-style-type: none"> Ongoing programme management costs for the establishment and ongoing operational management of the TCT programme including stock management, weekly reporting, engagement with and onboarding of community organisations and libraries onto the programme etc. 	<ul style="list-style-type: none"> Increasing access to Lateral Flow Device (LFD) testing for disproportionately impacted and under-represented groups across Oxfordshire. Helping to identify asymptomatic cases, reduce community transmission and protect residents - over 18,000 tests distributed by 26 organisations and 38 libraries to date.
TCT - Direct Delivery Costs	£5,000	<ul style="list-style-type: none"> Ongoing operational infrastructure costs for the day-to-day running of the TCT programme including storage and delivery of test kits, development and printing of communications and marketing materials, purchase of cleaning consumables etc. 	<ul style="list-style-type: none"> Supporting with the provision of LFD tests to critical social care services to address supply issues during the start of 2022 - 45 organisations supported including hospitals, care homes etc.

Divisions Affected – Didcot, Hendreds & Harwell, Sutton Courtenay & Marcham, Berinsfield & Garsington

CABINET

15 March 2022

Didcot Garden Town Housing Infrastructure Fund (HIF1) AMENDMENTS TO THE GRANT DETERMINATION AGREEMENT

Report by Corporate Director Environment and Place

RECOMMENDATION

1. The Cabinet is RECOMMENDED to:

- a) Authorise the Corporate Director Environment and Place, in consultation with the Director of Law & Governance, Director of Finance, Cabinet Member for Travel and Development Strategy and Cabinet Member for Finance to enter into an amended Grant Determination Agreement (GDA) with Homes England.**
- b) Establish a Cabinet Advisory Group (CAG) or similar working group of cross-party members to oversee the detailed design and development of HIF1.**
- c) Authorise the development of a new Didcot area transport strategy and masterplan to meet the corporate priorities and agree to provide appropriate resources to support the development of the plan.**

Executive Summary

- 2. The Didcot Garden Town Housing Infrastructure Fund (HIF1) programme has been widely publicised and the details published in previous cabinet reports.**
- 3. The HIF1 programme has gone through a review period in the last 6 months. The programme review revealed there were pressures on budget and timescales to deliver the programme which would now fall outside the current GDA agreement with Homes England.**
- 4. After extensive negotiation, Government agreed to contribute further funding to the programme of £21.8m and extend the funding window to March 2026. The remaining funding pressure can be met by a £10m contribution from OxLEP and**

through an allowance in the Oxfordshire County Council budget agreed in February 2022.

5. The Grant determination agreement with Homes England needs to be amended to reflect these changes.
6. As a part of the future programme delivery assurance and detailed design development it is proposed a Cabinet Advisory Group is set up to ensure all aspects meet the new corporate priorities.
7. There is an acknowledgement that further measures are required for the transport and connectivity in Didcot area to become more sustainable and encourage more sustainable travel choices. This will require resources to be dedicated to the development of a Transport Strategy and Masterplan for the area.

Background

8. In October 2019, following a series of Cabinet approvals and a successful Housing Infrastructure Fund grant award of £218m, the HIF1 project was included in the County Council's capital programme. The original funding agreement, between the Council and Homes England, known as the Grant Determination Agreement (GDA), was entered into in June 2020.
9. The Didcot Garden Town Housing Infrastructure Fund project (hereon in referred to as HIF1) consists of four separate but interdependent highways schemes, as follows:
 - a. Element A - A4130 widening
 - b. Element B - Didcot Science Bridge
 - c. Element C – Didcot to Culham River Crossing
 - d. Element D - Clifton Hampden Bypass
10. Descriptions of each of the four elements are contained at Annex A.

Scheme Review

11. As is normal for schemes of this type and scale, at completion of the last stage of project development a review was undertaken looking at the forecast costs, delivery programme and risks.
12. The review outcomes were that the total budget envelope had increased by up to £61.7m and construction completion would not be until April 2026.
13. The reasons for these changes from the original budget set back in 2018 can be summarised as follows:
 - **Enhanced environmental mitigation** required to satisfy statutory and regulatory body requirements - impacts on land required, modelling and

design – need for a viaduct on approach to the River Thames being the single largest contributing factor at c.£23m standalone cost impact.

- **Change in regulations and guidance** e.g. introduction of Local Transport Note 1/20 relating to changes in design guidance for active travel provisions, environmental guidance and changes in National Planning Policy – requires additional land and design, enhanced flood mitigation and climate impacts leading to increased design time and costs.
- **Traffic and transport modelling parameters** driven by Department for Transport have changed, requiring further work and amendments to the scheme design.
- **Land cost and area increases** above the original business case – land prices increasing
- **Increased complexity of utility diversions**
- Increased design results in **increased construction time** required
- **Nationally increased** material costs, availability of materials and labour
- **Availability of construction sector resources** - availability of specialist staff and supply chain resources to design and build a scheme of this nature, competing with other large scale national infrastructure investments, and the lack of internal expertise
- **Landowner issues** - access issues and delays for surveys, requiring a civil warrant for entry.

Changes to the HIF Grant Determination Agreement

14. The challenges on timescale and budget were reported to Homes England and subsequently Department for Levelling up, Homes and Communities (DLUHC) and Her Majesty Treasury (HMT). Oxfordshire entered a negotiation with Government departments to secure further funding. On the 8th February 2022 Homes England confirmed an additional £21.8m towards the HIF1 infrastructure alongside the extension to the funding availability period to 31st March 2026. The funding breakdown can be found in paragraph 27.

15. As the programme and budget are now outside of the original Grant Determination Agreement with Homes England signed in June 2020, amendments to the agreement are required to deliver the infrastructure. The amendment to the agreement will focus on the following elements:

- An extension to the availability period to 31st March 2026
- An increase in funding to £239,816,437
- Change in milestones (see appendix C)
- A clause to de-risk the delivery timeframe for Oxfordshire County Council allowing for exceptional circumstances outside our direct control that could have an impact on the project timeline.
- Allow Oxfordshire County Council flexibility with the detailed design to deliver the infrastructure that will reduce the carbon impact of the schemes and reduce the need to travel by car, and support the many innovative businesses in the area. For example this could include measures such as tolling the bridge (subject to powers being granted by DfT), conversion of carriageway to bus lanes and the prioritisation of sustainable modes of travel.

- Preferential rates for borrowing the additional funding required to implement the scheme to reduce the burden on Oxfordshire County Council.

16. Officers are in ongoing negotiations on the specific wording for the revised GDA in line with the principles outlined in this report. On completion of the redraft, formal approval will be required in line with the delegations sought through this cabinet decision report.

Alternative 'Do nothing' Option

17. If Cabinet decides not to authorise the proposed revisions and delegated authorisation of the new GDA, there are substantial implications and risks. These are set out below:

- a. The Local Plans in South Oxfordshire and Vale of White Horse are based on the delivery of the HIF1 infrastructure. Without the infrastructure the local plans are no longer viable.
- b. South Oxfordshire District Council would no longer be able to demonstrate a 5-year land supply which would put the Local Planning Authority (LPA) at risk and there is the potential for legal challenge of Oxfordshire County Council for non-delivery.
- c. Significant Government supported projects such as UKAEA Fusion Technology at Culham would be stifled and potentially cause delays or even relocation of the investment out of the county.
- d. The lack of infrastructure may impact strategic development sites being planned for the area due to the severe impacts on communities and the environment from additional travel. These key development sites are (but not limited to):
 - NW Valley Park (VoWH Local Plan)
 - East of Oxford
 - Chalgrove (SODC Local Plan 2035 and Core Strategy)
- e. The existing local plan allocated sites which have been granted planning permission will not be adequately mitigated including North East Didcot and Didcot A leading to a high probability of challenge which will need to be defended.
- f. It is considered that this will directly lead to speculative development across two LPA areas and planning by appeal on a case-by-case basis.
- g. OCC will be open to significant risk of developer legal challenge as there is a pressure to release housing without sufficient infrastructure in place. With HIF 1 in progress there was an easing on the viability of developments coming forward, but without it OCC may have to object to future planning applications.
- h. The sunk costs (currently around £11m) would be wasted.
- i. Non delivery of the scheme could have significant knock-on impact to the delivery of 11,711 homes across 12 separate sites in and around Didcot in South Oxfordshire and Vale of White Horse districts and the delivery of circa 4,200 affordable homes.
- j. Reduction or loss of control of the generation of s106 contributions to support further sustainable transport measures in the area.

- k. There will be impacts on the national significant areas for employment in the Oxfordshire Knowledge spine, supporting high value jobs contributing strongly to economic growth. The scheme directly supports Culham Science Centre and connections to Harwell Campus.
- l. There will be implications on the environment and support for the climate change agenda with less high-quality sustainable transport infrastructure in place and the loss of key active travel connectivity, which are provided directly by the project. The project also directly provides a minimum of 10% biodiversity net gain for the immediate area which would also be lost.
- m. Uncontrolled development in the area could increase traffic in such a way as to add to further congestion, pollution, noise and road safety issues.

Establish a Cabinet Advisory Group (CAG) (or similar working party)

- 18. As a part of the assurance for the delivery of the HIF1 infrastructure and to oversee the changes to the design to allow for more sustainable travel corridor, it is recommended that a Cabinet Advisory Group is established.
- 19. The CAG could be formed with cross-party members to oversee and steer the delivery. The terms of reference and membership of the advisory group will need to be established to enable external expertise to be co-opted to provide Cabinet with further expert advice.
- 20. The CAG will ensure that the development of the infrastructure aligns with the new and revised policies being developed by the Fair Deal Alliance for active travel, climate action and travel choices.

A new Didcot area transport strategy and masterplan

- 21. It is recognised that the HIF1 infrastructure alone will not maximise the connectivity and sustainability objectives. Further supporting enhancements have always been envisaged as a result of this programme, and it is proposed that the development of these is accelerated by creating a new Didcot area transport strategy and masterplan in conjunction with the local district councils. This will focus on creating active and sustainable travel options, reducing the need to travel, and using innovation and the opportunities to implement new transport technology.
- 22. This will be a basis to influence new developments in the area and ensure that mitigating measures and S106 and S278 funding received from development can be focused on these key priorities.
- 23. The masterplan and strategy will focus on:
 - Delivering high-quality connected walking and cycling infrastructure and using measures to encourage behavioural change to achieve the core principle of pedestrians and cyclists to be at the top of the road hierarchy.
 - Ensuring the area and all new developments are designed to be low car and prioritise active travel and public transport infrastructure. This will include plans to introduce traffic filters on existing roads, implement HGV routing away from local

roads, and measures to help existing communities benefit from better active travel infrastructure.

- A package of measures and holistic approach that achieves the shift required, as well as obligations on developers to provide high-quality interconnected and direct infrastructure. This would include measures such as contributions to public transport services, walking and cycling measures and infrastructure and Personalised Travel Planning (PTP), as well as monitoring outcomes. A summary of work being undertaken on such measures can be seen in Annex B.
24. To develop a robust sustainable strategy, the appropriate resources will need to be dedicated to the development of the plan.

Financial Implications

25. The risks associated with scheme delivery are underwritten by a **£52.251m** quantified risk and contingency fund, which is accounted for within the overall forecast budget.
26. Inflation is considered and calculated against the prevailing market indices and the revised delivery programme. This equates to **£26.653m** across the programme.
27. Therefore, the total scheme cost to completion is **£296.152m**
28. The proposed revised funding package is set out within Table 3.

Table 3 – Revised Funding Summary

Source	Value (£'000's)
Housing Infrastructure Fund grant	£ 218,020
Section 106 (held)	£ 6,736
Section 106 (underwritten by Council but expected to be received prior to project close)	£ 9,713
Additional capital contributions	
Housing Infrastructure Fund grant (additional)	£ 21,800
Oxfordshire Local Enterprise Partnership	£ 10,000*
Council capital borrowing (approved as part of budget 8 th February 2022)	£ 29,893
Total	£ 296,152

*secured against future business rates retention and forward funded by Council as part of approved capital programme

29. The current spend profile indicates that the total of the HIF grants would be drawn down in full first, with any additional financial contributions to the scheme backloaded to the latter stages of delivery. Therefore, spend on any additional contributions is anticipated to commence in 2025 onwards.
30. The additional resources required to be dedicated to the Transport Strategy and Masterplan work will need to be found from existing budgets or additional funding.

There will be an additional cost to accelerating this work which will be managed through the annual budget setting process.

Comments checked by:

Rob Finlayson, Finance Business Partner, rob.finlayson@oxfordshire.gov.uk

Legal Implications

Grant Determination Agreement

31. The key themes of the GDA are in respect of the delivery of the HIF infrastructure, new homes and their related milestones. The GDA provides Homes England with various rights in the event that the Council defaults under the agreement, including the right to terminate the agreement, suspend, clawback or reallocate the funding.
32. Clawback is however limited and excludes all amounts that have been properly validated and claimed. Since claims are submitted monthly in arrears, exposure to the risk of clawback is further limited.
33. To the extent that a material amendment to the Delivery Plan, the Expenditure Forecast, the Infrastructure Works or the Housing Outputs is required and being negotiated between the parties, Homes England may place a hold on payment of any future claims whilst the proposed change is assessed and if agreement is not reached within 3 months, Homes England may terminate the agreement, withhold any further payments or reallocate funding.
34. In the letter from Homes England set out in Annex C, Homes England reserve their rights under the GDA except as previously waived. They also have the right to claim their costs and expenses for dealing with the Deed of Variation from the Council.

Comments checked by:

Jayne Pringle, Principal Solicitor, jayne.pringle@oxfordshire.gov.uk

Equality & Inclusion Implications

35. The equalities implications of the HIF1 scheme have and will continue to be assessed robustly through the design development stages of the scheme. These equalities implications have been considered in line with the Equality Act 2010 and through the completion of an Equality Impact Assessment (EqIA).
36. This will be further considered as part of the forthcoming report relating to authority to make the statutory orders.

Sustainability Implications

37. Embodied emissions are a significant impact in all construction projects. The council wishes to create robust plans to reduce the 154,840 tCO₂e of GHG emissions which could be emitted during the construction phase without intervention. Approximately 83% of this impact associated with the construction materials^[2]. However, this can be reduced further, and the OCC design team are working towards reductions. The embedded carbon is a small percentage of the UK Carbon Budget and low compared to surrounding housing developments which produce over 60 tonnes of embedded CO₂ per dwelling (not including the onsite infrastructure).
38. A range of mitigations are set out within the Outline Environmental Management Plan and Outline Site Waste Management plans^[3] ranging from use of recycled and secondary materials through to energy efficient lighting and low carbon vehicles.
39. These measures will be further worked up through the development of the procurement strategy and the Construction Management Plan, including specific sustainability targets imposed on the design and build contractor, and through the focus of a working group and CAG as set out in Annex B.
40. As a part of the programme and finance review, HIF1 infrastructure has been assessed against the Fair Deal Alliance priorities. The review has identified key areas of focus to ensure the infrastructure construction and use is more sustainable. The key areas are:
- a. Increasing the Biodiversity Net Gain to above 10% by utilising all suitable spaces. Creating new habitats and enhancing existing where possible. Using planting to absorb carbon.
 - b. Reducing the embedded carbon by using recycled materials, working with local suppliers, using different construction methods.
 - c. Putting environment, climate and carbon reduction at the heart of commissioning the construction of the infrastructure. Working with the supply chain to reduce transport and bring innovation into the design and construction.
 - d. Developing a sustainable travel strategy to reduce private vehicle use and support sustainable freight option.

Risk Management

41. The key risks relating to the delivery of the programme are:

Unforeseen circumstances causing delays

42. To date the HIF1 programme has been impacted by unforeseen circumstances including the COVID pandemic and Brexit. Global issues may impact on delivery and construction with supply chains and materials being further impacted.

Therefore, it is essential that there is a mechanism for dealing with uncertainty and so the County Council is not financially impacted by circumstances outside of the Council's control.

43. It should, however, be noted that the delivery programme remains significantly challenging with some workstreams required to run in parallel, where possible, to meet the revised timeline. Only minimal time risk allowance is included and, therefore, it is important that the project continues to be delivered in line with those key milestones contained within Table 1.

Aligned Internal organisation

44. Aligning the internal resources of the Council is key to delivery. The support services of legal, finance, procurement, property and HR are all critical to the success of the programme. It is essential that these services have sufficient resource and a flexible, dynamic approach to be able to assist with delivery.

Staffing resources

45. Providing the appropriate, affordable skilled resources remain a risk to the programme. There is a national shortage of professionals to develop and deliver major infrastructure programmes. Due to the Government's investment strategy there is a large demand for resource and a small resourcing pool. The programme is made up of temporary staff which causes risk of resilience and continuity of knowledge and approach. This risk will be continually reviewed, and recruitment will be ongoing to ensure the programme is resourced and successful.

46. The risk register for the programme can be found in Annex D

Consultations

47. A series of public consultations have been undertaken throughout the previous development stages of the HIF1 project.
48. The consultations are summarised in the Statement of Community Involvement, now published in support of the planning application.
49. These formal events have been supplemented by significant engagement with District and Parish Councils, key user groups, statutory bodies and landowners affected by the scheme.
50. There is a clear understanding of the importance of continuing to develop a comprehensive communications and engagement plan, to be implemented throughout all subsequent stages of delivery, strengthening relationships with all stakeholders in the process.

Next Steps

51. The next stage of scheme delivery involves the procurement of design and build partner(s) who will then undertake the detailed design for the scheme before securing a tendered construction contract price.
52. If the decision to appoint a CAG to oversee this process is taken, then the CAG chair and members will need to be selected and the group formally constituted with appropriate terms of reference. It is envisaged that the CAG may also wish to draw on industry expertise to help them with their recommendations.
53. Throughout this next stage of detailed design development, officers will continue to work with the portfolio holders and CAG members to align the design of the scheme to the priorities of the Council. This will include how the scheme is made more environmentally sustainable, both during and after construction, and futureproofing measures to ensure that potential travel mode changes can be easily accommodated by adapting the built infrastructure, as and when the need arises. The work is at an early stage and will look at key themes of reducing carbon, increasing biodiversity, mitigations and operating the infrastructure and complimentary measures in line with sustainability priorities, innovation, further developing the strategy for the area and new developments (see Annex B).

Bill Cotton
Corporate Director for Environment and Place

Annexes: Annex A – Scheme Descriptions
 Annex B – Summary of work being undertaken to align to
 the Council
 Annex C – Homes England
 Annex D – High Level Programme Risk Register

Contact Officer: Hannah Battye, Head of Infrastructure Delivery
 Hannah.battye@oxfordshire.gov.uk

March 2022

ANNEX A

SCHEME DESCRIPTIONS

A1. Element A – A4130 Widening

Widening of 1.5km of A4130 east from the A34 Milton Interchange to create a dual carriageway from a single carriageway including:

- a new roundabout junction east of Backhill Lane Tunnel
- a revised signalised T-junction to access the proposed development site (known as Valley Park)
- two new roundabout junctions and link road from the A4130 west of the Great Western Park signalised junction (provided by others)

[Widening of the A4130 | Oxfordshire County Council](#)

A2. Element B – Didcot Science Bridge

A new road bridge over the A4130, the Great Western Railway Line, Milton Road and link road (circa 1.5km) including:

- a new road overbridge
- single carriageway development road in the former Didcot Power Station site with a number of side road junctions, including amendments to existing infrastructure
- a new priority T-junction north of Purchas Road roundabout connecting into the A4130
- revised alignment of the NCR5 route with improved pedestrian crossing link to Hawksworth and wider cycle network
- new pedestrian and cycle link within the field boundary adjacent to A4130 (Didcot Northern Perimeter Road)

[Didcot Science Bridge | Oxfordshire County Council](#)

A3. Element C – Didcot to Culham River Crossing

A single carriageway road between A4130 (Didcot Northern Perimeter Road) and A415 (Abingdon Road) (3.6km) including:

- a replacement four arm roundabout at A4130 (Didcot Northern Perimeter Road and Collett)
- a new road overbridge spanning the Hanson private railway siding at the Appleford Level Crossing
- a new priority T-junction on B4016 (Appleford Road) at Appleford
- a new shared-use pedestrian and cycle path between the T-junction and Appleford Railway Station
- a new three arm roundabout junction on B4016 (Appleford Road) from Sutton Courtenay
- a new road large scale overbridge and lead in viaduct spanning the restored quarry area and the River Thames
- a new four arm roundabout junction on the A415 (Abingdon Road)
- a new shared pedestrian and cycle path on southern side of the A415 (Abingdon Road)

[Didcot to Culham river crossing | Oxfordshire County Council](#)



Figure A1: Visual showing high quality active travel provision (typical artists impression)

A4. Element D – Clifton Hampden Bypass

A single carriageway bypass for Clifton Hampden, between Culham Science Centre and B4015 just north of Clifton Hampden Village (1.8km including link roads) including:

- a new four arm roundabout and access roads at the Culham No.1 employment site just west of Culham Science Centre
- new access junctions for the Fullamoor Farms agricultural buildings and residential and commercial properties to the south of the A415 and the Thames Water sewage treatment site
- a new priority T-junction on the B4106 (Oxford Road) just north of Clifton Hampden Village

[Clifton Hampden Bypass | Oxfordshire County Council](#)



Figure A2: Visual showing connectivity and crossing facilities (typical artists impression)

Annex B

Summary of work being undertaken to align to the Councils
Priorities

1. Officers are currently in the early stages of working to produce an action plan that further aligns the scheme to the Councils policies. This work has been scoped to follow various themes and is already underway. If the recommendation for a CAG is agreed, then a key aspect of their work will be to oversee the further development of the scheme alongside these key themes to make substantial changes to the scheme that provide positive benefits to the local area and enable HIF1 to be an innovative and exemplar project.
2. The detailed design and construction will be informed by these main themes.
3. **Reducing Carbon** – We will further reduce the carbon embedded within this scheme by using innovative construction techniques, low carbon materials and by replacing traditional construction methods with those that reduce carbon. Examples of this will include the use of living sound barriers rather than concrete and the use of locally sources or recycled and reused materials within the construction. The scheme will be designed and constructed in line with the principles of PAS2080. PAS2080 is the world's first standard for managing carbon in infrastructure projects; providing a framework to manage emissions in supply chain and ensuring measurement and transparency of emissions through all stages of a project.
4. **Biodiversity** - We will seek further gains in biodiversity and the benefits that people gain from nature by maximising opportunities to include green infrastructure and new habitats within the design.
5. **Operating the Infrastructure and complimentary measures in line with sustainability priorities** – We will explore innovative options for the short, medium and long term. These will potentially include smart mobility measures in villages and on the existing network and apply for the powers to make the river crossing a toll road. We will use the opportunity from delivering this route to convert much of the surrounding network from its existing state to one of quiet neighbourhoods with the appropriate weight limits and traffic filters to prevent through traffic and encourage modal shift.
6. **Innovation** – We are exploring further technological solutions in construction and operation including monitoring, sensors, autonomous and shared vehicles.
7. **Developing the strategy for the area** - Building on the existing Didcot garden town masterplan work we will work with the district councils to develop the strategy to demonstrate how the area will meet core principles that include sustainable movement and technology, including freight and logistics plans for the area.
8. **New developments** – Working with the District Councils and developers we will ensure that all new developments minimise the use of the car, ensuring that priority for sustainable modes of transport is baked in from the beginning including LTN's by design.

ANNEX D

HIGH LEVEL PROGRAMME RISK REGISTER

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
1	Programme: Stakeholder opposition to the schemes forming the Programme.	4	3	3	12	1. Pro-active engagement, comms and consultation. Sound evidence base for submissions.	3	2	3	9
2	Construction programme imposes significant pressure on the network	4	4	1	16	1. Scope for design and build contract to include some requirements on traffic impact to pass the risk on to the contractor as they will be best placed to ensure phasing of works does not overload network. 2. Consider going with one contract rather than four to ensure approach to traffic management and network overload can be coordinated appropriately.	3	4	1	12
3	Late responses from statutory consultees	5	2	3	15	1. Work proactively with the Reg 3 team to chase responses from statutory consultees.	4	2	3	12
4	Delays to CPO process	4	5	4	20	1. Secure planning to fulfil the conditions 2. Engage Gateley Hamer to establish a range for expected land costs. Update land cost and monitor against budget 3. Ensure AECOM are involved in plot by plot reviews.	3	5	4	15
5	HIF1: statutory processes (Highways CPO) running in parallel with HIF2 and other major schemes	3	4	3	12	1. No treatment	3	4	3	12

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
6	Programme: Market Capacity (Supplier and material availability).	3	5	1	15	1. Employ competent consultant to undertake financial monitoring of scheme Complete 2. Ensure contingency within budget makes allowance for anticipated inflation Complete 3. Undertake soft market testing to prepare the market for the upcoming scheme Ongoing	2	4	1	8
7	Pandemic (COVID) - further outbreak, lockdowns and restrictions.	3	4	4	12	1. Now that the likely risks are known, ensure the D&B contract requires the contractor to accommodate a suitable degree of flexibility to cover for ongoing staffing and distancing issues related to the pandemic	2	3	4	8
8	Design standards and Gov't guidance changes.	2	3	3	6	1. No treatment - horizon scanning to anticipate any likely changes.	2	3	3	6
9	Design change as a result of stakeholder objection.	3	3	3	9	1. Consultation has already been undertaken and planning has now been submitted. When objections are received, work quickly to review and mitigate with the Reg 3 team.	2	3	3	6
10	Interface between 4 schemes	4	4	3	16	1. Consider appointing a single contractor for all four schemes Action 2. Establish regular designer and contractor liaison meetings to discuss any issues that impact multiple schemes	2	3	3	6

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
11	Detailed design results in significant change to planning consent or material quantities.	4	4	3	16	1. Undertake as much design work as possible prior to submission of planning application, including utility C4s Complete 2. Progress outstanding C4s in parallel with procurement process to minimise likely impact on scheme design 3. Ensure technical scope is as robust as possible for D&B tender and that the contract is set up so that the contractor seeks to minimise programme delays as well as cost. 4. Work closely with D&B design team to ensure the implications of any proposed design changes are clearly understood and agreed before progressing.	3	3	3	9
12	Unable to access land when needed	4	5	4	20	1. OCC to confirm go ahead to start negotiations and agree options on land Action 2. Fallback: CPO process running in parallel to mitigate escalating land costs and risk of being held to ransom.	3	4	4	12
13	Delays to D&B contract procurement	4	4	3	16	1. Soft market testing to generate interest 2. Finalise procurement strategy to agree route to market. Agree where the scheme is procured as 1,2,3 or 4 packages 3. Prepare suitable and balanced tender documents with support from the designer (AECOM) and OCC (legal, procurement and commercial teams)	2	3	3	6
14	Traffic modelling output challenged by Planning Authority or others	4	3	1	12	1. Liaise with AECOM to update the TA Scoping note. Process with OCC TDC for formal TA Scoping agreed.	2	2	1	4

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
15	Future Residential units claiming blight	4	3	1	12	1. Ensure reserved matters application, via TDC officers, allow for enough green space to reduce impacts of blight on new properties. 2. OCC to liaise with specialist (TLT/GA) to again ensure minimal blight claims. - Quantify claims, check against budget	2	2	1	4
16	Reliance on Developers to delivery sections of the HIF1 Schemes	2	4	1	8	1. Seek Developers programmes milestones. Incorporate them with the Master Programme and establish a realistic delivery date. Coordinate with Developers to update regularly the Master Programme. Develop a contingency plan to address the event that developers don't meet our delivery plan.	2	3	1	6
17	Implications of de-scope/VE on planning	4	5	1	20	1. Cost/benefit analysis for each value engineering item	3	4	1	12
18	Misalignment of private development construction programme and HIF1 construction programmes	3	5	3	15	1. Construction programme of the private development to be included in the overall programme. Agree programme with private developers through s.106 agreement.	2	4	3	8

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
19	Breach of Public Contract Regulations 2015	3	2	3	9	1. Seek Legal review of the current contracts with substantial Compensation Events to establish if there are any procurements risks. Depending on the outcome of the legal review , implement the proposed mitigations measures. 2. Ensure design and build contract scope is sufficiently broad to include all likely changes / additions to scope.	2	2	3	6
20	Resource resilience and capacity for HIF1 and HIF2	5	4	4	20	1. Fully resourced programme for HIF1 and HIF2 to forecast resources needs. 2. Develop a shared resources plan covering both HIF1 3. HIF2 to be review ed monthly to maintain efficient and timely delivery of both programmes. 4. Include a greater amount of activities within the contract to reduce the burden on OCC resources e.g. self certification.	4	4	4	16
21	Overall programme duration is based on detailed River Crossing programming exercise	2	4	3	8	1. Further work on utilities to be commenced in new year. Detailed review of programme will be undertaken during detailed design. Time restrictions will be placed on the scheme completion date within the tender documentation.	2	3	3	6
22	Changes and improvements to scheme scope	4	4	5	20	1. Liaison with Cabinet to ensure they are fully briefed on all the issues so that decisions can be made in light of all available information.	3	4	5	15

High Level Programme Risk Register

Risk Description		Current Quantitative Assessment				Mitigation Plans	Target Quantitative Assessment			
Risk No.	Risk Title	Probability	Cost	Time	Risk Rating	Description of proposals to mitigate the risk and actions.	Probability	Cost	Time	Risk Rating
23	Unforeseen circumstances cause delay	2	5	5	10	1. Ensure that there is a mechanism for dealing with uncertainty and so the County Council is not financially impacted by circumstances outside of the Council's control.	2	2	5	10

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Divisions Affected – Kidlington South

CABINET

15 March 2022

LAND AT STRATFIELD BRAKE, KIDLINGTON – PROPOSAL FROM OXFORD UNITED FOOTBALL CLUB TO OXFORDSHIRE COUNTY COUNCIL AS LANDOWNER

Report by Corporate Director Commercial Development, Assets & Investment

RECOMMENDATION

1. The Cabinet is RECOMMENDED to

- (a) Authorise Officers to enter into detailed discussions as requested by Oxford United Football Club (OUFC) on the use of Oxfordshire County Council (OCC) owned land for the development of a new football stadium, subject to approval of detailed plans and undertakings and to planning permission.
- (b) Instruct Officers to ensure that any In Principle Agreement resulting from discussions with OUFC satisfies the objectives set out in (2a) below.
- (c) Authorise Officers to explore lease surrender discussions with OCC's current tenants, and where appropriate with sub-tenants, subject to planning permission.
- (d) Instruct Officers to maintain open dialogue with stakeholders with interests in the project, in particular Cherwell District Council (CDC), the relevant Parish Councils, the community sports clubs who make use of Stratfield Brake, the Woodland Trust and neighbouring landowners.
- (e) Instruct officers to provide regular updates on progress to the Cabinet Member for Property and, as appropriate, Cabinet as a whole.
- (f) Require Officers to bring back to Cabinet for further discussion any detailed proposals that are made, and to bring to Cabinet for decision any In Principle Agreement that may be reached in due course.

2. If Cabinet decide to proceed it is RECOMMENDED that Cabinet requires that:

- a) Officers ensure that any proposal by OUFC is consistent with the Oxfordshire Fair Deal Alliance's priorities, by achieving the following objectives for the use of the OCC's land:

- I. maintain a green barrier between Oxford and Kidlington
 - II. improve access to nature and green spaces
 - III. enhance facilities for local sports groups and on-going financial support
 - IV. significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
 - V. develop local employment opportunities in Oxfordshire
 - VI. increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
 - VII. support the County Council's net zero carbon emissions pledge through highly sustainable development
- b) Officers pursue detailed discussions with a view to agreeing terms that achieve community benefit, meet OCC's aspirations, retain OCC's reasonable long-term control over the size and scale of OUFC's proposed scheme, and comply with S.123 of the Local Government Act 1972 (and any other applicable legal requirements).
 - c) Officers continue to explore any opportunities with neighbouring landowners that might enhance the delivery of a community sports hub at Stratfield Brake in line with OUFC's commitment to replace and enhance the existing sports facilities and to develop sustainable operation models with the community clubs to protect their long-term future, prior to the commencement of any new stadium related development.
 - d) Officers to return to Cabinet if further detailed proposals are made by OUFC and, in due course, if an In Principle Agreement with OUFC is reached, so that financial and lease terms can be discussed at a Special Cabinet Meeting.

Executive Summary

- 3. Oxford United Football Club (OUFC) have approached OCC and requested that OCC transfer c.18 hectares (44.48 acres) of land for the development of a new 18,000 capacity football stadium with ancillary leisure and commercial facilities to include, hotel, retail, conference, and training/community grounds. OUFC have informed Officers that they have conducted an extensive search of suitable locations in Oxfordshire and that Stratfield Brake is considered the most viable option for the Club. The aerial photo below shows the area of land (the red outlines are for indicative purposes only) subject to the proposal within its wider context.



The aerial photo below shows the area of land subject to the proposal, and the current tenants.



4. OUFC's proposal requests that the majority of OCC's freehold land holding at Stratfield Brake be leased to them for a term of 250 years. The land is currently leased out to three tenants by OCC being CDC (who in turn sub-lease to Kidlington Parish Council and Water Eaton and Gosford Parish Council), the Woodland Trust and Foxcotte Fencing Limited. There are no break clauses in

these leases, consequently, OCC are unable to agree to lease their land to OUFC unless all tenants, and sub-tenants, agree to surrender their leases.

5. Taking account of OCC's commitment to maintaining access to nature, Officers have excluded from the proposal land leased from OCC by the Woodland Trust (c. 2.8 ha / 7 acres).
6. At the Cabinet Meeting held on 18 January 2022, it was agreed that Officers should hold a 4-week Public Engagement Exercise and report the outcomes of the public engagement exercise and of the exploratory discussions with OUFC and current tenants to Cabinet on 15 March 2022. That exercise, combined with feedback from the current tenants, has indicated that there is support for entering negotiations with OUFC from a majority of respondents but some specific areas of concern that need to be explored further with OUFC before a view can be taken on the compatibility of the proposal with the principles proposed to guide OCC's approach.
7. An 'Ethical Wall' has been put in place to avoid potential conflicts of interest between OCC and CDC and to ensure that the interests of each Council are represented independently by named officers.

Background

8. This Report should be read by way of an update to the Actions agreed by Cabinet on 18 January 2022 (Report & Minutes attached).

Key Issues

9. At the Cabinet Meeting held on 18 January 2022, it was agreed that
 - a) Officers should hold a 4-week Public Engagement Exercise amongst residents and stakeholders to receive their feedback on the proposal and on the principles/objectives proposed to guide any future OCC negotiation with OUFC;
 - b) Officers should progress exploratory discussions with OUFC and with OCC's current tenants and, as appropriate, their sub-tenants regarding the proposal from OUFC to enable the use of OCC owned land for the development of a new football stadium, subject to planning permission;
 - c) Officers should report the outcomes of the public engagement exercise and of the exploratory discussions to Cabinet on 15 March 2022 with a recommendation on whether to commence formal negotiations and, if so, with which objectives.
10. The Public Engagement Exercise started on Tuesday 25th January and closed on Tuesday 22nd February. It was accessed via: letstalk.oxfordshire.gov.uk/stratfield-brake-land-use-proposal-2022.

11. OCC widely promoted the Engagement Exercise in various ways. Activity mainly focused on reaching residents and stakeholders in and around the Kidlington and Gosford and Water Eaton parishes, as these communities are local to Stratfield Brake and are more likely to be impacted by any future changes to this land.
12. OCC's promotional activity included:
- A news story issued to media outlets and published on the news pages of county council's website (www.oxfordshire.gov.uk).
 - An item in OCC's eNewsletter, YourOxfordshire, sent by direct email to subscribers across the county and beyond.
 - An item in OCC's weekly newsletter for County Councillors and in its weekly staff newsletter.
 - Posts on 'Nextdoor' targeting the Kidlington and Gosford and Water Eaton area.
 - Packaged content sent to community news editors in the Kidlington and Gosford and Water Eaton area for use across their channels.
 - An extensive poster campaign across Kidlington village, including a wide range of local businesses and community noticeboards.
13. During the 4-week Public Engagement Exercise, Officers have continued to progress exploratory discussions with the Woodland Trust, Foxcotte Fencing Ltd, Kidlington and Gosford and Water Eaton Parish Councils and the community sports clubs who currently use Stratfield Brake. Generally, these key stakeholders are open to OUFC's proposals and in most cases have requested that OCC conduct further discussions with OUFC to clarify the detail of the proposal from OUFC and therefore its impact. CDC have made the following statement:
- "Cherwell District Council note the proposal from OUFC for a new stadium and ancillary facilities at Stratfield Brake. We await with interest the outcome of the County Council's deliberations. As a tenant our duty will be to protect the interests of the users of the space and quite separately, as Local Planning Authority we will examine any proposal on its planning merits".*
14. Based upon the results of the Public Engagement Exercise and meetings held with key stakeholders since Cabinet last considered the proposal received from OUFC, Officers have made the following observations (the full Engagement Report can be found in Appendix 1):
- a) The Engagement Exercise received a high level of interest, with 3,740 survey responses submitted, and 14 written submissions received.
 - b) Nearly all survey participants, 3,517 (94 per cent) were members of the public and 207 (6 per cent) were stakeholders.
 - c) A very large proportion of people completing the survey, 79 per cent (2,919 people), were Oxford United FC (OUFC) supporters whereas 21 per cent (785 people) said they were not. Sixty percent of the OUFC supporters said

they regularly attend home games, with 34 per cent saying they attend all home games.

- d) Local residents (Kidlington, Gosford, Water Eaton) represent 22 per cent of the participants - with some overlap with OUFC supporters.
 - e) Among all survey participants, there is very strong support for OCC as the landowner, to start negotiations with OUFC regarding the lease of land that it owns at Stratfield Brake for a term of 250 years: Eighty per cent say yes, although support is much lower (38 per cent) among local residents
 - f) Among local residents responding to the survey, 38 per cent are in favour of the county council starting negotiations and 58 per cent are not. Four per cent are unsure.
 - g) Many survey participants recognise the importance of OUFC to the broader area, the city, and the county.
 - h) Supporters of the negotiations feel that it is a good opportunity on both a countywide basis and locally. The promise to develop and enhance many local health and fitness and sports clubs, is felt to be particularly good for the community and to be positive from an employment perspective. With regards to infrastructure, people felt the location was good with both road links and transport access.
 - i) Concerns expressed by those against mainly revolve around traffic, congestion, and parking, and about environmental (including green gap/belt) issues.
 - j) The list of six objectives is generally thought to be good although some express concerns about whether they are realistic or achievable.
 - k) Twenty-two per cent of survey participants said something should be added to the list of objectives, with comments focusing mainly on the broad themes of environmental impact, infrastructure, and community impact and were largely points of detail that could sit behind four of the existing six objectives
 - l) Eighty-two per cent of survey participants thought none of the objectives should be removed. The objective that people would most like see taken off the list, with just 108 mentions, was objective a) "maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces". This was substantiated by comments around the lack of necessity for a green belt, that development was already happening, and that this proposal is necessary.
 - m) With regard to the written submissions, 8 were from members of the public – all of which were against the council entering into formal negotiations and 6 were from stakeholders (2 supportive, 2 against, 1 unsure and 1 did not give a view).
 - n) Those against OCC entering into formal negotiations detailed concerns around the scale of development in the area and encroachment, the loss of green space/belt, concerns about traffic, transport, and parking. Several people also raised planning matters.
15. Officers have continued to progress exploratory discussions with OUFC who remain committed to acquiring a 250 year long-leasehold interest in the land.

OUFC propose that the lease would be taken in the name of Oxford United Football Club Limited (Company No. 470509) and have provided details of the ownership structure and shareholders to assist OCC Officers in carrying out appropriate due diligence.

16. If the Club should cease to exist, the headlease will allow it to be leased to another professional football club recognised by the Football Association. Any sublease of the Stadium site will require the Stadium to remain in place with community sports taking place in it at times when it is not being used for professional football. The Club would be required to register the stadium as an 'Asset of Community Value' which gives the local community limited ability to bid for it if it is sold.
17. OUFC request that the remainder of the OCC land not utilised for the Stadium may be sublet as a whole or in parts by OUFC, at a market rent to operators providing commercial and leisure facilities such as retail, hotel and conference facilities. All of these would, of course, be subject to planning approval. It is understood that the revenue from these is required to fund the construction of the Stadium and ongoing costs. In the event that the OUFC folds and no professional football club that is recognised by the Football Association can be found to sub-lease the Stadium, the entire headlease and any sub-leases will revert to OCC as the landlord (i.e. the Landlord will step in and the Tenant may not retain control, sell or benefit from any income / premium / capital from the commercial and leisure facilities and therefore the relevant subleases and agreements for the site will also revert to OCC as the Landlord).
18. OCC is not in possession / control of any of the land requested by OUFC, having leased the majority of it out until 2097 to CDC at a rent of £1 per annum, who have in turn sub-let for a similar term. There are no break clauses in these leases. It should be noted that OCC are unable to agree to lease their land to OUFC unless all tenants, and sub-tenants, agree to surrender their leases.
19. OUFC have confirmed in writing that they commit to providing/replacing the existing community sports facilities to at least the same standard, and to develop sustainable operation models/business plans with the community clubs to protect their long-term future.
20. Officers have continued to challenge OUFC's design proposals to ensure that the minimum amount of Green Belt land is developed upon. They will also seek to maximise increases in public access to green spaces as a result of the proposals.
21. To retain control of the size and scale of any future development, OCC would agree with OUFC that the headlease includes reasonable provision for OCC as landowner to approve scheme design plans.
22. Any decision to support the development of this land located within the Green Belt, should take into consideration the reason that OCC acquired this land, being to prevent the 'coalescence of the settlements' and to provide a strategic gap between north Oxford and Kidlington.

23. The proposal provides opportunities to significantly improve the infrastructure connectivity in this location and to work with key stakeholders (including local Sports Clubs) to enhance facilities for the benefit of the local community. OUFC are committed to supporting OCC's net zero Carbon emissions pledge to new developments and to improving public transport to reduce the need for car travel in so far as is possible.
24. CDC are the local planning authority. Under the terms of the proposal OUFC are entirely responsible for obtaining planning permission subject to approval from OCC as landowner. It should also be noted that OCC will be Statutory Consultee in any planning application.

Oxfordshire Fair Deal Alliance Principles

25. Officers consider that the proposal provides opportunities that support the Oxfordshire Fair Deal Alliance principles for the use of the OCC's land. As a result of feedback received following the Public Engagement Exercise, Officers have noted that contributors to the Exercise noted the importance of:

Objective (i) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces

- Contributors noted the importance of environmental aspects, biodiversity, wildlife protection, green space, woodlands protection, and the potential impacts of noise and light pollution.
- Some contributors emphasised the importance of maintaining the Green Belt between Kidlington and Oxford, noting the significant scale of new development taking place around Kidlington and Yarnton. Others questioned the need for a green belt or the relevance of this consideration in light of the development.

Objective (ii) enhance facilities for local sports groups and on-going financial support

- Contributors noted that in addition to the existing sports facilities at Stratfield Brake that there were other sports and fitness groups in the locality that needed improvement including parks, play areas and disabled access/facilities.

Objective (iii) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use

- Contributors noted the importance of transport infrastructure including road access, traffic management, foot bridges, buses on match days, road and pedestrian safety, cycle lanes.

- Contributors also noted the importance of parking issues – planning and restrictions and enforcement.

Objective (iv) develop local employment opportunities in Oxfordshire

- Contributors noted the importance of local business/employment opportunities.

Objective (v) increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing

- Some contributors did not consider this appropriate for OCC to consider.

Objective (vi) support the County Council's net zero carbon emissions pledge through highly sustainable development

- Some contributors did not consider it possible for development, or OUFC, to be net zero.

26. Generally, Officers have noted that a large number of comments predominantly revolved around (1) the potential impact on wildlife and on the environment, (2) the need to protect the greenbelt and keep Kidlington and Oxford distinct, (3) the provision of sufficient and sustainable transport infrastructure including concerns about congestion, road capacity and parking, and (4) the scale of development in the area.
27. If a decision is taken to proceed, Officers will conduct discussions with OUFC to deepen their understanding of the detailed proposals being made and to consider their compatibility with the principles set out in 2(a). Subject to these discussions and sharing any detailed proposals with Cabinet, officers would ensure that any In Principle Agreement satisfied all of the objectives set out above.

Financial Implications

28. The potential financial implications are set out in Appendix 1 of the 18 January 2022 Cabinet Report.

Comments checked by:

Ian Dyson, Assistant Director of Finance, ian.dyson@oxfordshire.gov.uk

Legal Implications

29. The potential legal implications are set out in the 18 January 2022 Cabinet Report.

Comments checked by:

Richard Hodby, Solicitor, Legal Services (richard.hodby@oxfordshire.gov.uk)

Equality & Inclusion Implications

- 30. As part of any proposal OCC will be looking to see that the sports clubs and community uses will continue to be provided as part of any new development.
- 31. In light of the proposed location which is close to existing public transport facilities it will provide easier access for the public.
- 32. The proposal would provide for an increase in local employment opportunities estimated by OUFC at 800+ new jobs.

Sustainability Implications

- 33. Any proposal by OUFC must support OCC's net zero Carbon emissions pledge through high sustainable development aspirations and overall net zero emissions targets.
- 34. Any proposal must seek to enforce less reliance on cars and improve sustainable transport through increased walking, cycling, and rail use.
- 35. Opportunity to design and create a state of the art, sustainable building with ancillary facilities that recognise the challenge of climate change.

Risk Management

- 36. Consideration should be given to the political, local and planning challenges of supporting development on OCC owned land that is located within the Green Belt.
- 37. Negotiations between the various leasehold interests, stakeholders and users will need to be carefully managed to ensure existing community facilities are re-provided and disposal of land at best value is achieved.

Proposed Next Steps

- 38. If agreed, Officers to write to OUFC clearly setting out the Oxford Fair Deal Administration's commitments for the use of OCC owned land.

39. Officers to enter into detailed discussions with OUFC on the use of OCC owned land for the development of a new football stadium, subject to approval of detailed plans and undertakings and to planning permission.
40. Officers to conduct detailed discussions with OUFC to ensure that any In Principle Agreement satisfies the objectives set out in (25) above, carefully considering the results of the Public Engagement Exercise.
41. Officers to explore an acceptable proposal, and to undertake appropriate due diligence, in accordance with OCC's statutory functions and legal obligations.
42. Officers to explore lease surrender discussions with OCC's current tenants, and where appropriate with sub-tenants, subject to planning permission.
43. Officers to maintain open dialogue with stakeholders with interests in the project, in particular Cherwell District Council, the relevant Parish Councils, the community sports clubs who make use of Stratfield Brake, the Woodland Trust and neighbouring landowners.
44. Officers to provide regular updates on progress to the Cabinet Member for Property and, as appropriate, Cabinet as a whole.
45. If an In Principle Agreement is agreed with OUFC, Officers to return to Cabinet so that the detailed proposals can be discussed at a Special Cabinet Meeting and a decision taken as to whether to proceed.

SLT Member:

Steve Jorden, Corporate Director, Oxfordshire County Council – Commercial Development, Assets and Investment

Contact Officer:

Charles Maxlow-Tomlinson, Investment and Development Consultant, Oxfordshire County Council – Property, Investment & FM, Commercial Development, Assets and Investments

March 2022

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Stratfield Brake, Kidlington land use proposal

Engagement report

Date: 7 March 2022

Stratfield Brake, Kidlington land use proposal

Engagement report

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1. Background and approach

Background

- 1.1 Oxford United Football Club (OUFC) has asked Oxfordshire County Council, as the landowner, to lease some of the land it owns at Stratfield Brake in Kidlington for a term of 250 years. The club proposes to build a new football stadium at the site, subject to planning permission. In addition to the stadium, the club's proposal includes facilities such as a hotel, retail, conferencing and training and community grounds.
- 1.2. At its meeting of 18 January 2022, Oxfordshire County Council's Cabinet discussed a paper entitled 'Land at Stratfield Brake, Kidlington – proposal from Oxford United Football Club to Oxfordshire County Council as landowner'. Having considered the report and representations from people who addressed the meeting on the day, Cabinet agreed to carry out an engagement exercise. Its aim was to hear what people think about whether the county council, as the landowner, should start formal negotiations with Oxford United Football Club about the lease of this land and if so, which principles (objectives) should guide any discussions. The findings from this exercise are set out in this report.

Approach

- 1.3 The engagement exercise ran between 25 January and 22 February 2022. Participants were signposted to the [Cabinet paper](#) for background information and encouraged to read this before having their say.
- 1.4 Feedback was primarily collated using an online survey hosted on the county council's digital consultation and engagement platform, Let's Talk Oxfordshire. People also had the opportunity to request paper copies of the engagement materials or ask for them in alternative formats. They could also submit comments by email or by letter. Overall, 3,740 survey responses were submitted, and 14 written submissions were received.

Promotion

- 1.5 The council promoted the engagement exercise in various ways. Activity mainly focused on reaching residents and stakeholders in and around the Kidlington and Gosford and Water Eaton parishes, as these communities are local to Stratfield Brake and are more likely to be impacted by any future changes to this land.
- 1.6 The council's promotional activity included:
- A news story, issued to media outlets and published on the news pages of county council's website (www.oxfordshire.gov.uk).
 - An item in the county council's eNewsletter, YourOxfordshire, sent by direct email to subscribers across the county and beyond.
 - An item in the council's weekly newsletter for county councillors and in its weekly staff newsletter.
 - Posts on Nextdoor targeting the Kidlington and Gosford and Water Eaton area.

- Packaged content sent to community news editors in the Kidlington and Gosford and Water Eaton area for use across their channels.
 - An extensive poster campaign across Kidlington village, including a wide range of local businesses and community noticeboards.
- 1.7 The council also wrote to the key stakeholders to inform them of its engagement exercise, including the current leaseholders at Stratfield Brake, the local parish councils, councillors, Cherwell District Council, and sports clubs using the site. The council met with representatives from some of these stakeholder groups prior to the Cabinet report being considered in January.
- 1.8 Oxford United Football Club and independent supporters' groups also heavily promoted the engagement exercise, which has generated a high level of interest from supporters. This targeted activity (largely on digital media) is likely to have had a strong bearing on the engagement exercise participant profile.
- 1.9 The local media took an initial high level of interest in the engagement exercise and its launch was covered by print, digital and broadcast channels. The survey asked how people found out about the engagement exercise and people could select more than one option. Overall, 35 per cent of people said they heard about the exercise through the media; social media in its various forms (cumulatively 59 per cent) and word of mouth (19 per cent) also played key roles.

Continued exploratory discussion during the engagement period

- 1.10 During the four-week engagement exercise, county council officers have continued to progress exploratory discussions with The Woodland Trust, Foxcotte Fencing Ltd, Kidlington and Gosford and Water Eaton Parish Councils and the community sports clubs who currently use Stratfield Brake. These discussions are entirely separate and feedback from these meetings are not included in this report.

How to interpret this report

- 1.11 This is an engagement exercise and has not been designed to be a piece of representative research. Therefore, the council cannot attribute any statistical confidence intervals to the data. The people who participated are entirely self-selecting.
- 1.12 The report is presented in two parts, with the first section focusing on the responses to the survey form and the second section summarising the key messages from written correspondence received by the council as part of the engagement exercise.
- 1.13 Please note that restrictions were placed on the online survey, to limit people to sending only one response from any specific email address. That said, the council cannot prevent individuals from submitting multiple responses, should they have multiple email addresses or from submitting an online form as well as comments by letter, email or paper form should they choose to do so.

Checks have been made on the data and there is no specific evidence of any significant organised campaign to disrupt this exercise.

- 1.14 While, the survey had an overall response rate of 3,740 responses, not everyone answered each question. This report uses variable base figures because of this, focusing on the number of people who answered each question. Please note some questions had routing¹ and the council only asked demographic questions for people responding as members of the public. Stakeholders were asked to provide different information, depending on who they were.
- 1.15 The council commissioned an independent agency, IDA (Independent Data Analysis) to read and code the open-ended questions in this survey and to produce a set of data tabulations. The coding process has created 'other' answers, which are referred to in tables in this report. No one part of the statements made by participants which have been coded into the 'other' categories amount to ten per cent or more of all responses to that question. This is why they do not have a unique code of their own.

¹ Routing (also known as skip-logic or branching) directs a respondent through a survey based on the answers they give.

1. Executive summary

- The engagement exercise received a high level of interest, with 3,740 survey responses submitted, and 14 written submissions received.
- Nearly all survey participants – 3,517 (94 per cent) – were members of the public and 207 (six per cent) were stakeholders.
- A very large proportion of people completing the survey, 79 per cent (2,919 people), were Oxford United FC (OUFC) supporters, whereas 21 per cent (785 people) said they were not. Sixty per cent of the OUFC supporters said they regularly attend home games, with 34 per cent saying they attend all home games.
- Local residents (Kidlington, Gosford, Water Eaton) represent 22 per cent of the participants - naturally with some overlap with OUFC supporters.
- Among all survey participants, there is very strong support for the county council, as the landowner, to start negotiations with OUFC regarding the lease of land that it owns at Stratfield Brake for a term of 250 years: eighty per cent say yes, although support is much lower (38 per cent) among local residents.
- Among local residents responding to the survey, 38 per cent are in favour of the county council starting negotiations and 58 per cent are not. Four per cent are unsure.
- Many survey participants recognise the importance of OUFC to the broader area, the city, and the county.
- Supporters of the negotiations feel that it is a good opportunity on both a countywide basis and locally, especially with the promise to develop and enhance many local health and fitness and sports clubs, and that it is good for the community. They positively considered the potential from an employment perspective. With regards to infrastructure, people felt the location was good, with both road links and transport access.
- Concerns expressed by those against mainly revolve around traffic, congestion, and parking, and about environmental (including green gap/belt) issues.
- The list of six objectives is generally thought to be good and exhaustive, although some expressed concerns about whether the objectives are realistic or achievable.
- Twenty-two per cent of survey participants said something should be added to the list of objectives, with comments focusing mainly on the broad themes of environmental impact, infrastructure, and community impact and were largely points of detail that could sit behind four of the existing six objectives.
- Eighty-two per cent of survey participants thought none of the objectives should be removed. The objective that people would most like seen taken off the list, with just 108 mentions, was objective a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces. This was substantiated by comments around the lack of necessity for

a green belt, that development was already happening, and that this proposal is necessary.

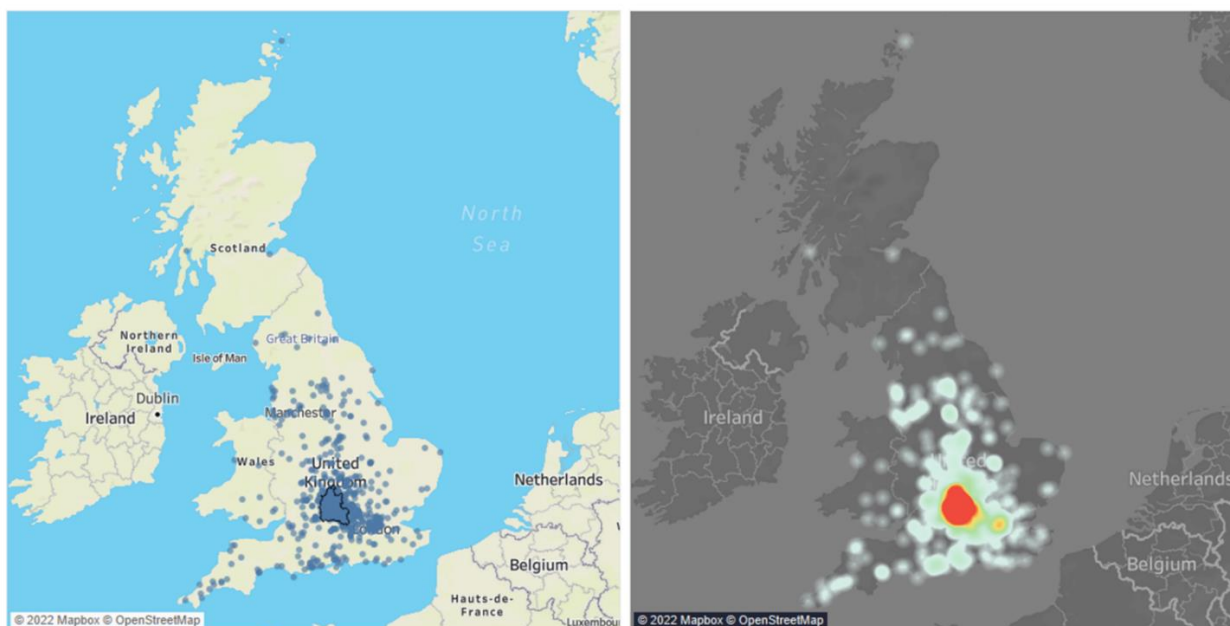
- With regard to the written submissions, eight were from members of the public – all of which were against the council entering into formal negotiations and six were from stakeholders (two supportive, two against, one unsure and one did not give a view).
- Those against the council entering into formal negotiations detailed concerns around the scale of development in the area and encroachment, the loss of green space/belt, concerns about traffic, transport, and parking. Several people also raised planning matters.

Section 1: Survey responses

2. Respondent profile

- 2.1 Overall, 3,740 people responded to the engagement exercise survey. All but one used the online form.
- 2.2 Of the 3,724 people who told us in which context they were responding, the breakdown is as follows:
- Nearly all participants, 3,517 (94 per cent), were members of the public and 207 (six per cent) said they were stakeholders.
 - Of the stakeholders, 12 people said they were a representative of a sports club using Stratfield Brake, 17 said they were a business, 13 said they were a representative of a group or organisation, 16 said they were a parish, town, district or county councillor and the largest proportion (149 people) said they were another type of stakeholder.
 - One hundred and seventy-seven people said they or their children attended a sports club that is currently using Stratfield Brake.
- 2.3 Geographically, participants were based across the UK, with some internationally:
- Most members of the public participating (2,956 people) said they lived in Oxfordshire, whereas 516 said they live outside of the county.
 - 22 per cent (819 people) said they lived in the parishes of Gosford and Water Eaton (75 people) and Kidlington (744 people).

Map 1: Geographical distribution of engagement exercise participants in UK



Base: 3,457 out of 3,740 responses (92 per cent) mapped. Postcode locations not exact locations of residential addresses, but postcode unit, district, or area centrepoin

- 2.4 A very large proportion of participants, 79 per cent, were Oxford United FC (OUFC) supporters (2,919 people), whereas 21 per cent (785 people) said they were not. Non-OUFC supporters are more likely to live closer to Stratfield Brake (on average, 2.3 km away), than OUFC supporters (13.2 km away, on average).
- 2.5 Naturally some Oxford United FC supporters also live in the two communities, which are in the closest proximity to Stratfield Brake. For Gosford and Water Eaton parish (30 people who selected they lived in the parish said they were supporters, and 43 people were not) and for Kidlington parish (296 people who selected they lived in the parish said they were supporters, and 441 people were not).
- 2.6 Of the Oxford United supporter base (2,911 people), six in 10 (60 per cent or 1,747 people) said they were regular attendees of home games, with around a third (34 per cent) saying they go to all home games. Twenty-nine per cent said they occasionally went to home games, nine per cent said they rarely went. Two per cent (56 people) said they never go.
- 2.7 Interestingly, 176 people who identified themselves as stakeholders (86 per cent) said they were Oxford United fans, whereas 29 (14 per cent) said they were not.
- 2.8 A small number of demographic questions were asked of the members of the public who responded. This information showed:
- Far more men (76 per cent) than women (21 per cent) responded. Two per cent preferred not to say.
 - There was a good spread across age groups.
 - Most participants said they were of white British, Irish or any other white background, whereas two per cent disclosed a different ethnic group or background. Five per cent preferred not to say.

3. Main findings

Views on whether the county council should start formal negotiations

- 3.1 A key aspect of this engagement exercise was to seek views on whether the county council, as landowner, should start formal negotiations with Oxford United Football Club. Specifically, the survey asked:

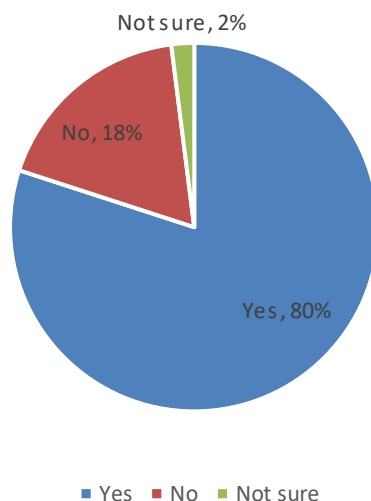
Taking account of the background information provided above and the further supporting information in the [Cabinet paper](#), in principle, do you think the County Council should start formal negotiations with OUFC about the lease of land that it owns at Stratfield Brake in Kidlington for a term of 250 years?

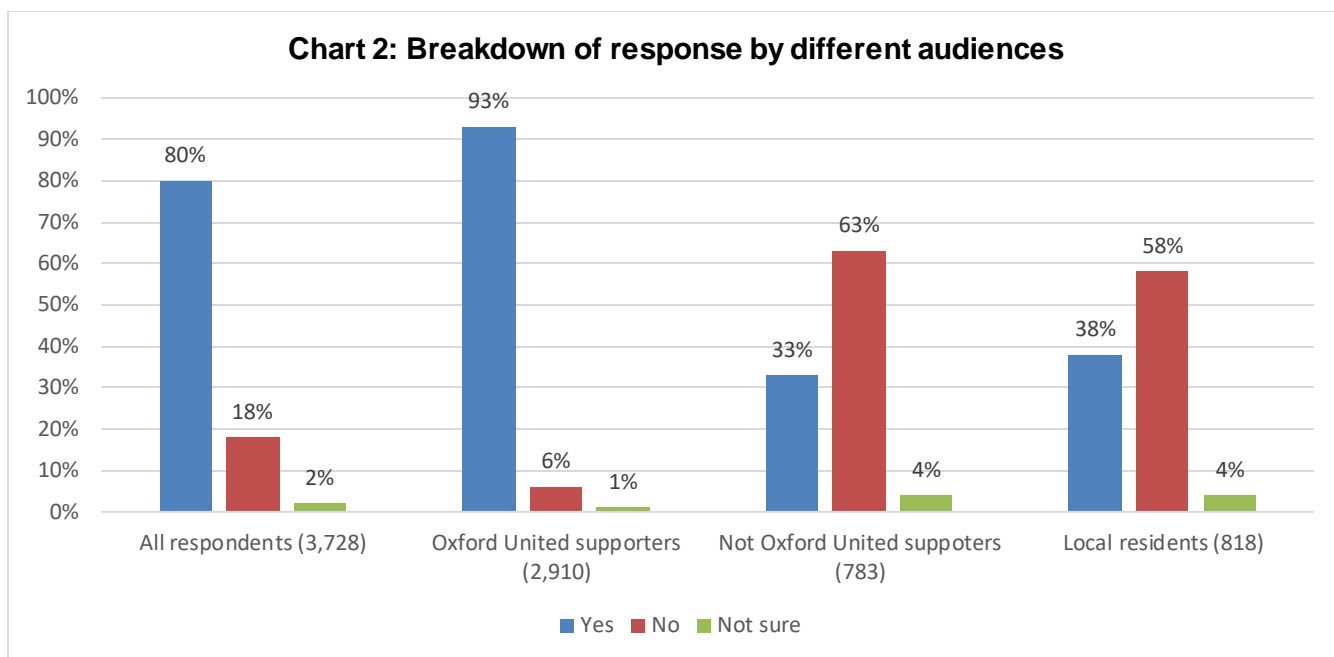
This request from Oxfordshire United Football club is for the proposed development of a new football stadium, subject to planning permission. In addition to the stadium, the club's proposal includes facilities such as a hotel, retail, conferencing and training and community grounds.

- 3.2 Among all answering (3,728 people), there is very strong support for the county council to start negotiations. Eighty per cent (2,982 people) said yes, 18 per cent (683 people) said no and two per cent (68 people) were unsure.

Chart 1: Should the county council start formal negotiations about the lease of land that it owns at Stratfield Brake in Kidlington for a term of 250 years?

Base: All answering (3,728)





3.3 As shown by the participant profile, Oxford United FC (OUFC) supporters form most of the participants of this engagement exercise. Nearly all these, 93 per cent (2,709 people), are supportive of the county council starting negotiations whereas six per cent (166 people) said no, and one per cent (35 people) were unsure.

3.4 Opponents of the county council starting formal negotiations with OUFC are more likely to live closer to Stratfield Brake (on average, 1.9 km away), than supporters (13.3 km away, on average).

3.5 Among local residents, from the parishes of Gosford and Water Eaton and Kidlington, (some of which are also Oxford United supporters), 38 per cent (312 people) said yes, they are in favour of the council starting negotiations and 58 per cent (476 people) said no. Four per cent (30 people) were unsure.

Map 2: Distribution of views of participants in and around Kidlington



- 3.5 With regard to stakeholders, most of which said they were Oxford United supporters, 177 people said yes (86 per cent), 23 people said no (11 per cent) and six people (three per cent) were unsure.
- 3.6 Analysis by declared stakeholder type (most people said other), is shown below. Of these, 39 people said yes, 15 people said no, and four people were unsure.

Table 1: Breakdown of response by declared stakeholder type

Specific types of stakeholder	Yes (Number of responses)	No (Number of responses)	Not Sure (Number of responses)
a business	13	4	0
a parish, town, district, or county councillor	8	7	1
a representative of a group or organisation	8	3	2
a representative of a sports club currently using Stratfield Brake	9	2	1

Reasons behind people's views

- 3.7 All participants were invited to provide further information to explain their point of view, and these are summarised in tables 2, 3 and 4 below.
- 3.8 Those in favour of the county council starting formal negotiations, feel that it is a good opportunity on both a countywide basis and locally, especially with the promise to develop and enhance many local health and fitness and sports clubs, and that it is good for the community. They also positively considered the potential from an employment perspective.
- 3.9 With regards to infrastructure, people felt the location was good, with both road links and transport access.
- 3.10 With such a high number of Oxford United FC supporters participating in the engagement exercise, many of the reasons for why participants thought the council should start formal negotiations were unsurprisingly club focused. This included stating the benefits the football club brings on many fronts, the overall positive potential this move could bring to the club and expressing negativity towards OUFC's current home ground.
- 3.11 Eighty-nine people thought the council should at least open negotiations and explore possibilities.

Table 2: Reasons given as to why the county council should start formal negotiations

Base: All in favour of the county council starting formal negotiations who provided further comments (2,598)	All (2,598) (Number of mentions)	Local residents (274) (Number of mentions)
Community impact		
It would improve facilities and choice for other local sports and leisure groups, centre or excellence, elite and grass roots and a community hub	1,199	131
Employment	473	76
Infrastructure		
Location is good, road links, transport access	843	77
Oxford United specific comments		
OUFC is important for the area, the city and the county, economically and reputationally, and good for local businesses	1,034	101
Proposal is good for the club: newer and more professional facilities, financial security, stability, permanent home	896	65
Problems with the existing site (cost, location, size, old access, ownership)	426	19
Oxford United FC is the county's only professional football club and should be supported	186	7
Other		
Good idea/location/non-specific reason	230	32

- 3.11 For those who are against the council starting formal negotiations, their concerns mainly revolved around protection of the green belt, environmental, wildlife and infrastructure including traffic congestion, road capacity and parking.
- 3.12 These participants also brought to the fore concerns about the potential negative impact on the local community – its character, the extent to which the area is already being subjected to development, the potential for light pollution, noise, litter and other forms of antisocial behaviour and the continuity of existing local sporting facilities.
- 3.13 One hundred and twenty-one people thought it would be better to negotiate/improve the existing site, Kassam Stadium.

Table 3: Reasons given as to why the county council should not start formal negotiations

Base: All not in in favour of the county council starting formal negotiations who provided further comments (650)	All (650) (Number of mentions)	Local residents (457) (Number of mentions)
Environmental impact		
Green belt protection, gap from Oxford city should be preserved	377	252
Environmental impact, wildlife, climate, woodland, loss of quiet space, pollution	267	210
Infrastructure		
Traffic congestion, roads will not cope	352	270
Parking capacity, people blocking illegally, blocking roads	160	145
Infrastructure unable to cope	79	59
Community impact		
Out of character with village environment - residential not commercial	208	163
Noise, light pollution, anti-social behaviour, including litter and rubbish	174	155
Area already being over-developed with new housing	129	86
No need for hotel/conference facilities in the area	49	34
Concerns about existing sports facilities, continuity	36	29
Other		
Better to negotiate/improve existing site, Kassam Stadium	121	72
Various other reasons (looking at other options first, policing, future controls of OUFC ownership - 250-year lease, area in wetland, often floods etc.)	107	72

- 3.11 For the small number of people who were unsure whether the council should start formal negotiations, many also expressed concerns about the green belt, the potential negative impact on traffic congestion and parking, while others raised issues (positive and negative) relating to the local community. Fourteen people felt they simply needed more information in order to form an opinion.

Table 4: Reasons given as to why people were unsure if the county council should start formal negotiations

Base: All in favour of the county council starting formal negotiations who provided further comments (650)	All (51) (Number of mentions)	Local residents (27) (Number of mentions)
Environmental impact		
Green belt development and environmental impact	21	9
Infrastructure		
Traffic/parking concerns	25	18
Community impact		
Concern about character of the village	7	6
Worries about existing sports clubs and facilities	7	3
Jobs, local employment, business	6	4
Improving local facilities and amenities	4	4
Oxford United specific comments		
Better than existing Kassam stadium	3	2
Other		
Need to know more, including details of lease to protect use in the future	14	10
Other non-supportive reasons (eg consider other sites, or better deal at Kassam)	13	7
Other supportive reasons	4	3

Views on the six key objectives

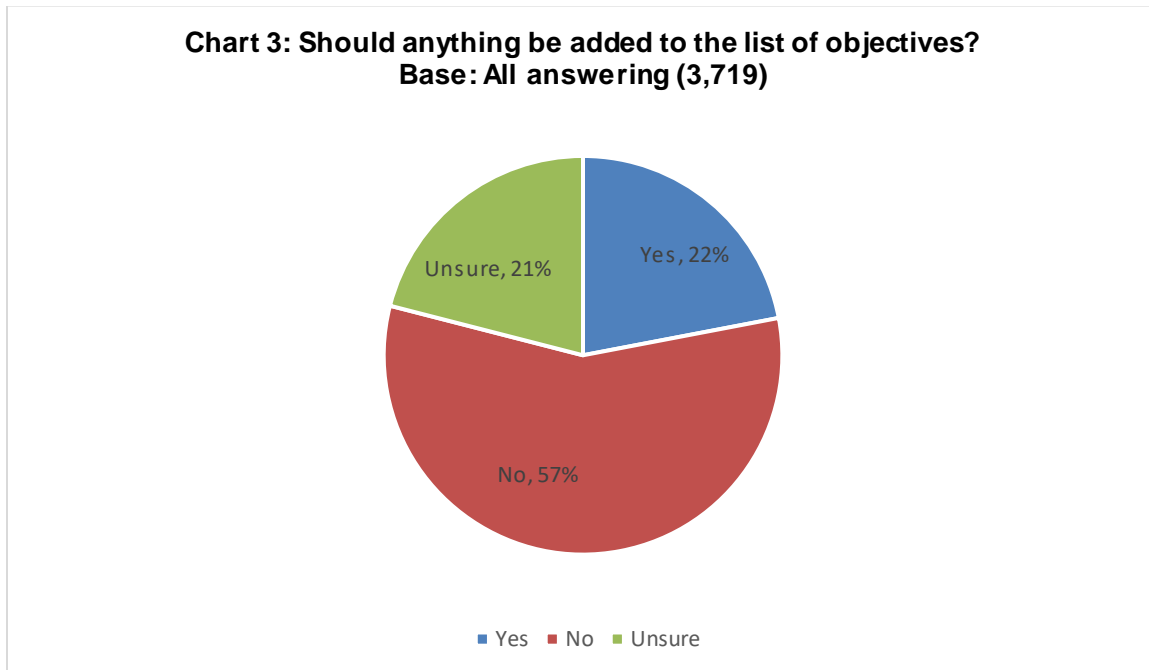
3.12 In the Cabinet report of 18 January 2022, county council officers recommended to Cabinet that any lease of their land to OUFC should achieve six key objectives.

These are:

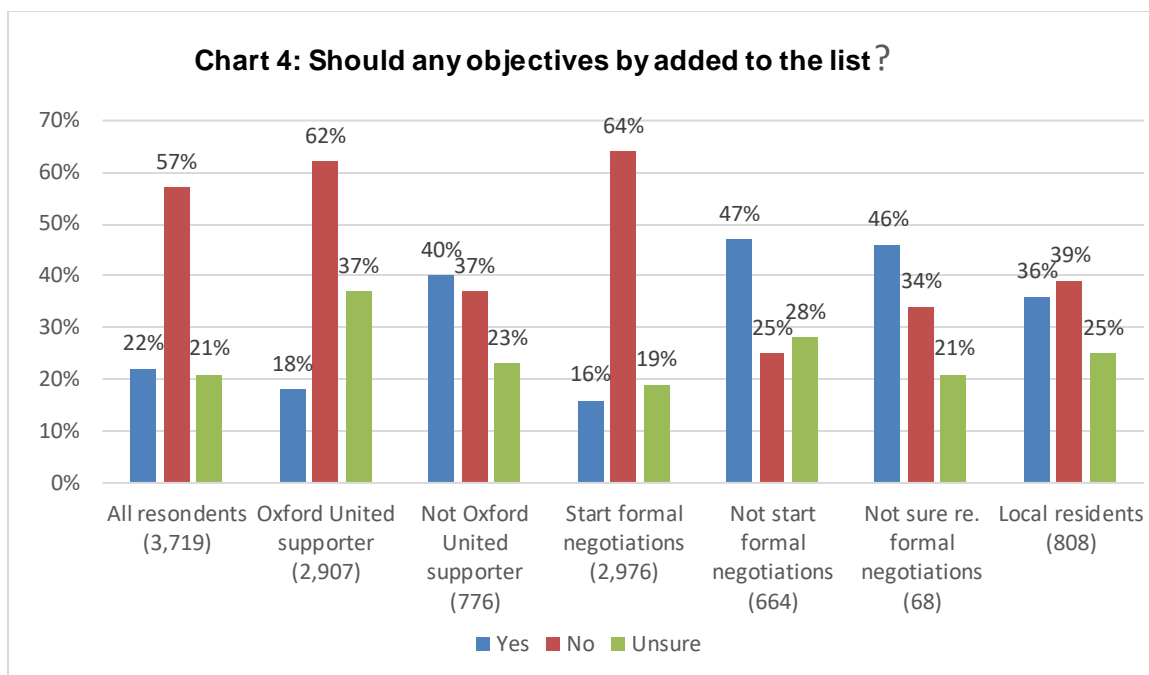
- a) Maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces.
- b) Enhance facilities for local sports groups and on-going financial support.
- c) Significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use.
- d) Develop local employment opportunities in Oxfordshire.
- e) Increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing.
- f) Support the county council's net zero carbon emissions pledge through highly sustainable development.

Should any objectives be added to the list?

- 3.13. Participants were presented with this information and asked if anything should be added to this list of objectives. As shown by Chart 3 below, overall, just over one in five participants (22 per cent or 835 people) said yes, over half (57 per cent or 2,109 people) said no and another one in five participants (21 per cent or 775 people) were unsure.



- 3.14. Chart 4 below, presents the differing opinions by respondent type. People who were not Oxford United FC supporters were proportionally more likely to want something added to the list of objectives than OUFC supporters (40 per cent versus 18 per cent).
- 3.15. Those who were supportive of the county council starting formal negotiations were significantly less likely to want something added to the list (16 per cent) than those who do not wish the council to proceed (47 per cent) or those that are unsure (46 per cent).
- 3.16. Among local residents, from the parishes of Gosford and Water Eaton and Kidlington), opinion was more evenly split. Thirty-six per cent (293 people) said yes, something should be added to the objectives and 39 per cent (313 people) said no. Twenty-five per cent (202 people) were unsure.
- 3.17. As regards to stakeholders, 21 per cent (44 people) said yes, something should be added to the objectives and 58 per cent (121 people) said no. Twenty per cent (42 people) were unsure.



3.18 Table five summarises the additional information people would like to see added to the objectives. The comments focus mainly around the broad themes of environmental impact, infrastructure, and community impact and are largely points of detail that could sit behind four of the existing six objectives as summarised below:

Objective a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces

- Environmental aspects, biodiversity, wildlife protection, green space, woodlands protection, consider noise and light pollution (136 mentions).

Objective b) enhance facilities for local sports groups and on-going financial support

- Other sports and fitness groups to develop/improve (93 mentions).

Objective c) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use

- Road access to be improved, traffic management, foot bridges, buses on match days, road and pedestrian safety, cycle lanes (135 mentions).
- Parking – planning and restrictions and enforcement (74 mentions).

Objective d) develop local employment opportunities in Oxfordshire

- Local business/employment improvements (21 mentions).

- 3.19 There were three areas that people would like added to the list of current objectives, that are not obviously linked to those currently listed. These were:
- Other non-sport local facilities, parks, play areas (39 mentions).
 - Disabled and under privileged access/facilities (18 mentions).
 - Promote the development so that the whole city and county can benefit (36 mentions).
- 3.20 A significant number of comments relating directly to the interests of Oxford United Football Club or responsibilities people would like the club to absorb.
- 3.21 For those opponents of the county council starting formal negotiations, proposed additions to the objectives mainly revolved around protection of the green belt, environmental and wildlife and infrastructure including traffic congestion, road capacity and parking.

Table 5: Details people would like to see added to the existing list of objectives

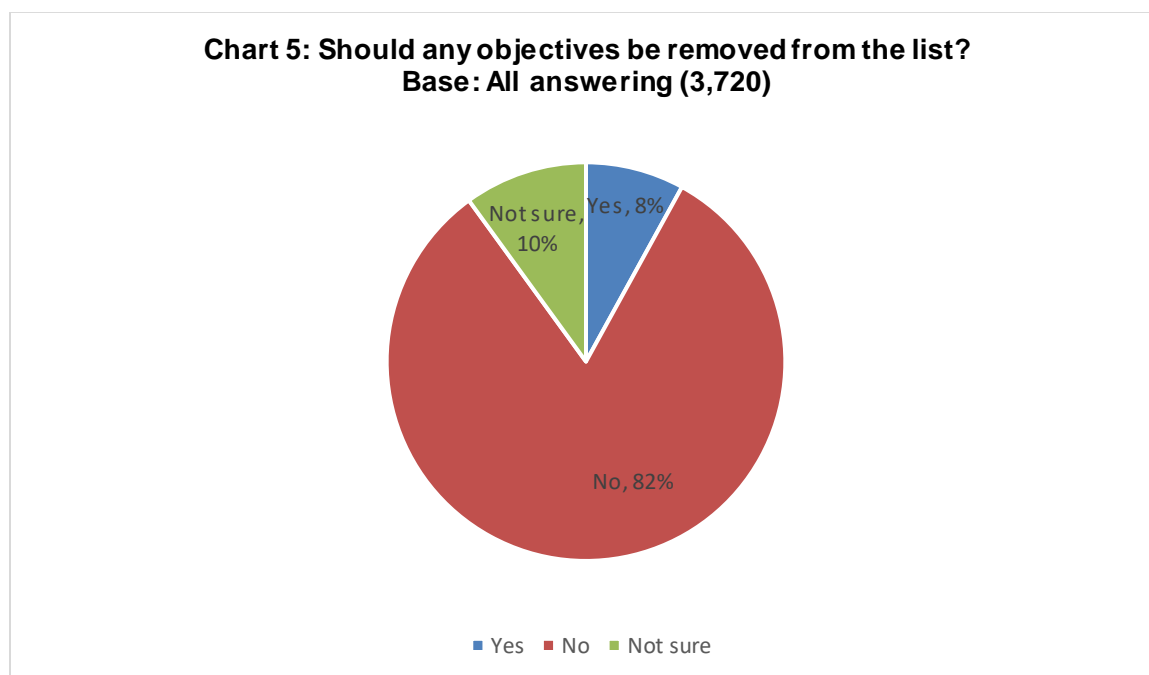
Base: All those who wanted further information added to the objectives who provided further comments (764)	All (764) (Number of mentions)	Local residents (256) (Number of mentions)	Against or not sure re. negotiations (294) (Number of mentions)
Environmental impact			
Environmental aspects, biodiversity, wildlife protection, green space, woodlands protection, consider noise and light pollution	136	75	103
Infrastructure			
Road access to be improved, traffic management, foot bridges, buses on match days, road and pedestrian safety, cycle lanes	135	63	64
Parking – planning and restrictions and enforcement	74	40	40
Community impact			
Other sports and fitness groups to develop/improve	93	25	23
Other non-sport local facilities, parks, play areas	39	11	10
Local business/employment improvements	21	8	6
Disabled and under privileged access/facilities	18	6	4
Oxford United specific comments			
Protect OUFC in the longer term as an important institution for the city and county	170	9	2
Ensure lease benefit is with OUFC and not with any owner to protect against detrimental ownership/control in the future	76	21	23
Rubbish and litter clearing, anti-social behaviour and policing paid for by OUFC	28	23	23
Current stadiums, plans, housing	21	5	11

Table 5: Continued

Base: All those who wanted further information added to the objectives who provided further comments (764)	All (764) (Number of mentions)	Local residents (27) (Number of mentions)	Against or not sure re. negotiations (274) (Number of mentions)
Other			
Promote the development so that the whole city and county can benefit	36	5	5
Other answers (eg more details, more specifics, compensation for residents nearby, must comply with recent adopted CDC local plan, discounts for residents, good design etc.)	153	78	103

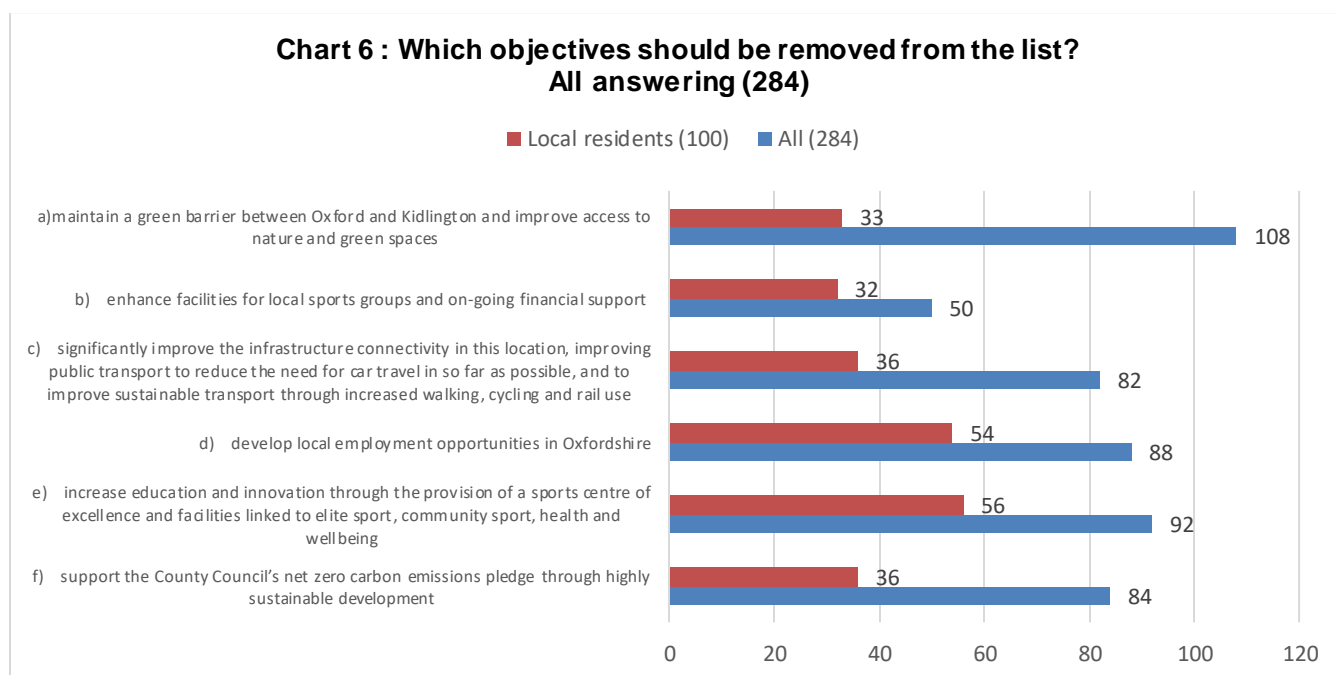
Should any objectives be removed from the list?

- 3.20 Participants were also asked if any of the objectives should be removed from the list and they were given the opportunity to select as many as they wished and provide supporting comments to their reasoning.
- 3.21 Chart five below shows the engagement exercise did not present a specifically strong case for any of the six objectives to be removed. Overall, only eight per cent of participants (284 people) said yes, one or more objectives should be removed, the majority (82 per cent or 3,066 people) said no and ten per cent (370 people) were unsure. As regards local residents, 113 out of the 807 people who responded to this question said yes, they would like one of more objectives removing and for stakeholders 16 out of 207 people said yes.



- 3.22 The objective that people would most like seen taken off the list, with just 108 mentions, was objective a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces.

3.23 Focusing just on local residents, the two objectives they would most like to see removed from the list are: objective e) increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health, and wellbeing with 56 mentions and d) develop local employment opportunities in Oxfordshire with 54 mentions.



3.24 Summarised below are the reasons why people would like each of the specific objectives to be removed. Some people made general negative or cynical comments about “empty words” (23 mentions), “too vague” (nine mentions) or felt simply that land negotiations should not go ahead (54 mentions). Despite selecting objectives to be removed, a very small number of people used this opportunity to say “just do it, go ahead, no objections” (six people).

Objective a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces

Sixty-two people made comments.

- Green barrier/protection not necessary, not appropriate these days/not as important as benefits (44 mentions).
- Area already losing green barrier with hundreds of new housing (22 mentions).
- Appropriate site for a development – an opportunity (11 mentions).

Objective b) enhance facilities for local sports groups and on-going financial support

Nineteen people made comments.

- Already got good local sports facilities (17 mentions).
- Ongoing financial support not appropriate (2 mentions).

Objective c) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use

Twenty-six people made comments.

- Already well served by public transport (16 mentions).
- Some people in the community (eg elderly) need cars and parking (six mentions).
- This is not the football club's responsibility (four mentions).

Objective d) develop local employment opportunities in Oxfordshire

Thirty-nine people made comments.

- There are plenty of jobs opportunities in the area already (37 mentions).
- This is not the football club's responsibility (three mentions).

Objective e) increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing

Twenty people made comments.

- Not appropriate (11 mentions).
- Not necessary, already good (10 mentions).

Objective f) support the county council's net zero carbon emissions pledge through highly sustainable development

Thirty-two people made comments.

- It is impossible for development or club to be net zero (24 mentions).
- This is not the football club's responsibility (five mentions).
- Not so important (four mentions).

Other comments on the six key objectives

- 3.25 The survey form presented participants with a final opportunity to provide comments on the six key objectives that county council officers recommended to Cabinet. Overall, 1,446 people took the opportunity to share their views, and these are presented in table six. Unsurprisingly, many of the points that had been mentioned already had prominence.
- 3.26 A large number of comments predominantly revolved around the potential environmental impact - protecting the greenbelt and wildlife and around the provision of sufficient and sustainable transport infrastructure and concerns about parking. Other stressed the importance of positive community impact.
- 3.27 As before many of comments relate directly to four of the six objectives and these are summarised below:

Objective a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces

- Protect green space and barrier woodlands as much as possible, protect wildlife, needs definition (316 mentions).

Objective b) enhance facilities for local sports groups and on-going financial support

- Local sports/leisure/health/community facilities important, better for everyone, better for housing (218 mentions).

Objective c) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use

- Transport infrastructure very important, including bridges and walkways – better for carbon emissions to encourage use of public transport, cycling, sustainable (339 mentions).

Objective d) develop local employment opportunities in Oxfordshire

- Good for local business and employment (58 mentions).
- 3.28 Four hundred and twenty-three participants stated they had no further comments and that all/most are good points/achievable. Others made generally positive comments (99 mentions).
- 3.29 One hundred and sixty-four participants made negative comments covering a wide range of different subjects. Some people saw meeting the objectives as set out as an opportunity, while others were pessimistic. Some people viewed the objectives as unrealistic, vague – as needing to be more specific, that will not be met or will be impossible to manage in the future.

Table six: Other comments on the six key objectives

Base: All those who wanted further information added to the objectives who provided further comments (1,446)	All (1,146) (Number of mentions)	Local residents (405) (Number of mentions)	Against or not sure re. negotiations (422) (Number of mentions)
Environmental impact			
Protect green space and barrier woodlands as much as possible, protect wildlife, needs definition	316	154	177
Infrastructure			
Transport infrastructure very important, including bridges and walkways – better for carbon emissions to encourage use of public transport, cycling, sustainable	339	70	60
Traffic, parking concerns	148	93	102
Community impact			
Local sports/leisure/health/community facilities important, better for everyone, better for housing	218	48	42
Good for local business and employment	58	7	1
Noise and ASB concerns, fan behaviour	22	15	17
Oxford United specific comments			
Important to encourage and support OUFC, good for the city and county	96	6	2
Existing Kassam site: either get a better deal or use for housing	55	28	41
Other			
Meeting all the objectives good opportunity for the city and county	113	6	0
Objectives unrealistic, vague, need to be more specific, will not be met, impossible to manage in the future	101	61	82
Just do it	44	8	1
Just don't do it	50	31	49
No further comments, all/most are good points/achievable	423	43	11
Other positive comments (eg will help to achieve net zero)	99	19	7
Other negative comments (eg environmental concerns, net zero, cannot be achieved, concerns about ownership and responsibility in the future, consider other locations, impact on local people, already have good transport/sport/leisure/space)	164	109	146

Section 2: Written submissions

- 4.1 The council received 14 written submissions to the engagement exercise, some very detailed and these are included in a confidential deposit (GDPR compliant) for councillors to review. All except one (response from current tenant at Stratfield Brake site), did not answer the questions in the survey.
- 4.2 Eight submissions were from members of the public, all of which were against the council entering into formal negotiations. Many of the points raised (in varying levels of detail) were common to all submissions and were also similar to those raised in the survey.
- 4.3 Members of the public detailed concerns around the scale of development in the area and encroachment, the loss of green space/belt, concerns about traffic, transport, and parking – all the above amounting to a perceived negative impact on quality of life.
- 4.4 One person felt that employment levels were already positive in the local area (job creation not an issue) and two people raised other points relating to planning matters.
- 4.5 Six submissions were from stakeholders (two supportive, two against, one unsure and one did not give a view). Some responses went into detail regarding planning matters and the two sports clubs (both in favour) expressed recognition of benefits to the local community from their perspective.
- 4.6 Below is a summary of each of the written stakeholder responses received:

Responses from two sports clubs currently using the Stratfield Brake

Stance: Both were supportive of the council starting formal negotiations.

Points:

- Recognised the benefits to their clubs and community.

Response from current tenant at Stratfield Brake site

Stance: Unsure about the council starting formal negotiations due to range of potential negative impacts that could permanently affect the amenity of their site.

Points:

- Put forward recommendations on how to strengthen 'objective a'.
- Would like to see a new objective added focussing on protecting the surrounding natural environment and provided their reasons for this.
- Do not consider any of the six objectives should be removed from the list.

Joint response from national environmental campaign group and two local community interest organisations

Stance: Against the council starting formal negotiations.

Points:

- Concerned about any potential loss of Green Belt land at Stratfield Brake.
- Detailed substantive concerns regarding process.
- Not supportive of the six objectives, providing detailed reasoning on a case-by-case basis.
- Raised other points relating to planning matters.

Response from an Oxfordshire MP

Stance: Representing constituents, most are against the council starting formal negotiations, a small number are supportive.

Points:

- The main concerns include Green Belt, overdevelopment, length of lease, traffic, noise pollutions and antisocial behaviour, age of Kassam Stadium. Further information has been provided to further substantiate each of these points.

Response from a local planning, environment, and transport group

Stance: Did not provide a definite stance, rather a range of issues for the council to consider.

Points:

- Sets out detailed points and questions for the council to consider under the following headings: history, future safeguards, public finances, climate emergency, carbon impacts, environment and biodiversity, green belt, local facilities, and transport.

Appendix A – survey form

Stratfield Brake, Kidlington – land use proposal Engagement exercise

Oxford United Football Club (OUFC) has asked Oxfordshire County Council, as the landowner, to lease some of the land it owns at Stratfield Brake in Kidlington for a term of 250 years. The club propose to build a new football stadium at the site, subject to planning permission. In addition to the stadium, the club's proposal includes facilities such as a hotel, retail, conferencing and training and community grounds.

Have your say

Oxfordshire County Council's Cabinet would like to hear what you think about whether the County Council, as the landowner, should start formal negotiations with Oxford United Football Club about the lease of this land and if so, which principles should guide any discussions.

Please fill in our online survey by visiting the council's online consultation and engagement platform called letstalk.oxfordshire.gov.uk. We would like to encourage as many people as possible to complete the online survey as it is more efficient to process.

However, if you are unable to complete the survey online, you can use the paper copy in this document and return it Freepost to the county council.

Alternative formats

If you (or anyone you know) need a printed copy of the questionnaire and consultation information or require information in an alternative format, ie Easy Read, large text, audio, Braille or a community language, please email consultations@oxfordshire.gov.uk or call the Council's customer services team on 01865 792422. Please note that our customer services team are unable to answer any detailed questions about this engagement exercise but can take your details and ask for an appropriate member of staff to get in touch.

Background information and documents

We have provided some background information at the start of the survey and encourage you to read this before filling it in.

Further information is in the paper called [Land at Stratfield Brake, Kidlington – proposal from Oxford United Football Club to Oxfordshire County Council as landowner](#), which was discussed at the Cabinet meeting on the 18 January 2022. We would encourage you to read this additional information as well.

This is available in the meetings and decisions section of the County Council website www.oxfordshire.gov.uk. We have also put a copy of this paper in Kidlington library for reference. For those filling in the online survey, there is a direct hyperlink to the paper in the paragraph above and at the start of the survey below.

Next steps

Oxfordshire County Council's Cabinet requested that an officer recommendation on whether to proceed with formal negotiations about the lease of land be made to its meeting on 15 March. The outcomes of this engagement exercise and feedback from the exploratory discussions with OUFC will be shared with Cabinet in advance of this meeting.

No decisions have been made yet and the outcomes of this engagement exercise will be one of the various factors to be taken into account by Cabinet.

Under the terms of the proposal, if the County Council, as landowner, were to approve the lease of land, planning permission would have to be obtained separately. Oxfordshire County Council would be a statutory consultee in various capacities (such as the highways authority), in any planning application.

Background information

We encourage you to read this important background information before having your say in this survey.

Introduction

Oxford United Football Club (OUFC) has asked Oxfordshire County Council, as the landowner, to lease 18 hectares/44.48 acres of land that it owns at Stratfield Brake in Kidlington for a term of 250 years. This request is for the proposed development of a new football stadium, subject to planning permission. In addition to the stadium, the club's proposal includes facilities such as a hotel, retail, conferencing and training and community grounds.

Under the terms of the proposal, if the County Council, as landowner, were to approve the lease of land, planning permission would have to be obtained separately. Oxfordshire County Council would be a statutory consultee in various capacities (such as the highways authority), in any planning application.

About the land

Oxfordshire County Council purchased part of the land at Stratfield Brake in 1937 to provide a strategic gap between north Oxford and Kidlington. The site is in the Green Belt and is currently leased out to three tenants. These are Cherwell District Council (who in turn sub-lease to Kidlington Parish Council and Water Eaton and Gosford Parish Council), Foxcotte Fencing Limited and The Woodland Trust.

How the land is currently used

- Part of the site is already sports ground. OUFC has proposed that they take responsibility for the cost to replace or mitigate the loss of any community sports facilities at Stratfield Brake should its proposal for development go ahead.
- Part of the site is currently let on a short-term basis to Foxcotte Fencing Limited, with the council having the ability to break the lease on 12 months' notice.

- Part of the site is leased to the Woodland Trust. Taking account of the Council's commitment to Access to Nature, one of the Oxfordshire Fair Deal Alliance Cabinet's nine priorities, the County Council is not prepared to give up its current lease to the Woodland Trust. It is therefore **NOT INCLUDED** in any discussions whatsoever and is not part of any proposal by OUFC being considered.

Survey

- Q1. Taking account of the background information provided above and the further supporting information in the [Cabinet paper](#), in principle, do you think the County Council should start formal negotiations with OUFC about the lease of land that it owns at Stratfield Brake in Kidlington for a term of 250 years?**

This request from Oxfordshire United Football club is for the proposed development of a new football stadium, subject to planning permission. In addition to the stadium, the club's proposal includes facilities such as a hotel, retail, conferencing and training and community grounds.

(Please tick one box only)

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Not sure

Please provide further information to explain your view:

County Council officers have recommended to Cabinet that any lease of their land to OUFC should achieve six key objectives.

These are:

- a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces
- b) enhance facilities for local sports groups and on-going financial support
- c) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
- d) develop local employment opportunities in Oxfordshire
- e) increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
- f) support the County Council's net zero carbon emissions pledge through highly sustainable development

Q2. Should anything be added to this list of objectives?

(Please tick one box only)

<input type="checkbox"/>	Yes	Please provide further information in the box below
<input type="checkbox"/>	No,	Go to Q3
<input type="checkbox"/>	Not sure	Go to Q3

Please provide further information:

Q3. Do you think any of the objectives should be removed from this list?

(Please tick one box only)

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No,	Go to Q5
<input type="checkbox"/>	Not sure	Go to Q5

Q4. If yes, please select the objectives you think should be removed from this list.

(Please tick all that apply)

<input type="checkbox"/>	a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces
<input type="checkbox"/>	b) enhance facilities for local sports groups and on-going financial support
<input type="checkbox"/>	c) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
<input type="checkbox"/>	d) develop local employment opportunities in Oxfordshire
<input type="checkbox"/>	e) increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
<input type="checkbox"/>	f) support the County Council's net zero carbon emissions pledge through highly sustainable development

Please provide further information to explain your view(s):

Q5. Do you have any other comments on the six key objectives County Council officers have recommended to Cabinet?

- a) maintain a green barrier between Oxford and Kidlington and improve access to nature and green spaces
- b) enhance facilities for local sports groups and on-going financial support
- c) significantly improve the infrastructure connectivity in this location, improving public transport to reduce the need for car travel in so far as possible, and to improve sustainable transport through increased walking, cycling and rail use
- d) develop local employment opportunities in Oxfordshire
- e) increase education and innovation through the provision of a sports centre of excellence and facilities linked to elite sport, community sport, health and wellbeing
- f) support the County Council's net zero carbon emissions pledge through highly sustainable development

Please write your comments here:

Information about you

We would like to know more about you so that we can understand more about who is responding to this engagement exercise. It helps us to know if we are hearing the views of a wide range of people and communities.

If you do not want to provide any of this information, please select 'prefer not to say'.

All information given is anonymous and is governed by the General Data Protection Regulations 2018.

Q6. Are you or your child(ren) a member of a sports club currently using Stratfield Brake?

(Please tick one box only)

<input type="checkbox"/>	Yes, please give the name of the sports club(s) you or your child(ren) belong to: _____
<input type="checkbox"/>	No
<input type="checkbox"/>	Prefer not to say

Q7. Do you support Oxford United Football Club (OUFC)?

(Please tick one box only)

<input type="checkbox"/>	Yes	Continue
<input type="checkbox"/>	No	Go to Q9
<input type="checkbox"/>	Prefer not to say	Go to Q9

Q8. If yes, how regularly do you attend home games?
(Please tick one box only)

<input type="checkbox"/>	All
<input type="checkbox"/>	Frequently
<input type="checkbox"/>	Occasionally
<input type="checkbox"/>	Rarely
<input type="checkbox"/>	Never
<input type="checkbox"/>	Prefer not to say

Q9. How did you find out about this engagement exercise?

(Please choose all that apply)

<input type="checkbox"/>	Facebook
<input type="checkbox"/>	Twitter
<input type="checkbox"/>	Instagram
<input type="checkbox"/>	Linkedin
<input type="checkbox"/>	NextDoor
<input type="checkbox"/>	Oxfordshire.gov.uk website
<input type="checkbox"/>	Direct contact from Oxfordshire County Council (email, letter, meeting)
<input type="checkbox"/>	Local news item (newspaper, online, radio, tv)
<input type="checkbox"/>	Oxfordshire county councillor
<input type="checkbox"/>	City or district councilor
<input type="checkbox"/>	Parish or town councillor
<input type="checkbox"/>	Local community news item
<input type="checkbox"/>	Poster
<input type="checkbox"/>	Friend or relative
<input type="checkbox"/>	Other, please specify: _____
<input type="checkbox"/>	Prefer not to say

Q10. I am responding to this survey as:

(Please tick one box only)

<input type="checkbox"/>	A resident living in Kidlington parish
<input type="checkbox"/>	A resident living in Gosford and Water Eaton parish
<input type="checkbox"/>	An Oxfordshire resident
<input type="checkbox"/>	A member of the public living outside of Oxfordshire
<input type="checkbox"/>	A representative of a sports club currently using Stratfield Brake Please give the name of the sports club you represent: _____
<input type="checkbox"/>	A business Please give the name of the business you represent: _____
<input type="checkbox"/>	A representative of a group or organisation Please give the name of the group or organisation you represent: _____
<input type="checkbox"/>	A parish, town, district, or county councillor Please give your name and the parish or town/ward or division you represent: _____
<input type="checkbox"/>	Other, please specify: _____
<input type="checkbox"/>	Prefer not to say

Q11. What is your postcode?

Please provide the first four or five digits of your postcode (but not the letters at the end). eg. **OX1 1** or **OX14 5**.

If you are responding as a resident living in Kidlington Parish or Gosford or Water Eaton Parish, an Oxfordshire resident or a member of the public living elsewhere please respond to the following questions. If you are responding as a stakeholder, please go to the end of this survey.

Q12. What is your age?

(Please tick one box only)

<input type="checkbox"/>	Under 16
<input type="checkbox"/>	16 - 24
<input type="checkbox"/>	25 - 34
<input type="checkbox"/>	35 - 44
<input type="checkbox"/>	45 – 54
<input type="checkbox"/>	55 – 64
<input type="checkbox"/>	65 – 74
<input type="checkbox"/>	75 – 84
<input type="checkbox"/>	85 or over
<input type="checkbox"/>	Prefer not to say

Q13. What is your gender?

(Please tick one box only)

<input type="checkbox"/>	Female
<input type="checkbox"/>	Male
<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	I use another term (please state here:) _____

Q14. What is your ethnic group or background?

(Please tick one box only)

<input type="checkbox"/>	Asian or Asian British (Indian, Pakistani, Bangladeshi or any other Asian background)
<input type="checkbox"/>	Black or Black British (Caribbean, African, or any other Black background)
<input type="checkbox"/>	Chinese
<input type="checkbox"/>	Mixed or multiple ethnic groups (White and Black Caribbean, White and Black African, White and Asian, and any other mixed background)
<input type="checkbox"/>	White (British, Irish, or any other white background)
<input type="checkbox"/>	Prefer not to say
<input type="checkbox"/>	Other ethnic group or background, please specify: _____

Data protection and privacy

Under the Data Protection Act 2018, we (Oxfordshire County Council) have a legal duty to protect any personal information we collect from you. Oxfordshire County Council is committed to open government and this may include quoting extracts from your response in our report.

We will not however, disclose the names of people who have responded unless they have provided consent. For this purpose, we ask that you are careful not to disclose personal information in your comments – for example the names of service users or children. If you do not want all or part of your response to be made public, or shared with councillors, please state below which parts you wish us to keep confidential.

View Oxfordshire County Council's privacy notice online at www.oxfordshire.gov.uk/privacy-notice

Q15. Please use this space to tell us if there is any specific part of your response you wish to keep confidential:

Stay in touch

We invite you to sign up to get regular email updates on news, events, and developments from across the county.

Q16. Would you like to sign-up?

(Please tick one box only)

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No

If you have chosen 'Yes' for 'Would you like to sign-up?', please provide your email address below, so we can contact you and send a link to our sign-up page where you can tailor which communications you receive:

Thank you for completing this survey.

Please send your completed response to the Freepost address below, writing Stratfield Brake in the top left-hand corner of the envelope.

FREEPOST OXFORDSHIRE COUNTY COUNCIL

This survey closes on Tuesday 22 February 2022. All paper responses must be returned by this date.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Divisions Affected - All

CABINET 15 March 2022

Oxfordshire Plan 2050: Statement of Community Involvement

Report by: Corporate Director Environment and Place

RECOMMENDATION

1. The Cabinet is RECOMMENDED to note the revised Statement of Community Involvement.

Executive Summary

2. This report provides an update on the Oxfordshire Plan Statement of Community Involvement in response to the recent lifting of coronavirus restrictions. The statement sets out how the OP2050 team will consult with people and local organisations in the preparation of this plan.
3. Once adopted, the Oxfordshire Plan will provide a high-level spatial framework to shape the future planning of the county up to 2050 and will sit alongside Local Plan reviews and Neighbourhood Plans.
4. This report asks the county council to note the revised Oxfordshire Plan 2050 Statement of Community Involvement following the lifting of the coronavirus restrictions. It also provides an update on the recent consultation and the next steps. The district and city councils are asked to adopt the SCI at their Cabinets and Executive committees during March, as the OP2050 is their joint plan.
5. The Statement of Community Involvement (see appendix 1) outlines how the community and stakeholders will be consulted during the preparation of the Oxfordshire Plan.

Background

6. The Oxfordshire Plan is a joint statutory spatial plan and covers the authorities of Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council. These authorities have made a commitment as part of the housing and growth deal agreement with government to prepare the Oxfordshire Plan on a joint basis to guide the future planning and development of the county up to

2050. Once adopted, it will form part of the development plan of each authority and will be an important material consideration in the determination of planning applications.

7. The Oxfordshire Plan will provide a positive and high-level planning framework to support the delivery of new homes, economic development, and associated infrastructure across Oxfordshire, with a bold vision to confront our climate crisis, build a fairer and more prosperous economy, foster more thriving and accessible neighbourhoods, and support a truly green recovery that protects the future of our wildlife and environment up to 2050.
8. The Oxfordshire Plan will build on the Future Oxfordshire Partnership's strategic vision (further details are provided at <https://futureoxfordshirepartnership.org>) and the objectives of other relevant plans and strategies at the county level, including the Oxfordshire Infrastructure Strategy, Oxfordshire Industrial Strategy and Oxfordshire Transport and Connectivity Plan. A flow diagram summarising the relationship between the Oxfordshire Plan and other relevant plans and strategies, such as Local Plans, is attached in the draft Statement of Community Involvement at appendix 1. The Oxfordshire Plan, once adopted, will guide and inform the preparation of the Local Plan reviews and other development plan documents, where relevant.
9. Since July 2021, much progress has been made on the preparation of the Oxfordshire Plan, including a further round of public consultation (regulation 18, part 2) and the gathering of supporting evidence. The recent public consultation (July–October 2021) generated significant interest from a wide range of individuals and organisations. We received a total of 3723 individual responses to the consultation, from around 422 individuals and organisations, including statutory consultees, district councils, neighbouring authorities, town and parish councils, major employers, infrastructure providers, developers, landowners and government agencies.
10. Since the Plan's inception in 2018 county council officers have been significantly involved in plan preparation and working up the evidence base for the Plan.
11. The county council has worked to ensure that the plan work is strongly aligned to the emerging Local Transport and Connectivity Plan (LTCP) and the Oxfordshire infrastructure Strategy (OXIS), which the County Council has project managed.
12. Other work that the county council has been and continues to be involved include:
 - Environment and natural capital evidence base
 - Energy
 - Healthy place shaping
 - Climate Action.

13. Whilst the county council has been involved in the technical work related to the Plan, it should be remembered that the Plan itself is a joint Plan between the city and district councils.

Responses to the Public consultation on the Oxfordshire Plan 2050 Regulation 18 (Stage 2)

14. The Plan team are in the process of analysing the responses to the recent consultation (regulation 18, part 2) on the emerging plan. Officers across the local planning authorities are still reflecting on the feedback from the recent scrutiny committee meetings on the key messages from the regulation 18 (part 2) consultation and will report on the detailed findings and next steps in due course.

Relationship between the Oxfordshire Plan and Local Plan reviews

15. Officers are also reviewing the Oxfordshire Plan work programme in the context of the feedback from the recent consultation and discussions with the government on the timings of future stages. This includes consideration of the inter-relationships between the Oxfordshire Plan and Local Plan reviews and other relevant supporting strategies (e.g. Oxfordshire Infrastructure Strategy). That detail must be worked through to help inform the next stages of the Oxfordshire Plan process, including the timetable through to adoption, and we will engage with the government (Department for Levelling Up, Housing & Communities).

Relationship with the emerging LTCP, LTCP Area Strategies and the OXIS

16. Overall, the Plan is informed by the agreed Principles for Good Growth as set out in the Future Oxfordshire Partnerships Strategic Vision for Oxfordshire².
17. The Local Transport & Connectivity Plan (LTCP) Part 1 outlines a clear vision to deliver a net-zero carbon Oxfordshire transport system that enables the county to thrive whilst protecting the environment and making Oxfordshire a better place to live for all residents. We plan to achieve this by reducing the need to travel, discouraging unnecessary individual private vehicle journeys and making walking, cycling, public and shared transport the natural first choice. The policies included in the LTCP are considered necessary to achieve this.
18. The LTCP supports and will inform a range of policies, including those in OP2050, for example by influencing development. It is important to ensure alignment so that we are working towards a common goal. By working closely with the district councils there is an opportunity to shape the Oxfordshire Plan 2050 by embedding relevant LTCP policies, such as 20-minute

² <https://futureoxfordshirepartnership.org/projects/oxfordshire-strategic-vision/>

neighbourhoods, will help to shape these developments from the outset and contribute to delivery of the vision. The transport user hierarchy policy will guide how the county council responds to planning applications and seeks developer contributions. In this way, walking and cycling will be prioritised, and new developments and settlements as identified through OP2050 will contribute to delivery of the LTCP.

19. The LTCP area strategies will be produced as a 'part 2' in 2022. This will allow for the area strategies to better fit with OP2050.
20. The Oxfordshire Infrastructure Strategy (OxIS) Stage 1 sets out a priority 'needs-based' multi-criteria framework for assessment of future infrastructure schemes. For Stage 1, the focus has been on assessment of infrastructure to support current planned local plan development to 2040, set out in detail in the OxIS Stage 1 summary and technical reports that were endorsed by the FOP Board on 25th January and planned for consideration by County Cabinet on 15th February.
21. Stage 2 will look ahead to 2050, to see how infrastructure needs and requirements will change in light of additional development proposed as part of the Oxfordshire Plan. The detailed scope of the Stage 2 work is currently being developed alongside considering the next steps for the Oxfordshire Plan, but is expected to need to:
 - Support the next stages of Oxon Plan consultation
 - Assess infrastructure linkages with agreed planned growth to 2050 (to be set out by the Oxon Plan, but also informed and influenced by the OxIS Stage 1 outcomes)
 - Build upon the evidence base work being undertaken for the Oxfordshire Plan that will help to identify priority infrastructure, for example transport assessment and water cycle study
 - Use the MCA framework developed in Stage 1 as the basis for infrastructure prioritisation, but review this in the context of any relevant policy and strategy updates
 - Be developed in a collaborative way, following similar governance arrangements as Stage 1.
22. The next stage of the plan will also need to be supported by transport evidence base, which is planned to look at more detail on the impacts of planned development proposed in the plan, and appropriate mitigation. This work will need to take into account the strategic policy framework set out in the LTCP, but also the alignment of any proposals being developed through the LTCP area strategies.
23. Work on embedding climate action principles is led by the Pathways to a Carbon Zero Oxfordshire (PAZCO)

Statement of Community Involvement – its role and purpose

24. The revised Statement of Community Involvement (SCI) is outlined in appendix 1. It replaces the previous version of the statement, adopted in July 2021.
25. This statement sets out Oxfordshire's approach to the effective and meaningful engagement of people and organisations during the next stages of plan preparation. In turn, it will help to ensure that the emerging policies and proposals of the Oxfordshire Plan reflect the needs, aspirations and concerns of residents and businesses across Oxfordshire.
26. The statement has been updated to reflect the government's recent lifting of the coronavirus restrictions (as set out in legislation) and the increased use of social media and other digital engagement tools in the process of preparing the Oxfordshire Plan. It also explains:
- how consultation and engagement on the Oxfordshire Plan will take place;
 - who will be consulted and when; and
 - how future consultation stages will be monitored to ensure they remain effective and meaningful.
27. Please note: the attached statement is specific to the production of the Oxfordshire Plan 2050. Local planning authorities in Oxfordshire will publish their own individual SCIs related to the production of their local plan reviews and other relevant development plan documents.
28. This statement also outlines the stages of the Oxfordshire Plan preparation process, including the extent and nature of the public consultation activities as well as the role of different organisations and representatives. These stages are as follows:
- Early informal consultation and engagement (regulation 18)
 - Formal consultation on draft plan (regulation 19)
 - Submission and examination (regulations 22 and 34).
 - Adoption (regulation 36).

Corporate Policies and Priorities

29. Annex 2 to this report sets out a table indicating how the corporate priorities align with the five themes (and accompanying policies) of the Oxfordshire Plan 2050. The five themes are:
- Theme One: Addressing climate change.
 - Theme Two: Improving environmental quality.
 - Theme Three: Creating strong and healthy communities.
 - Theme Four: Planning for sustainable travel and connectivity.
 - Theme Five: Creating jobs and providing homes.

Financial Implications

30. There are no budgetary implications for the county council. Work on the OP2050 is undertaken within existing officer time.

Comments checked by:

Filipp Skiffins, Assistant Finance Business Partner, Environment & Place;
C,OD&R; CD,A&I

Legal Implications

31. There are no legal implications for the county council. The Plan is a strategic plan for the four districts and the city council.

Comments checked by:

Jennifer Crouch, Principal Solicitor (Environment Team) (Legal Services),
Directorate for Commercial Development, Assets and Investment

Sustainability, Equality & Inclusion Implications

32. The draft Plan contains the following Objectives that seek to ensure as far as possible Oxfordshire's residents are able to lead productive and healthy lives:

- To demonstrate leadership in addressing the climate emergency by significantly reducing greenhouse gas emissions.
- To conserve and enhance Oxfordshire's historic, built and natural environments, recognising the benefits these assets contribute to quality of life, local identity and economic success.
- To protect and enhance Oxfordshire's distinctive landscape character, recreational and biodiversity value by identifying strategic green and blue infrastructure, improving connectivity between environmental assets and securing a net gain for biodiversity.
- To improve health and wellbeing by enabling independence, encouraging active and healthy lifestyles, facilitating social interaction and creating inclusive and safe communities.
- To sustain and strengthen Oxfordshire's economic role and reputation by building on our key strengths and relationships.
- To ensure that the benefits and opportunities arising from Oxfordshire's economic success are felt by all of Oxfordshire's communities.
- To meet Oxfordshire's housing needs, including affordable housing, and to ensure that housing delivery is phased appropriately to support the needs of our communities.
- To ensure that new housing is flexible to meet the varied needs of people through all stages of life.

- To deliver high quality, innovatively designed development that ensures efficient use of land and resources.
- To reduce the need to travel and to support people in making sustainable transport choices by providing inclusive, integrated, safe and convenient pedestrian, cycle and public transport infrastructure linking communities.
- To ensure that communities are digitally connected and that innovative technologies are supported.

33. An Equalities Impact Assessment was prepared as part of the evidence base for the Oxfordshire Plan 2050 Regulation 18 (Stage 2) Consultation. The Assessment can be found at: <https://oxfordshireplan.org/wp-content/uploads/2021/08/Equalities-Impact-Assessment-FINAL-June-2021-JE.pdf>

Risk Management

34. Some of the key risks associated with the preparation of the Oxfordshire Plan have been updated in the light of the recent regulation 18 (part 2) consultation.

Consultations

35. The Oxfordshire Plan must be prepared in accordance with the Statement of Community Involvement (SCI) and Local Development Scheme (LDS)³. It must also meet the requirements of the duty to cooperate set out in the Localism Act (2011) and the tests of soundness set out in the NPPF. Failure to demonstrate compliance with the requirements set out in the legislation would render the plan incapable of adoption.

36. The SCI must be kept up-to-date and now needs to be updated to reflect the recent lifting of the coronavirus restrictions and progress on the plan to date. Subject to the approval of the five Oxfordshire cabinets, the updated SCI (in appendix 1) will be formally adopted and made publicly available on the Oxfordshire Plan website.

Bill Cotton, Corporate Director Environment & Place

Appendices:

Appendix 1: Statement of Community Involvement

Appendix 2: Oxfordshire Plan and Alignment with OCC Priorities

Contact Officer: Dawn Pettis, Strategic Planning Team Leader
Dawn.pettis@oxfordshire.gov.uk, 07771 983395

March 2022

³ Planning and Compulsory Purchase Act of 2004

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STATEMENT OF COMMUNITY INVOLVEMENT

HOW THE PUBLIC AND STAKEHOLDERS WILL BE INVOLVED IN THE DEVELOPMENT OF THE OXFORDSHIRE PLAN

UPDATED IN FEBRUARY 2022

Produced by



Supported by



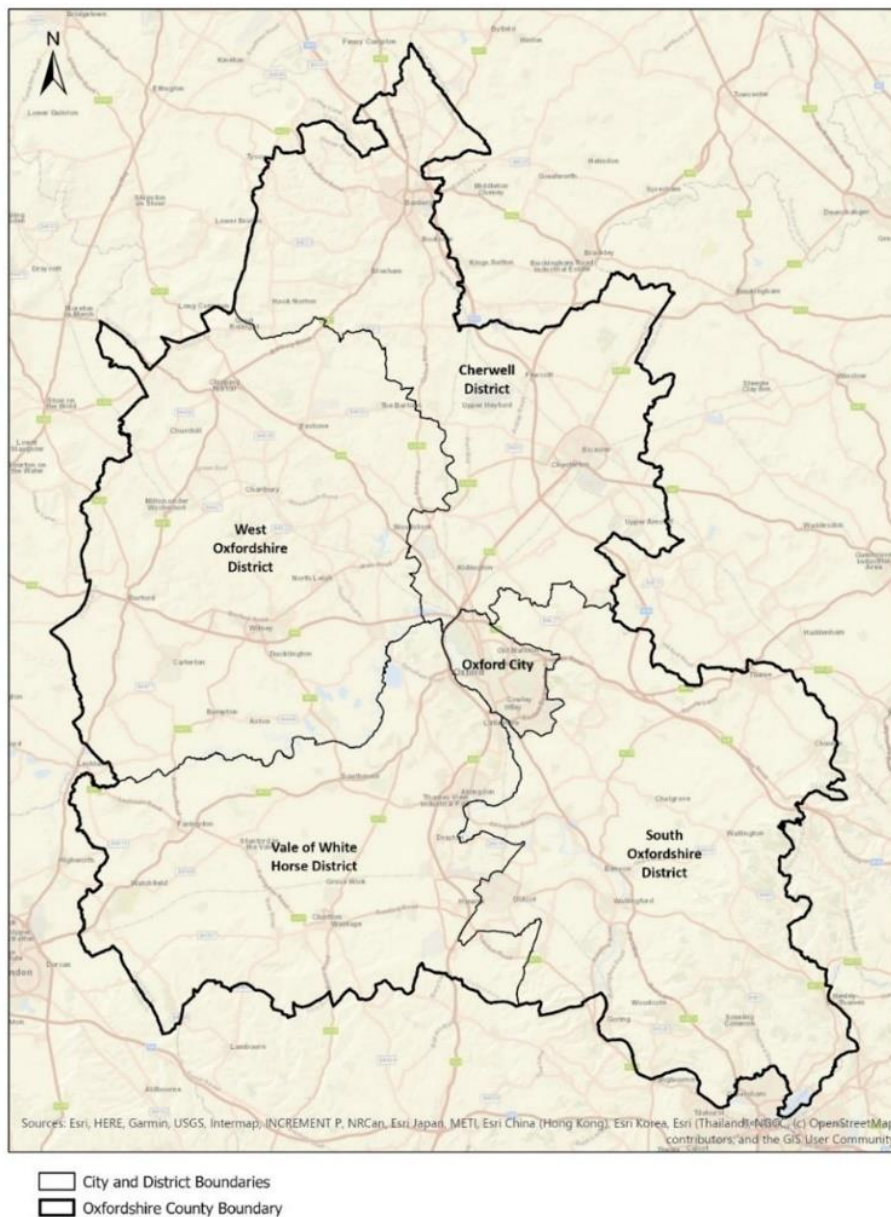
1 Introduction

1.1 This statement sets out how people and organisations can get involved in shaping the future of Oxfordshire. It updates and replaces the previous Statement of Community Involvement, published in June 2021.

1.2 This update provides the latest information on the progress of the Oxfordshire Plan, including how community and stakeholder engagement will take place. It has also been updated in response to the recent lifting of coronavirus restrictions. It explains the consultation methods that will be used at different points in the preparation of this plan to ensure effective community and stakeholder engagement from the outset.

1.3 The Oxfordshire Plan is a joint statutory plan and covers the authorities of Cherwell District Council, Oxford City Council, South Oxfordshire District Council, Vale of White Horse District Council and West Oxfordshire District Council (as defined in figure 1).

Figure 1: Oxfordshire authority boundaries



1.4 Recent changes to government legislation (following the lifting of the coronavirus restrictions) and the increased use of digital engagement tools (e.g. social media platforms) mean that this statement needs to be updated.

1.5 This statement sets out Oxfordshire’s approach to the effective engagement of people and organisations during the production of the Oxfordshire Plan. Early and meaningful engagement will help to ensure that planning policies in the emerging plan reflect the needs, aspirations and concerns of residents and businesses across Oxfordshire. It also explains:

- how consultation and engagement on the Oxfordshire Plan will take place;
- who will be consulted and when; and
- how future consultation stages will be monitored to ensure they remain effective and meaningful.

1.6 Community engagement lies at the heart of good planning in Oxfordshire. In Oxfordshire, good planning will make a significant and positive difference to the lives of residents and businesses and help deliver the new homes, jobs, services we need and safeguard the environmental assets we value. By preparing this plan, the public and stakeholders will have the opportunity to share their ideas and feedback on the future planning of Oxfordshire, including the future role of Oxfordshire’s settlements.

1.7 The Oxfordshire Plan will be prepared in line with the procedures and processes set out in this statement¹.

1.8 We hope that you find this statement clear and easy to read. Technical terms are defined in the text or the glossary (see appendix 1). All the most up-to-date information on the emerging plan is available from our website at <https://oxfordshireplan.org>.

2. Background

2.1 Local authorities in Oxfordshire have agreed a housing and growth deal with the government to plan and support the delivery of significant new affordable homes and major infrastructure investment in response to the growing needs of the population. This deal includes a commitment to produce a joint statutory spatial plan (known as the “Oxfordshire Plan”) to guide the future planning of the county up to 2050.

2.2 The Oxfordshire Plan will provide a positive, high-level planning framework to guide the delivery of new homes, economic development and associated infrastructure across the county, with a bold ambition to confront our climate crisis, build a fairer and more prosperous economy, foster more thriving and accessible neighbourhoods and support a truly green recovery that protects the future of our environment and wildlife. Specifically, it will outline:

- a shared vision of how the county will develop and change over the next 25-30 years, based on the shared priorities of the Future Oxfordshire Partnership² ;
- the broad pattern, scale and quality of new development (including the provision of affordable homes, employment and supporting infrastructure) that will come forward across the whole of Oxfordshire, and how it will be apportioned to the city and districts;
- a series of theme-based policies to guide and inform planning decisions at the strategic level, including the preparation and implementation of Local Plan reviews and major planning applications; and
- approach to delivery and implementation, including review triggers, monitoring targets, phasing timescales and funding mechanisms.

2.3 Once adopted, the Oxfordshire Plan will form part of the development plan of each authority in

¹ Planning and Compulsory Purchase Act 2004.

² The Future Oxfordshire Partnership has developed a long-term strategic vision on the future of Oxfordshire up to 2050, in consultation with key strategic partners and the wider public, which will inform the development of other plans and wider strategies, including the Oxfordshire Plan (see <https://futureoxfordshirepartnership.org>).

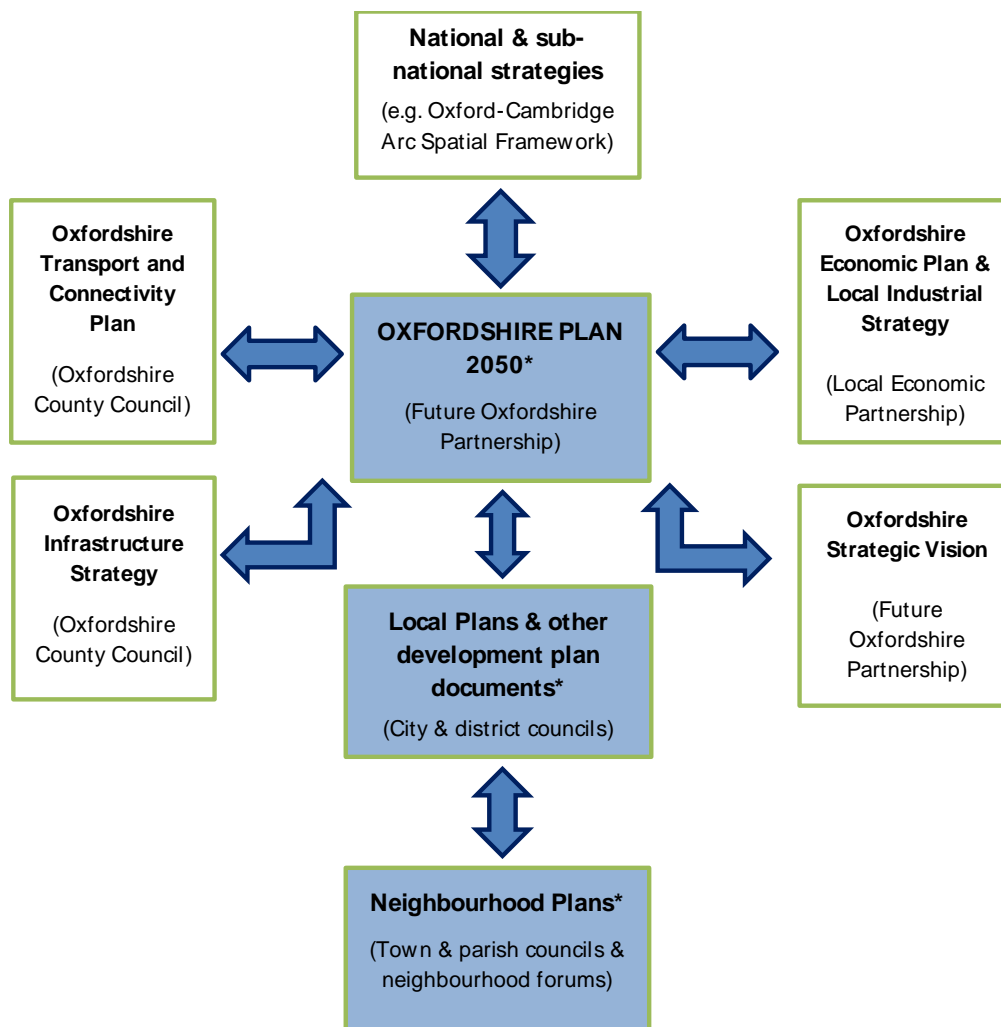
Oxfordshire³.

2.4 Figure 2 overleaf shows the relationship between the Oxfordshire Plan and other relevant plans and strategies, such as Local Plans. The Oxfordshire Plan will build on the current suite of adopted Local Plans (up to 2031/2036) and look ahead to align with the long-term priorities of county-wide strategies, such as the Local Industrial Strategy, Oxfordshire Infrastructure Strategy and Oxfordshire Transport and Connectivity Plan, up until 2050. It will also sit alongside the high-level policies expected to be set out in the government's emerging Oxford-Cambridge Arc Spatial Development Framework.

2.5 The Oxfordshire Plan will, in turn, inform and guide the review and roll-forward of city and district Local Plans and other development plan documents (e.g. area action plans), where appropriate. Local Plan reviews will need to align with the policies set out in the Oxfordshire Plan.

Figure 2: Relationship between the Oxfordshire Plan 2050 and other relevant plans and strategies

³ Oxfordshire's development plan consists of the Oxfordshire Plan, Local Plans (plus any supporting development plan documents, such as area action plans, where appropriate) and Neighbourhood Plans. Future planning decisions will be determined in accordance with the development plan unless other relevant considerations need to be taken into account (section 28 of the Planning and Compulsory Purchase Act 2004 - as amended).



*Statutory documents which form part of Oxfordshire's development plan

3. How the public and stakeholders will be involved in the preparation of the Oxfordshire Plan

3.1 As presented in figure 3, the Oxfordshire Plan involves different stages of preparation, which require public consultation and engagement. This statement sets out how these requirements will be met.

3.2 The Oxfordshire Plan must also be prepared in line with other specific legal and procedural requirements. A sustainability appraisal will be undertaken at each stage of preparation to evaluate the social, economic and environmental impacts of the plan policies and alternative options (as per the regulations⁴). In doing so, it will ensure that the plan contributes to the achievement of sustainable development. Specific consultation bodies (Environment Agency, Heritage England and Natural England) will need to be notified on the scope and content of the sustainability appraisal alongside the preparation of the plan. These policies will also be assessed in terms of their potential impact on:

- different groups of people (as per the Equality Act); and
- the integrity of internationally designated nature conservation sites (as per the Habitat Regulations).

3.3 Comments will be invited on the findings of the sustainability appraisal and other supporting documents at each stage of public consultation.

⁴ Planning and Compulsory Purchase Act 2004

3.4 The Oxfordshire Plan will also need to be prepared in accordance with the duty to co-operate set out in legislation⁵. It places a legal duty on local authorities to co-operate with neighbouring districts, boroughs and counties, as well as other organisations including the local primary care trust and transport authorities on an ongoing and collaborative basis, particularly in the context of strategic cross-boundary matters. Oxfordshire authorities are working together under the duty to co-operate to progress the Oxfordshire Plan through to adoption.

4. Who will be engaged during the preparation of the Oxfordshire Plan?

4.1 A wide range of groups, organisations and individuals will be invited to participate in the plan preparation process. These include specific and general consultation bodies (as defined in the regulations).

4.2 Specific consultation bodies include:

- statutory consultees as set out in the relevant regulations, including neighbouring councils and government agencies, such as Highways England, Natural England, Environment Agency and Historic England;
- town and parish councils;
- neighbouring authorities; and
- local service providers (including the emergency services, utility companies and public health providers)

4.3 General consultation bodies must be consulted at key stages of the plan process where the proposed subject matter will be of interest to them. These include:

- national and regional organisations, such as the National Trust and wildlife trusts;
- businesses and economic groups including the Oxfordshire Local Enterprise Partnership, universities and colleges;
- housebuilders, developers, landowners and housing associations;
- local organisations and societies, such as civic amenity groups and community boards
- hard-to-reach groups, such as young people, people with disabilities, ethnic minorities and gypsy and travelers; and
- residents and individuals, who may have an interest in the Oxfordshire Plan

5. How do we consult?

5.1 A range of different methods will be used at each stage of the plan process to inform, consult and engage with the public and interested parties, depending on the nature of the consultation and the specific needs of the audience or target group. This will involve:

- updating the web pages to include relevant links to documents and post latest news;
- producing consultation documents and materials that are clear, concise and avoid unnecessary technical language, as far as possible, without understating the complexities of any issues or decisions;
- preparing press releases and advertising in the local press;
- holding engagement events, such as exhibitions and briefings, face-to-face or online, where reasonably practicable;
- making consultation documents available upon request, in other languages, large print, braille and audio;

⁵ Localism Act 2011

- preparing visual aides (e.g. presentations) that are accessible to blind people, people with impaired hearing and people with mental health issues or learning difficulties;
- preparing response forms/survey forms to facilitate responses to the consultation;
- producing a glossary explaining the technical and planning terms used in the plan;
- using high-quality visuals and graphics to enhance the text and illustrate key points from the plan, where appropriate;
- preparing leaflets/newsletters summarising the purpose of the consultation and how to make comments; and
- maintaining an up-to-date consultation database containing specific and general consultees and others that have expressed an interest to be consulted on the plan, in accordance with the General Data Protection Regulations. Where consultation is required, all those on the consultation database will be notified. When individual or organisations makes a representation on the Oxfordshire Plan or its supporting documentation, they will be added to the consultation database.

5.2 Where appropriate, we may use panels or reference groups as part of future public engagements as well as undertake additional research, such as an opinion poll.

5.3 We want everyone to have an opportunity to shape and influence how Oxfordshire is planned and developed in the future, irrespective of their differences, including by way of age, disability, gender reassignment, pregnancy and maternity, race, religion and belief, sex, employment status, social background and sexual orientation. Consultation events and meetings will be carefully planned to maximise accessibility to a range of stakeholders and individuals, from different parts of Oxfordshire, at a range of times (subject to meeting covid-19 guidelines). Hard copies of the consultation documents can also be printed on request (subject to a small fee to cover costs).

5.4 All consultation documents and relevant evidence will be made available online (via the Oxfordshire Plan web site). Where requested, consultation documents will be made available in other languages or formats (e.g. braille, large print and sign language), as appropriate.

5.5 We will ensure that personal data gathered within public consultation processes will comply with the General Data Protection Regulations 2018 and the Data Protection Act 2018, in terms of how it is collected and managed.

5.6 We will also raise awareness of the publication of documents and public consultations via our website, social media (Facebook, Twitter and Instagram), an email to those on our mailing list and through a press release sent to local media. It may be possible due to changes in covid-19 advice to reinstate hard copies of the plan and relevant consultation documents at deposit locations (all libraries and council offices in Oxfordshire).

5.7 Additional days will be added to public consultation periods where statutory public holidays fall within the formal consultation period.

5.8 Some public events, meetings, workshops, exhibitions and focus groups may now be able to take place in person, albeit with possible restrictions⁶. We will also continue to undertake public engagement virtually, using online meeting systems, web pages and social media, in the interests of public health and ease of access. For the latest information on the plan, please see the Oxfordshire Plan 2050 website at <https://oxfordshireplan.org>.

6. How to comment on the Oxfordshire Plan?

6.1 As set out in previous statements, stakeholders and members of the public can respond to public consultations on the Oxfordshire Plan in one of the following ways:

- Online (via the Oxfordshire Plan website at <https://oxfordshireplan.org>).
- Email: info@oxfordshireplan.org
- Post: Oxfordshire County Council, Oxfordshire Plan 2050, County Hall, New Road, Oxford, OX1 1ND

6.2 A comments form will be produced at each stage of public consultation. The form will be able to be used through the consultation portal on the web site, or alternatively the form or letters can be emailed or posted to us. Receiving comments through both electronic and handwritten formats will ensure those without internet access will not be disadvantaged in terms of engagement.

6.3 We would encourage people and organisations to make use of the “Oxfordshire Plan 2050” website, which will set out the information we are seeking at each consultation stage, together with clear instructions on how to register comments. Online engagement will be the easiest way to respond to public consultations and will allow us to quickly consider your comments on the plan.

6.4 All comments received in response to a public consultation will be considered. A consultation report summarising comments and our responses to the issues raised will be made available on the Oxfordshire Plan website.

7. When we will consult?

7.1 Figure 3 below sets out the stages of plan preparation, including key milestones and extent and nature of the public consultation activities, as well as the role of different organisations and representatives. These stages are as follows:

- Early informal consultation and engagement (regulation 18).
- Formal consultation on draft plan (regulation 19).
- Submission and examination (regulations 22 and 34).
- Adoption (regulation 36).

Figure 3: Stages of preparation

Regulation 18 consultation		
Description of plan stage:		
Regulation 18 is the earliest stage of plan engagement and represents the scoping stage to decide what should be included within the plan. This includes potential policy options and spatial options. Due to the nature of this stage with its ambition to gain a variety of views on what could be included in the plan, multiple consultations can take place, of which two have taken place so far.		
Who was/will be involved?	What were we/are we consulting on?	How did we consult, or how are we consulting?
<i>Informal consultation on the emerging Oxfordshire Plan⁷</i>		
Various bodies/stakeholders are consulted in line with those required under regulation 18 of the Town and Country Planning (Local Planning) Regulations 2012.	A report summarising the results of the consultation (including an explanation of how the views from stakeholders have been considered in the development of the plan). Following the consultation, we will update the plan to take account of the responses from stakeholders, the results of the sustainability appraisal and the supporting evidence.	<ul style="list-style-type: none"> • Oxfordshire Plan 2050 website • Contact consultees/organisations and other interested parties by email • Social media posts • Events/ exhibitions • Press release

This includes the general public and other interested bodies as appropriate.		<ul style="list-style-type: none"> Documents available to view in council buildings
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Publication (regulation 19)		
Description of plan stage:		
Regulation 19 is the second stage of the consultation process and is the stage at which the final draft version of the plan is published. At this stage, representations must relate to the tests relating to how the plan has been prepared (legal compliance) and its content (soundness), as outlined in government guidance. The public consultation represents the last opportunity to influence and help shape the direction of the plan before it is submitted to the secretary of state.		
Who was/will be involved?	What were we/are we consulting on?	How did we consult, or how are we consulting?
<i>Consultation on the submission draft plan</i>		
Various bodies/stakeholders will be consulted in line with those required under regulation 19 of the Town and Country Planning (Local Planning) Regulations 2012. This will include the general public and other interested bodies as appropriate.	We will consult on the draft submission plan over a period of at least six weeks. This will set out the final proposed strategy and policies of the plan.	<ul style="list-style-type: none"> Oxfordshire Plan 2050 website Contact consultees/organisations and other interested parties by email Social media posts In person and/or virtual consultation events with key stakeholders and the public (depending on government regulations at the time of the consultation) Press release Documents available to view in libraries and council buildings

Submission and independent examination (regulations 22 and 34)		
Description of plan stage:		
Following the close of the regulation 19 consultation, the Oxfordshire Plan will be submitted alongside the representations received during the regulation 19 consultation and supporting evidence (including the sustainability appraisal) to the secretary of state, who will appoint an inspector to carry out an independent examination.		
Supporting documents will include technical studies, background papers and written summaries of previous public consultations setting out how the issues raised through the publication stage have been addressed in the plan.		
The examination will assess whether the plan has been prepared in accordance with legal and procedural requirements (e.g. duty to co-operate and public consultation) and meets the test of soundness. The four tests of soundness are set out in the National Planning Policy Framework (NPPF).		
Who was/will be involved?	What were we/are we consulting on?	How did we consult, or how are we consulting?
Issues and matters		
We will notify people/organisations listed in the regulations	The inspector will consider the evidence used to support the plan and any representations which have been put	<ul style="list-style-type: none"> Oxfordshire Plan 2050 website

and others as appropriate via the programme officer about the commencement of the examination.	<p>forward from stakeholders and other interested parties.</p> <p>All documentation associated with the examination will be recorded and made available to the public and stakeholders via the Oxfordshire Plan examination library on our joint website. The examination library will be kept up to date as the examination progresses.</p>	<ul style="list-style-type: none"> • Contact consultees/organisations and other interested parties by email • Social media posts • In person and/or virtual consultation events with key stakeholders and the public (dependent on government regulations at the time of the consultation) • Press release
<i>Public hearing sessions</i>		
Anyone has the right to attend and speak at hearings if they wish, so long as they have submitted representations on the Oxfordshire Plan during the formal consultation stage (regulation 19) and stated in advance that they wish to attend the hearings.	<p>The planning inspector will hold several public hearing sessions in the form of informal roundtable discussions, where the inspector will probe the key issues and matters relating to the plan and its preparation.</p> <p>Stakeholders and members of the public will be invited to attend and speak at specific hearings at which they wish to discuss the issues raised in their representations.</p>	<ul style="list-style-type: none"> • Oxfordshire Plan 2050 website • Contact consultees/organisations and other relevant stakeholders via email to notify them of the hearings • Press release • Social media posts
<i>Consultation on the inspector's main modifications to the submission plan</i>		
We will consult people/organisations listed in the regulations, general public and other interested bodies as appropriate.	<p>As part of this examination process, the inspector will propose changes that they consider necessary to ensure it is 'sound' and legally compliant. These are known as 'main modifications'.</p> <p>All main modifications will be subject to a 6-week period of consultation (see below). The inspector will consider all the representations made before finalising the examination report and the schedule of recommended main modifications.</p> <p>Following the close of the public consultation, we will publish a statement of consultation setting out a summary of the comments made on the main modifications.</p>	<ul style="list-style-type: none"> • Oxfordshire Plan 2050 website • Contact consultees/organisations and other relevant stakeholders by email • Press release • Social media posts

Receipt and publication of the inspector's report (regulation 35) and subsequent adoption of the plan (regulation 36)

Description of plan stage:

This is the last stage of the preparation process following the public examination, at which the inspector publishes their recommendations on the soundness of the plan in a final report. If the inspector confirms that the plan is sound and legally compliant, we will be able to formally adopt the plan (subject to the 'main modifications' identified in the report). In addition, we will be able to make

minor, non-material changes ('additional modifications') at any time before formal adoption to improve the clarity, consistency and accuracy of the plan.		
Who was/will be involved?	What were we/are we consulting on?	How did we consult, or how are we consulting?
<i>Receipt and publication of the inspector's report</i>		
We will notify people/organisations listed in the regulations and others as appropriate via programme officer about the publication of the inspector's report.	<p>At the end of the examination, the planning inspector will publish a report on the submitted plan to the six Oxfordshire authorities recommending whether they can adopt the plan. In most cases, the report will recommend some changes (known as 'main modifications' – see below) that are necessary to allow the plan to be adopted.</p> <p>There is no consultation on the inspector's report, but it will be made available to the public via our website.</p>	<ul style="list-style-type: none"> • Oxfordshire Plan 2050 website • Contact consultees/organisations and other relevant stakeholders by email • Press release • Social media posts
<i>Adoption</i>		
We will notify people/organisations listed in the regulations and others as appropriate via programme officer about the adoption of the plan.	Once the examination has closed, approval will be sought from the six Oxfordshire authorities to accept the recommendations of the inspector's report and formally adopt the Oxfordshire Plan.	<ul style="list-style-type: none"> • Oxfordshire Plan 2050 website – publish the adoption version of the plan • Press release • Social media posts • Contact organisations and other relevant stakeholders via email • Publish an adoption statement, which will advise of a six-week period within which any challenge via judicial review must be made. • Publish a summary of the Oxfordshire Plan Sustainability Appraisal and Habitat Regulations Assessment

8. Monitoring and review

8.1 This statement will be kept under regular review and will be updated where necessary to reflect changes to the Oxfordshire Plan timetable and other circumstances, such as the ongoing coronavirus pandemic.

Appendix 1: Glossary

Term	Acronym	Explanation
Authority Monitoring Report	AMR	Councils are required to produce an authority monitoring report (as set out in section 113 of the 2011 Localism Act) to review the progress and effectiveness of the plan and the extent to which its policies are being achieved.

Department for Levelling Up, Housing and Communities	DLUHC	A ministerial department which “supports communities across the UK to thrive, making them great places to live and work” (see www.gov.uk)
Development plan		<p>Councils have a statutory duty (either jointly or individually) to prepare and update development plans across their areas in consultation with the local community and stakeholders. The development plan guides future planning decisions and ensures these are rational and consistent, having regard to other material considerations.</p> <p>Oxfordshire’s development plan, once adopted, will include the following documents.</p> <ul style="list-style-type: none"> • Oxfordshire Plan • Oxfordshire Minerals and Waste Plan • Local Plans (city and districts) • Neighbourhood Plans
Duty to co-operate		Councils are required under the Localism Act to work together on a cooperative and ongoing basis to deal with cross-boundary issues, such as public transport, large-scale housing allocations or large employment clusters.
Equalities impact assessment		An assessment of impacts against different characteristics (e.g. gender, ethnicity and disability) protected under the 2010 Equality Act
Examination		The examination will assess whether the plan meets the tests of soundness (as set out in National Planning Policy Framework) and complies with the regulations.
Future Oxfordshire Partnership	FOP	Joint committee of the six councils of Oxfordshire (as listed in paragraph 1.3 above) along with the local economic partnership and other key partners. The partnership is overseeing the delivery of the Oxfordshire Plan.
Habitat Regulations Assessment	HRA	An assessment of the potential effects of a plan or programme on the integrity of internationally important nature conservation sites
Local Development Scheme	LDS	A scheduled work programme and timetable to guide the preparation of joint plans or single plans
Localism Act		This act introduced several new rights and powers to allow local communities to shape new development, including the provision to prepare a ‘neighbourhood plan’ to guide future planning of an area
Local Plans		Local plans are prepared to guide the future planning and development of an area. Work has begun on the review of the adopted local plans in each administrative area. Wherever possible, preparation will be undertaken in parallel with the timetable of the Oxfordshire Plan.
National Planning Policy Framework	NPPF	<p>This document sets out the government’s policies on the planning system in England.</p> <p>Although not part of the development plan, the policies set out in the framework must be considered in the preparation of statutory plans, such as joint plans. The framework sets out a presumption in favour of sustainable development when preparing plans and making planning decisions.</p>
National Planning Practice Guidance	NPPG	National planning guidance which helps explain how the policies in the framework (NPPF) will be applied. Regular updates are published online.
Neighbourhood Plans		A planning document which sets out the vision to guide the future planning of a neighbourhood area, and contains policies relating to the development and use of land in this area. Once adopted, it will have formal status as development plan document and form part of Oxfordshire’s development

		plan. All neighbourhood plans must be in general conformity with the strategic policies set out in the Oxfordshire Plan / Local Plans.
Oxford-Cambridge Arc		The five counties (Bedfordshire, Buckinghamshire, Cambridgeshire, Northamptonshire and Oxfordshire) around the line between Oxford, Milton Keynes and Cambridge. The arc has one of the fastest-growing economies in England. It supports more than 2 million jobs and adds over £110 billion to the economy every year.
Oxford-Cambridge Arc Spatial Framework		A long-term statutory decision-making framework to guide the future growth of the Oxford-Cambridge Arc to 2050. This will inform the preparation of other plans (e.g. Oxfordshire Plan) and strategies across the arc.
Planning and Compulsory Purchase Act		National planning legislation from central government aimed at improving the planning process and enhancing community involvement in it. Under section 15 of the act, councils are required to set out current planning policy documents, and any new or replacement documents that it intends to produce in the future, and list them within a local development scheme.
Spatial strategy		The strategy will set out the broad locations where new homes, jobs and services will be provided across Oxfordshire to meet identified needs in line with the overall vision and objectives of the Oxfordshire Plan. Specific proposals will be shown on a key diagram. In this context, preferred means that the strategy is deemed to be the most sustainable and appropriate way of meeting Oxfordshire's future needs in the light of reasonable alternatives.
Oxfordshire Housing and Growth Deal		Signed agreement between the government and the six authorities of Oxfordshire / Oxfordshire Local Economic Partnership to secure funding towards the delivery of new affordable homes, jobs and infrastructure investment up to 2031 and beyond. The deal committed to prepare a joint statutory plan to guide the future planning of the county up to 2050.
Reasonable alternatives		The different realistic options considered in developing the policies in the Oxfordshire Plan
Statement of Community Involvement	SCI	This document outlines how the community and stakeholders will be involved in the preparation and continuing review of the Oxfordshire Plan.
Strategic Environmental Assessment	SEA	A general term used internationally to describe environmental assessment as applied to policies, plans and programmes.
Sustainability appraisal	SA	A systematic process (a requirement of the Planning and Compulsory Purchase Act 2004) aimed at appraising the social, environmental and economic effects of plan, strategies and policies to ensure they accord with the objectives of sustainable development. SA also incorporates the requirements of the SEA Directive.
Tests of soundness		Plans must be positively prepared, justified, effective and consistent with national planning policy in line with the National Planning Policy Framework.
Town and Country Planning (Local Planning) (England) Regulations		The regulations set out the public participation and consultation required when preparing and revising a statutory plan. Regulations 18, 19, 20 relate to informal and formal consultations of plan preparation. Regulation 24 relates to the independent examination of the plan.

Appendix 4: OP2050 Themes and the County Council Priorities

Strategic Alignment – OP 2050

	Tackle the climate emergency	Tackle inequalities	Prioritise wellbeing	Support for carers	Active and sustainable transport	Improve access to nature and green spaces	Opportunities for young people	Business Engagement
OP2050 (reg18)	Addressing climate change	Creating strong and healthy communities	Creating strong and healthy communities	Creating strong and healthy communities	Planning for sustainable travel and connectivity.	Improving environmental quality	Leisure, Recreation, Community and Open Space Facilities	Creating jobs and providing homes
	Sustainable Design and Construction	Healthy Place Shaping and Impact Assessments	Healthy Place Shaping and Impact Assessments	Healthy Place Shaping and Impact Assessments	Towards a Net Zero Transport Network	Protection and Enhancement of Landscape Characters	Planning for sustainable travel and connectivity	Supporting the Creation of Jobs
	Energy							
	Water Efficiency	Health Infrastructure	Health Infrastructure	Health Infrastructure	Sustainable Transport in New Development	Protection and Enhancement of Historic Environment	Creating jobs and providing homes	Protection of Economic Assets
	Flood Risk	High-Quality Design for New Development and Garden Town Standards for New Settlements	High-Quality Design for New Development and Garden Town Standards for New Settlements	Planning for sustainable travel and connectivity	Supporting Sustainable Freight Management	Nature Recovery	Supporting the Creation of Jobs	Town Centre Renewal
		Leisure, Recreation, Community and Open Space Facilities	Leisure, Recreation, Community and Open Space Facilities		Digital Infrastructure	Biodiversity Gain		Visitor Economy
					Strategic Infrastructure Priorities	Natural Capital and Ecosystem Services		Culture and Arts Meeting Skills and Education Needs
						Green Belt		Homes: How Many? Commitments and Locations
						Water Quality, air quality		

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Divisions Affected -

CABINET 15 March 2022

Oxfordshire s75 NHS Act Pooled Commissioning Budget

Report by Interim Corporate Director of Adult Services

RECOMMENDATION

The Cabinet is RECOMMENDED to

- a) Approve the agreement of a s75 NHS Act 2006 pooled commissioning budget with Oxfordshire Clinical Commissioning Group from 1 April 2022.
- b) Approve a single, fully integrated Pool Budget and Risk Share for Live Well and Age Well services
- c) Delegate to the Interim Corporate Director of Adult Services in consultation with the Director of Finance (Section 151 Officer) to finalise and sign the agreement

Executive Summary

1. Oxfordshire Clinical Commissioning Group (CCG) and the Council have held a s75 NHS Act 2006 agreement to pool health and social care commissioning budgets since April 2013. This agreement has been extended by contract variation and the latest such variation expires on 31 March 2022. The current agreement is made up of two pools with total budget of £399.115m:
 - Live Well (Adults with Support Needs) – current budget of £190.585m
 - Age Well (Better Care Fund) – current budget of £208.530m
2. In addition, the Health, Education and Social Care Integrated team oversees two budgets that have been aligned to the current s75 agreement totalling £90.320m:
 - Start Well (Children's services) – current budget of £60.987m
 - Public Health – current budget of £29.333m.
3. Together these give a combined joint commissioning budget of £489.136m

4. In 2020/21 Oxfordshire Clinical Commissioning Group and the Council developed the Health, Education and Social Care integrated commissioning team to improve the impact and efficiency of joint commissioning arrangements in Oxfordshire. This new structure came into effect on 1 March 2021 and includes 18 joint funded commissioning posts headed by a jointly funded Deputy Director, Commissioning. The new structure is hosted by the Council on behalf of the partners.
5. The partners also put in place a Joint Commissioning Executive to provide strategic direction to the new integrated team and accountability to each organisation for the finance, performance, and impact of the new arrangements. The Joint Commissioning Executive is chaired by the Interim Corporate Director of Adult Services and comprises senior executives from the partners. In March 2021 the preceding Joint Management Groups for the current s75 agreement resolved to dissolve themselves and transfer their responsibilities for the management of the finance and performance of the pooled funds to the Joint Commissioning Executive.
6. The current s75 agreement needs to be refreshed to reflect this new structure and to support the delivery of the Council and CCG ambitions in relation to integrated commissioning that improve outcomes for individuals, our population, and our systems.
7. The proposed new agreement retains several elements from the current s75 and proposes the following key changes
 - (a) Organisation of the funds into one pooled budget hosted by the Council that reflects the Health, Education and Social Care organisational structure hosted by the County on behalf of the partners
 - (b) A single financial risk share based on contribution by each party
 - (c) Agreement on the delegations and commitments from the partners to reflect the change to a single pool hosted by the Council on behalf of the partners
 - (d) Provision for future changes to increase the scope of the s75 agreement in the future to include Children Services and Public Health budgets and services in line with the Health, Education and Social Care vision

Exempt Information

8. Not applicable

The case for a s75 NHS Act 2006 Pooled Budget Agreement

9. The Council and Clinical Commissioning Group have held a s75 NHS Act Pooled Commissioning Budget since 2013, which was in turn the successor of prior arrangements with the former Primary Care Trust. The current agreement is supported by a combined Budget of £399.115m (based on budget for current year (2021/22)) made up of:

a) Age Well service budget of £208.530m:

This commissions support and care for older adults which covers prevention, hospital avoidance and residential care. This pool incorporates the Better Care Fund which totals (2021/22) **£69.659m**.

- (1) It is a statutory requirement for the Council to hold the funds related to the Better Care Fund in a s75 agreement with the local NHS.
- (2) The Better Care Fund is designed to deliver
 - (i) the partnership working and integration that reduces the need for people to be conveyed and admitted to hospital
 - (ii) a reduction in the time people wait in hospital before discharge
 - (iii) a Home First approach to support people on discharge from hospital
 - (iv) a reduction in the number of Council funded permanent admissions to residential or nursing home care
 - (v) impact from reablement services on keeping people safe and well at home 91 days after an intervention.
- (3) The Better Care Fund plan and local trajectories against national targets are agreed by the Health & Wellbeing Board.

b) Live Well services; budget of £190.585m:

The commissioned services provide care to adults with support needs which broadly seeks to achieve better outcomes for people living with mental illness, for people with living with learning disability and/or autism, and for people impacted by acquired brain injury

10. The joint arrangements also include Start Well (Children services) Budget of £90.320m) and Public Health, Budget of £29.333m. The plan is for these services to work within the integrated arrangements but remain outside of the s75 Pooled Budget at this stage.
11. The pooled budget approach has enabled the Council and the Clinical Commissioning Group to develop joint approaches that have benefited our population:
 - (a) The development of a mental health outcomes-based contract supporting recovery and wellbeing delivered by a partnership of NHS, social care, and voluntary and community sector organisations
 - (b) The development of the Home First model to support people to return home after a stay in hospital, integrating reablement and domiciliary care provided by the independent sector under the leadership of a multidisciplinary social care and health team hosted and led by the Council
 - (c) An integrated health and social care contract for equipment and assistive technology to support people at home, overseen by clinical leads from both social care and health
 - (d) An integrated pathway for people needing a step-down bed after an acute hospital stay bringing together independent nursing homes, and a multidisciplinary team across social care, hospital discharge and community therapists

- (e) Generally, a common sense of purpose and established joint working practices that, for instance, supported Oxfordshire's covid response. This was especially true in relation to maintaining hospital capacity and flow where the county was able to rely to a larger extent on established jointly commissioned services and protocols than was the case in other systems
 - (f) The opportunity to manage system strategic risks at a senior level: for instance, the Oxfordshire response to the Transforming Care programme for people living with learning disability and/or autism
 - (g) The ability to manage financial risks across complex pathways. In the current agreement this has enabled the parties to agree an approach to the management of needs and associated costs that fall outside of the Mental Health Outcomes Based Contract and jointly to work with clinicians and providers to develop the care pathways to support our population.
 - (h) The ability to map performance across health and social care by bringing together a range of datasets in reports to Health & Wellbeing Board
12. In 2020/21 the Council and the Clinical Commissioning Group reviewed the opportunities for integrated commissioning and concluded that a fresh approach was required to achieve the full value and impact for our population and our system.
13. In the light of this review the Council and Clinical Commissioning Group developed the Health, Education and Social Care integrated commissioning team to focus on outcomes for individuals and better value for the system from a new approach:
- (a) A life course approach across Start Well, Live Well and Age Well that reflect how people use and experience services during their lives
 - (b) A tiers of need model that emphasises prevention, enablement, and support to intervene early, help people maintain independence in the wider community, and provide support and protection when they need it
14. This new commissioning approach moves away from condition-specific care linked to separately commissioned services. It seeks to
- (a) support the person in their own community and enable them to gain and retain independence for as long as possible building on their own strengths and ambitions
 - (b) build advice, support, interventions, and care around the person rather than seek to slot the person into a service or pathway
 - (c) address health and care inequalities and develop services in a co-produced way
 - (d) create a consistent approach to the quality of support and care throughout commissioned services
 - (e) increase integration across social care and health investing money and resources where it will have the most impact to support these aims.

- (f) Increase our use of technology and other innovative and person-centred ways to enable to manage their own care and health needs more independently in the community
 - (g) Create single purchasing and contracting opportunities where this supports the aims above and providers better value for the Oxfordshire pound
15. The new Health, Education and Social Care team hosted by the Council came into place from 1 March 2021. It incorporates 18 joint funded posts and is headed by a joint funded Deputy Director, Commissioning who is employed by the Council and reports to the Interim Corporate Director of Adult Services and the Deputy Chief Executive for the Clinical Commissioning Group, with a “dotted line” relationship to the Corporate Director of Children’s Services and the Corporate Director of Public Health.
 16. The current agreement needs to change to support these aims. Specifically, it needs to
 - (a) incorporate the delegations and commitments from the partners to clarify and support the functions of the Health, Education and Social Care commissioning team, and
 - (b) move to a single pooled budget approach to create the flexibility that will enable the partners to invest in a way that increases impact and value from a more targeted, preventative and enabling approach.
 - (c) Embrace the parties’ joint ambition to increase independence and prevention and support more people in their own community
 17. The new agreement does not map exactly onto the new structure. In setting up the Health, Education and Social Care team, it is the ambition of both the Clinical Commissioning Group and the Council that the scope of the team should include both Children’s services and Public Health. Some of these services are already in scope and some are currently aligned. The new agreement should incorporate the flexibility to extend the pooled budget to include these elements as set out above when appropriate
 18. The Government White Paper *Integration and Innovation: working together to improve health and social care for all* sets out expectations for the NHS and social care to work together in new structures in “place”. These arrangements are proposed to include Public Health and would be intended to deliver the ambitions of the White Paper and the NHS Long Term Plan to
 - (a) Support the delivery of *joined up care*
 - (b) Deliver
 - (1) *Better health and wellbeing for all*
 - (2) *Better quality of health services and*
 - (3) *Sustainable use of NHS resources*
 - (c) Providing a vehicle that supports *greater collaboration between the NHS and local government* and will support the development of place-based joint working across *health, public health, and social care*
 19. The White Paper indicates that the Government intends to review the operation and scope of s75 NHS Act 2006 agreements and the role and scope of the Better Care Fund. The White Paper recognises the role as the “expert in

place” of the Health & Wellbeing Board. Any such changes would require a further review of the proposed agreement and as such a further Cabinet decision as and when indicated.

20. At this stage the proposed new s75 agreement is aligned to the strategic direction as set out in the White Paper

Scope of new s75 NHS Act 2006 agreement

21. The new agreement covers those services set out in the old agreement and there are no plans to change this scope in terms of budgets or services in April 2022.
22. The main changes to the new agreement are as follows:
 - (a) There will be a single pooled budget which will report against the Start Well, Live Well, Age Well structure embedded in the integrated commissioning team. The single pooled budget will enable commissioners to deploy resources where they are most needed to have the greatest impact. It will also enable commissioners to take a broad view in terms of managing financial and performance risks. It will over time enable commissioners to move resources towards prevention and enablement. This will support self-help and independence and reduce the need for avoidable lengthy and high-cost interventions. It will enable a single purchasing approach across health and social care which will improve our engagement with the market and drive value in contracts.
 - (b) The single pooled budget will be hosted by the Council as the hosts of the integrated commissioning team. The pooled budget manager will be the Deputy Director, Commissioning for the Council who manages the integrated commissioning team and who will be accountable for the spend, performance and the management of any risks associated with the single pooled budget to the Joint Commissioning Executive.
 - (c) The single pooled budget will incorporate Oxfordshire’s Better Care Fund and the Deputy Director, Commissioning as pooled budget Manager will be responsible for the delivery of performance targets set in the delivery of the Better Care Fund Plan by the Health & Wellbeing Board.
 - (d) In the new structure the Clinical Commissioning Group has delegated certain functions in relation to NHS commissioning, performance and financial management to the County which will be set out in the s75 agreement.
 - (e) To support the delivery of the s75 agreement new structure the Clinical Commissioning Group and the Council will be required to provide various support to commissioners in terms of contract and quality management, data and business intelligence, financial accounting and reporting and legal advice and support which will be set out in the s75 agreement
 - (f) The agreement will be open-ended with a requirement that the partners review the performance of the agreement annually against agreed financial and delivery metrics annually and confirm that the agreement should continue subject to any required contract variations. Both parties will be able to break the agreement on notice.

- (1) These arrangements will avoid the need for contract extensions by variation and require the partners actively to review the agreement each year
- (g) The agreement will contain provisions for the future extension of scope of the agreement where that is agreed by the parties
- 23. **Cabinet is asked to approve the agreement of a s75 NHS Act 2006 pooled commissioning budget with Oxfordshire Clinical Commissioning Group from 1 April 2022 as set out above**
- 24. **Cabinet is asked to approve delegation to Interim Corporate Director of Adult Services and the Section 151 Officer to finalise the agreement prior to signature in line with the Council's scheme of delegation**

Governance

- 25. In March 2021 the preceding Joint Management Groups for the current s75 agreement resolved to dissolve themselves and transfer their responsibilities for the management of the finance and performance of the pooled funds to the Joint Commissioning Executive.
- 26. It is proposed that this arrangement continues in the new agreement. The Joint Commissioning Executive is accountable respectively to Cabinet and to the Clinical Commissioning Group Governing Body for the management of budgets and performance of commissioned services funded by the pool and for any risks relating thereto. This includes national NHS measures managed via the services commissioned from the pooled budget.
- 27. The Joint Commissioning Executive is also responsible for the delivery of the Better Care Fund Plan and metrics to the Health & Wellbeing Board.
- 28. **Cabinet is asked to note the governance arrangements for the new s75 agreement**

Strategic Alignment

- 29. The new agreement will deliver the Council's obligations in respect of the Better Care Fund and those parts of the NHS Long Term Plan as fall within scope.
- 30. The new agreement is fully aligned to the Government White Paper NHS *Integration and Innovation: working together to improve health and social care for all*.

Future of the agreement

- 31. The new agreement will be between the Council and Oxfordshire Clinical Commissioning Group from 1 April 2022. In line with the Government White Paper, it is anticipated that the Clinical Commissioning Group will in due course be replaced by a successor body which would assume responsibilities under the agreement. The current timeline for this is that the change would take place on 1 July 2022. **Cabinet is asked to note this and that if there are any other changes required to the agreement at that point these would be brought back to Cabinet for a further decision**

32. As noted above, the White Paper indicates that there may be a review of s75 agreements and Better Care Fund requirements which may require a change to the proposed agreement. There may also be changes to NHS structures in Oxfordshire. The timeline for this is as yet unknown, but **Cabinet is asked to note that if indicated, this may require change to the agreement that would be the subject of a future Cabinet decision.**

Corporate Policies and Priorities

33. The new s75 agreement supports the delivery of the Council's Corporate Vision for Thriving Communities.
- (a) Strive to give every child a good start in life and protect everyone from neglect: the agreement includes the Child and Adolescent Mental Health Services and will support the development of an enhanced offer
 - (b) Enable older and disabled people to live independently and care for those in greatest need.
 - (c) Tackle inequality help people live safe and healthy lives and enable everyone to play an active part in their community.
 - (d) Support a thriving and inclusive local economy that recovers strongly from the COVID crisis.
34. The new agreement will also support the Council's intention to create a fairer county, especially:
- (a) Tackle inequalities in Oxfordshire
 - (b) Prioritise the health and wellbeing of residents
 - (c) Support carers and the social care system
 - (d) Create opportunities for children and young people to reach their full potential

Financial Implications

35. The financial implications are detailed in the Joint Commissioning Executive financial plan for this year, 2021/22. The pooled budget totals £399.115m based on 2021/22. Subject to local and national policy developments, the agreement may need to be amended in the future beyond 2021/22. This will be reported to the Joint Commissioning Executive, Health & Wellbeing Board, and the proposed new NHS structures when confirmed.
36. A single Pool Budget and Risk Share approach has been tested and approved as the proposed basis for the financial management under the Section 75 Agreement. It is proposed to use the Risk Share to apportion over and underspends. The Risk Share based on this year's Outturn Forecast is indicating 51% would be Oxfordshire CC and 49% would be the CCG.
- Cabinet is asked to approve a single, fully integrated Pool Budget and Risk Share for Live Well and Age Well services**
37. As part of the integrated arrangements the Joint Commissioning Executive also has oversight of the Start Well (Children's and Public Health services. It is proposed to continue to incorporate the two services in the S75 Agreement on

an aligned basis. The services have a combined budget of £90.320m (based on 2020/21) which is made up of:

- Start Well (Children's services) – current budget of £60.987m
- Public Health – current budget of £29.333m.

In total the Joint Commissioning Executive has oversight for a combined budget of £489.136m.

Danny Doherty

Finance Business Partner (Interim)

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Legal Implications

Legislative Background

38. Under the Care Act 2014 local authorities have a mandatory duty to integrate care and support provision with health provision and health related provision. The National Health Service Act 2006 ("NHSA 2006") allows local authorities and NHS bodies to enter into partnership arrangements to provide a more streamlined service and to pool resources, if such arrangements are likely to lead to an improvement in the way their functions are exercised.
39. The powers permit the formation of a fund (pooled budget) made up of contributions by both parties "out of which payments may be made towards expenditure incurred in the exercise of both prescribed functions of the NHS body or bodies and prescribed health-related functions of the authority or authorities" (section 75(2)(a)(ii), NHSA 2006).
40. In addition the powers permit the exercise of certain prescribed functions of each body by the other (section 75(2)(b) and (c), NHSA 2006) and the provision of staff, goods or services, or the making of payments between the two partners, in connection with the above arrangements (sections 75(2)(d)-(f), NHSA 2006).
41. The NHS Bodies and Local Authorities Partnership Arrangements Regulations 2000 (SI 2000/617) (the Regulations) (as amended by SI 2003/629 and SI 2012/3094), set out the rules governing such partnerships and the agreement between the local authority and the NHS body (known as a s75 Agreement) must contain certain prescribed provisions.

Current Arrangements

42. There has been in place a s75 Agreement between Oxfordshire County Council ("the Council") and Oxfordshire Clinical Commissioning Group ("the CCG") since 2013 which itself consolidated a number of separate s 75 Agreements dating back to 2009. The current s75 Agreement has been extended by agreement a number of times and ends 31st March 2022.

The Proposed s 75 Agreement

43. The proposed s75 Agreement is designed to reflect new governance structures and formalise certain amendments agreed by the parties but essentially continue current arrangements subject to the changes outlined in this report.
44. Each partner will have all the usual contractual remedies where the other partner is in breach including the right to claim damages for all losses arising from a breach. It should be noted however that the nature of these agreements is one of partnership and trust between two public bodies. The bodies are engaged in a joint commissioning exercise with aligned interests rather than buying services from each other. There is a dispute resolution process which should be engaged before any legal action is taken.
45. It is proposed that the s75 Agreement will be a rolling contract where either partner can terminate the s75 Agreement and/or any pooled fund arrangement on 6 months' notice. In addition termination may be on shorter notice in certain situations (e.g. where one party is in default or where it has not been possible to agree contributions for a forthcoming financial year).

Future Changes

46. Significant changes to the structures and organisation of NHS bodies imposed by central government whereby one NHS body replaces another will have significant impact on any partnering agreement involving such body. The transfer of rights and liabilities under any such agreement is likely to be the subject of a statutory transfer scheme. It may be that a successor body to the CCG such as an Integrated Care Board will simply step into the shoes of the CCG under any existing s 75 Agreement pursuant to such scheme. Alternatively, the parties may need to agree to terminate existing arrangements and enter into a new agreement.
47. It should be noted that any future proposed substantial expansion of delegated functions could also trigger a statutory obligation for the Council and the CCG to jointly consult those affected by the arrangements such as service users, carers, or voluntary groups.

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Jonathan.pool@oxfordshire.gov.uk

Staff Implications

48. There are no staff implications associated with signing a new s75 agreement with Oxfordshire Clinical Commissioning Group. The resources to manage the funds and deliver the strategic intention are located within the HESC team which is jointly funded outside of the s75 agreement by the Council and the CCG.

Equality & Inclusion Implications

49. The new agreement maintains the scope of the current arrangements and seeks to address health and other inequalities especially in relation to older people, people living with physical disability, mental health issues or learning disability

and/or autism. The agreement will be a key enabler to support Oxfordshire's delivery of national equality and inclusion targets as set out in the Better Care Fund guidance and the NHS Long Term Plan

50. The new Health, Education and Social Care structure incorporates Oxfordshire Public Health and the Director of Public Health sits on the Joint Commissioning Executive and Public Health services are mapped onto the Life stage and tiers of need model. The annual plan for the s75 agreement will reflect the Joint Strategic Needs Assessment and will set targets to address identified local equality and inclusion gaps.

Sustainability Implications

51. The development of a new s75 agreement has no impact on sustainability. However, there are opportunities for the partners to explore how the new integrated commissioning arrangements can support both organizations' sustainability commitments. NHS England now requires that sustainability is considered and promoted as part of Oxfordshire's Better Care Fund Plan.

Risk Management

52. There are two identified risks in relation to the new s75 agreement
 - (a) There is a risk that changes in legislation in the current White Paper may require changes to the governance set out in this paper and identified in the legal commentary paragraph 45 above. The agreement from April 2022 will be written so that any changes to the governance to that set out at paragraphs 25-28 would be subject to a further decision by Cabinet as set out at paragraphs 31 and 32.
 - (b) The changes in legislation in the current White Paper would bring together the NHS in Oxfordshire with NHS commissioners in Berkshire West and Buckinghamshire. There is a risk that decisions on budgets and scope of the s75 agreement may be impacted by this broader geography. The agreement from April 2022 will be solely focussed on delivery in Oxfordshire and will be written so that any changes to the financial contribution, risk share and delivery targets would be subject to a further decision by Cabinet as set out at paragraphs 31 and 32.

Consultations

53. The move from the current to proposed s75 NHS Act 2006 agreement does not require consultation as the budgets involved and the client groups impacted do not change. This decision can therefore rely on the other earlier consultation prior to the current agreement.
54. Any future expansion of the agreement (e.g., to include further services for Children and Young People) may trigger the requirement for consultation as set out in the Act. This would need to be explored before any further proposals were developed.
55. **Cabinet is asked to note that any future development of the s75 agreement which proposes an expansion of strategic scope and the relevant budgets may require wider public consultation**

Karen Fuller, Interim Corporate Director of Adult Services

Annex: Nil

Background papers: Nil

Contact Officer: Ian Bottomley, Lead Commissioner, Age Well
ian.bottomley@oxfordshire.gov.uk
07532 132975

March 2022

Divisions Affected - All

CABINET 15 MARCH 2022

Community Risk Management Plan 2022-2026

Report by Corporate Director Commercial Development, Assets & Investment

RECOMMENDATION

1. The Cabinet is RECOMMENDED to approve the CRMP 2022-26 for public release.

Executive Summary

2. The 2018 Fire & Rescue services Framework for England requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public, the current CRMP is due to expire March 2022.
3. OFRS have created a new Strategic Community Risk Management Plan that will cover the period from April 2022 to March 2026. The creation of the document is supported by in-depth risk analysis that assesses all known and foreseeable risks in the county throughout the period. It is also supported by departmental strategies detailing how the separate areas (Prevention, Protection and Response) will address these risks.
4. Following the initial analysis of risks and engagement with staff and key stakeholders, the CRMP has now been subject to a 12-week public consultation, between September and December 2021.
5. A copy of the consultation report (Annex 1) is provided for review. The CRMP (Annex 2) is now being brought to Cabinet for approval.
6. Our medium-term financial plan and supporting business strategies underpin the proposals within our CRMP

Community Risk Management Plan 2022-2026

7. The Fire and Rescue Services Act 2004 requires the Secretary of State to prepare a Fire and Rescue National Framework to which Fire Authorities must have regard when discharging their functions. The 2018 Framework requires each Fire and Rescue Authority to produce a publicly available Integrated Risk Management Plan (IRMP). Within Oxfordshire Fire and Rescue Service (OFRS) we have called this our Community Risk Management Plan (CRMP) to make it more meaningful to the public. In April 2017 OFRS published their CRMP 5-year strategy for Oxfordshire, this covers the period from 2017 to 2022.
8. As this is due to expire, OFRS have created a new Strategic Community Risk Management Plan that will cover the period from April 2022 to March 2026. The creation of the document is supported by in-depth risk analysis that assesses all known and foreseeable risks in the county throughout the period. It is also supported by departmental strategies detailing how the separate areas (Prevention, Protection and Response) will address these risks.
9. Our medium-term financial plan and supporting business strategy underpin the proposals within this year's action plan.
10. The Secretary of State published the latest Fire and Rescue National Framework in 2018. The purpose of the Framework was to provide strategic direction from central government whilst ensuring that authorities continue to make local decisions. The Framework sets out the Government's objectives for the Fire and Rescue Service and what fire and rescue authorities should do to achieve these objectives.
11. Each Fire and Rescue Authority should ensure that the IRMP:
 - Is regularly reviewed and revised and reflects up-to-date risk information and evaluation of service delivery outcomes
 - Has regard to the risk analyses completed by Local and Regional Resilience Forums including those reported in external Community Risk Registers (CRRs) and internal risk registers, to ensure that civil and terrorist contingencies are captured in their IRMP
 - Reflects effective consultation during its development and at all review stages with representatives of all sections of the community and stakeholders
 - Demonstrates how prevention, protection and response activities will be best used to mitigate the impact of risk on communities in a cost-effective way
 - Provides details of how Fire and Rescue Authorities deliver their objectives and meet the needs of communities through working with partners
 - Has undergone an effective equality impact assessment process.

Financial Implications

12. The Strategic CRMP provides a direction for the service to explore and identify any improvements needed to meet the demands of the service over the next 4 years. Where specific work is required, a project will be initiated. If any budgetary pressures result from the implementation of these projects, they will be managed within existing budgets or highlighted to Cabinet through the annual Service Resource and Planning process.
13. Comments checked by:

Rob Finlayson, Finance Business Partner (Environment & Place; C,OD&R; CD,A&I), rob.finlayson@oxfordshire.gov.uk

Legal Implications

14. There are no legal implications

Comments checked by:

Jennifer Crouch, Principal Solicitor (Environment Team),
Jennifer.crouch@oxfordshire.gov.uk

Staff Implications

15. The Strategic CRMP provides a direction for the service to explore and identify any improvements needed to meet the demands of the service over the next 4 years. Where specific work is required, a project will be initiated. If any budgetary pressures result from the implementation of these projects, they will be managed within existing budgets, by transferring staff resources, or highlighted to Cabinet through the annual Service Resource and Planning process.

Equality & Inclusion Implications

16. There are no SCIA implications

Sustainability Implications

17. No implications

Risk Management

18. Oxfordshire Fire & Rescue Service have a Risk Management Policy and procedure in order to provide sufficient process, monitoring and oversight of risk within the service and to the public of Oxfordshire.
19. As part of the cycle of CRMP planning, the Community Safety Leadership Team use their experience and knowledge to understand how current and future issues could have an impact on the service and community and will use the PESTELO to identify external influences, to determine the level of risk and action required. The themes of focus are:
 - Political,
 - Economic,
 - Social,
 - Technological,
 - Environmental
 - Legal and
 - Organisational.

Consultations

20. The CRMP 2022 – 2026 was subject to a 12-week public consultation from 22nd September to the 15th December 2021, where OFRS invited comments on the draft strategic CRMP 2022-2026.
21. Based on advice from the Consultation Institute and the OCC Engagement and Consultation teams, the Oxfordshire County Council online consultation portal was used to capture comments with a structured set of questions around the key areas in the strategy.
22. The consultation asked for feedback on the community risks that had been identified for Oxfordshire, asking “are these the right risks and is anything missing?”. We also sought comments on our proposed priorities to address these risks and any ideas for what we could do differently.
23. The consultation engaged with both internal and external stakeholders
24. Consultation responses were collected through the OCC online consultation portal “Let’s Talk Oxfordshire” and by the delivery manager at several internal ‘group’ consultation sessions, and from emails submissions.
25. A copy of the consultation report is included in this submission.

Steve Jorden, Corporate Director Commercial Development, Assets & Investment

Background papers: Nil

Annexes:

1. **CRMP 2022-2026 consultation report** - which will be available on the OCC Public website within the fire and rescue service area.

2. **Community Risk Management Plan 2022-2026** - which will be available on the OCC Public website within the fire and rescue service area.

Contact Officer: Paul Bremble, Strategic Risk & Assurance Officer, 07990780805

February 2022

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Oxfordshire Fire and Rescue Service Community Risk Management Plan 2022 – 2026 Consultation report

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Introduction

Oxfordshire County Council Fire and Rescue Service (OFRS) would like to express their sincere thanks to all those who have taken the time to engage with our consultation on the Community Risk Management Plan (CRMP) 2022-26. Your contribution will help to shape the future direction of the service going forward to 2026.

As part of the CRMP review process, a new four-year Strategic Community Risk Management Plan 2022-26 was drafted for consultation. This incorporates our analysis of the county's community risk profile, together with our strategic approach of how we intend to manage those risks effectively over the period.

The draft strategic CRMP 2022-26 was submitted for approval to the council's full cabinet following pre-consultation with key stakeholders and has been subjected to full internal and external consultation from 22nd September 2021 to 15th December 2021. This report summarises the feedback to our consultation.

Our medium-term financial plan and supporting business strategies underpin the priorities set out within our CRMP.

A formal management meeting has taken place with the Fire Brigades Union (FBU) on behalf of representative bodies. A full set of comments detailing all consultation responses has been sent to the FBU to ensure transparency within the consultation process.

Executive summary

In total, the consultation received 234 responses. Eighty-three were received via the online consultation portal and 149 members of staff were consulted in group sessions and 2 email responses were received.

Overall, the consultation responses received were very positive and agreed with the strategic priorities that have been set out in the CRMP for the next four years. Some concerns were raised around the feasibility of our On Call duty system and our aspirations for achieving 100% availability across the fire stations in the county.

Concerns were raised about the level of resources within our prevention teams and the ability to deliver our prevention activities, as well as suggestions that we could utilise our operational staff to a greater effect with our prevention activities. It was suggested if our protection teams would visit more companies and not just the priority ones. As well as concerns of the ongoing challenges of resources and financial funding, in order to achieve the priorities, set out in the CRMP.

We welcome the comments and suggestions that have been put forward and have provide a response in the main body of the report.

Methodology

Between 22nd September and 15th December 2021, OFRS invited comments on the draft strategic CRMP 2022-2026.

Based on advice from the Consultation Institute and the OCC Engagement and Consultation teams, the Oxfordshire County Council online consultation portal was used to capture comments, with a structured set of questions around the key areas in the strategy.

The consultation asked for feedback on the community risks that had been identified for Oxfordshire, asking “are these the right risks and is anything missing?”. We also sought comments on our proposed priorities to address these risks and any ideas for what we could do differently.

The consultation engaged with both internally and externally with the following stakeholders:

- Community / public of Oxfordshire
- Members of parliament (MPs) and councillors
- OFRS staff
- Other OCC directorates and staff
- OFRS’s Strategic Leadership Team
- FBU and other representative bodies
- South Central Ambulance Service (SCAS)
- Thames Valley Police (TVP)
- National Fire Chiefs Council (NFCC)
- Environment Agency
- Parish, town and district councils in Oxfordshire
- Royal Life Saving Society
- Surrounding fire and rescue services (Royal Berkshire, Buckinghamshire and Milton Keynes, Gloucestershire, Hampshire, Northamptonshire, Warwickshire and Dorset & Wiltshire)

This was communicated through:

- Electronic invites to external / key stakeholders.
- Email invites to OFRS staff and county councillors.
- An invite to participate in the consultation was promulgated in OFRS’s internal staff communication platform, Newsfeed.
- Presentations delivered to OFRS teams, watches and stations.
- Recorded presentation distributed via service communication channels.

Consultation responses were collected through the OCC online consultation portal “Let’s Talk Oxfordshire” and by the delivery manager at several internal ‘group’ consultation sessions, and from emails submissions.

A total of 234 responses were received and are broken down as follows:

- Responses from 149 people attending group meetings
- 83 responses via OCC Consultation portal
- 1 email response
- 1 response from representative bodies (FBU).

A full list of the number of responses received for questions can be found in the appendices;

- Appendix A consultation portal responses
- Appendix B staff group consultations audience figures
- Appendix C demographic data.

Note: The consultation portal was set so that not all questions required an answer.

Staff Consultation session.

A total of 23 sessions involving 149 staff were conducted for the purpose of direct consultation. Feedback received from the sessions were predominantly positive, attendees liked the style of the documents and the clear separation between the management plan and the in-depth risk analysis document that drove the direction of the service's strategy.

Consultation Response and Our feedback

The following section summarises the responses received to the consultation and our response to questions raised or comments made.

Response priorities

We have put forward four strategic priorities for our emergency response for the period of this CRMP and have asked for feedback on these priorities.

Public and Firefighter safety
 Availability of resources and appliances
 Workforce productivity
 Organisational learning and assurance

The majority of responses received agreed with these proposals, 85.4 percent agreed, 4.8 percent disagreed, and 9.8 percent remained neutral.

Twenty-nine comments were received with the majority in support of the priorities. Areas were raised on the challenges to On Call recruitment and retention, as well as concerns of our aspiration for 100% availability being achievable. People commented on the importance of local fire stations and how they reduce response

times to incidents. We were also asked if it was possible to include a more diverse way of looking at the operational staff and if we are going carry out a Wholetime recruitment during this plan

Our response

We acknowledge the concern raised regarding our On Call duty system and our aspiration to achieve 100% availability and we recognise that this is a very challenging ambition within our current operating model. However, we believe that having all of our fire engines available 100% of the time should remain our ambition, as this would provide the best emergency response provision for our communities and will ensure that we continue to test our approach through our CRMP to drive improvement. As an example, we have recently carried out a review of our On Call duty system and have a project in place to identify new ways to improve and develop the retention and recruitment of our On Call duty system.

Although our availability is positive, having an average of 25 fire appliances available each day, Covid has presented the country with new ways of working, with the increase of agile, hybrid & home working. We believe this will present a potential increased opportunity to widen our recruitment pool in our market towns.

We utilise our operational staff that are non-station based, who carry out fire prevention, protection and support functions, to support our availability model. We continue to explore all options to ensure we maintain and improve the availability of fire appliances across the county, which in turn will improve our response times to incidents by dispatching the quickest appliance to incidents from our Thames Valley Fire Control Service centre

We continually manage recruitment, both wholetime and on-call, and during the lifetime of this plan it is anticipated that we will carry out wholetime recruitment on several occasions when it is needed. The CRMP outlines how we manage risk, and therefore we don't include our recruitment plans within the document.

Prevention priorities

We have put forward four strategic priorities for our prevention activities for the period of this CRMP and have asked for feedback on these priorities.

- Targeting those most at risk
- Developing digital solutions
- Evaluating and supporting an evidence-based approach
- Supporting collaboration

The majority of responses received for this area agreed with these proposals. A total of 82 responses were received, of these, 84.1 percent agreed, 7.3 percent disagreed, and 8.5 percent remained neutral.

Twenty-eight comments were received, the majority were in support. Areas were raised on the level of resources within our prevention teams and the ability to deliver our prevention activities, as well as suggestion on how we could utilise our operational staff to a greater effect. It was suggested that the service could be more proactive in targeting their prevention activities, especially Safe and Well and water safety, rather than being reactive.

Our response

We acknowledge the concerns raised regarding the resources within our prevention team and the suggestion of using our operational staff more proactively. As part of our prevention strategy, we are developing digital solutions to support our deliver of prevention activities. This will enable self-service for lower risk people in our communities. This will increase our capacity to focus on residents at higher risk and those who are unable to access our self-service options.

We have been creating a profile of the communities within Oxfordshire that will assist us to identify those most at risk from fire and other emergency incidents. The product enables risk to be identified within an area, a town, a street and down to household level, displayed on an interactive map. This will be provided to our operational crews by the summer of 2022, to enable them to create local plans to reduce the levels of risk in their areas.

Protection priorities

We have put forward five strategic priorities for our protection activities for the period of this CRMP and have asked for feedback on these priorities.

- Inspect the highest risk commercial premises
- Undertake “themed” audits
- Take action where there are breaches in fire safety legislation
- Engage with businesses to reduce risk
- Expand our Primary Authority Scheme (PAS) partnership working

The majority of responses received for this area agreed with these proposals. A total of 83 responses were received for this question, 85.5 percent agreed, 4.8 percent disagreed, and 9.6 percent remained neutral.

Twenty-four comments were received, the majority were in support. Areas were raised over the productivity and number of audits carried out by staff. Are we going to visit more companies and not just the priority ones? Could protection advise on refurbishment and build of residential properties. It was suggested that the service should look at how we priorities businesses for inspection.

Our response

We acknowledge the suggestions raised regarding the protection teams being more involved in advising on residential properties. We recognise that this is an area that the public has become more concerned over following the tragic incident at Grenfell Tower. We work in partnership with local authorities on new developments with a focus on public and firefighter safety. We enforce the Fire Safety Order (2005) which limits our auditing and enforcement activities to the common parts of residential buildings, such as flats, including areas such as corridors and staircases that are linked to evacuation from a building. We have no powers in connection to a standard home or house. Grenfell has changed the thinking and approach to high-rise residential buildings, and this will soon be supported by new legislation. We inspect all high-rise residential buildings in Oxfordshire on an annual basis.

We have a Risk Based Inspection Programme that targets those premises with the greatest risks to the public such as hotels, bed and breakfast accommodation and buildings that present a higher risk from fires. Over the course of this CRMP we will review this to ensure that it stays relevant and takes in to account any emerging risks to the public based on local and national events.

General comments

There were a number of comments thought out the consultation that had a common theme with regards ongoing challenges of resources and financial funding and the suggestion of a single service in the Thames Valley. There were some concerns raised that this is a high-level document that doesn't outline how these priorities will be achieved or how success will be measured.

Our response

We acknowledge that there is considerable pressure on public services with regards resourcing and funding and this is likely to always be a challenge. The service has always had a firm focus on ensuing good value for money. However, more recently we have adopted a value for money benchmarking framework alongside other fire and rescue services. This has helps us to compare ourselves to other services and share best practices. Which ensures that we continue to provide the best service to the public. This has helped us to assure that our CRMP delivers the right balance between community safety outcomes and cost.

We work collaboratively with our neighbouring Thames Valley FRSs and have extensive plans in place that will see the services align operational response. We have carried out a number of joint buying exercises i.e., fire appliances and breathing apparatus, to ensure a commonality in equipment to support this alignment and provide value for money.

The CRMP is a high-level document and each area within the document has an accompanying strategy that outlines how the service intends to deliver against these priorities. These strategies will continually be reviewed, alongside any emerging risks, to ensure they remain relevant and current in a changing environment. We will track our performance by measuring community outcomes over the course of the plan and report annually to the public on our progress against the plan.

Appendix A

Consultation portal responses

How satisfied are you with our 'Response' priorities (which we will deliver between 2022-2026)?

Answer option	Number
Very satisfied	49
Somewhat satisfied	21
Neither satisfied nor dissatisfied	8
Somewhat dissatisfied	2
Very dissatisfied	2

How satisfied are you with our 'Prevention' priorities (which we will deliver between 2022-2026)?

Answer option	Number
Very satisfied	48
Somewhat satisfied	21
Neither satisfied nor dissatisfied	7
Somewhat dissatisfied	4
Very dissatisfied	2

How satisfied are you with our 'Protection' priorities (which we will deliver between 2022-2026)?

Answer option	Number
Very satisfied	49
Somewhat satisfied	22
Neither satisfied nor dissatisfied	8
Somewhat dissatisfied	2

Very dissatisfied	2
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How satisfied are you that our CRMP Plan will make the county safer?

Answer option	Number
Very satisfied	37
Somewhat satisfied	26
Neither satisfied nor dissatisfied	15
Somewhat dissatisfied	3
Very dissatisfied	2

Would you support this CRMP?

Answer option	Number
Yes	59
Maybe	17
No	2
Don't know/Not sure	3

Appendix B

Staff consultation audience figures

23 sessions with a total of 149 people

Group	Numbers attended
City South Protection team	4
Middle Manager Training	9
Prevention team	11
Rewley Road white watch	8
Rewley Road red watch	9
Rewley Road blue watch	10
Rewley Road green watch	9
Slade white	5
Slade red	5
Slade blue	5
Slade green	5
Banbury white	5
Banbury red	5
Banbury blue	5
Banbury green	5

Abingdon red	5
Abingdon blue	5
Didcot red	5
Didcot blue	5
Kidlington red	5
Kidlington blue	5
All Councillor's briefing	14
Emergency Planning	5

Appendix C

Demographic data collection from consultation portal

Responded as

83 responses to this question

Response	Number
Oxfordshire resident	34
Public living outside of Oxfordshire	4
A business	1
A representative of a group or organisation	6
Parish, Town, District or County Councillor	6
FRS staff	32
Other	0

Home or business location?

83 responses to this question

Response	Number
Oxford City	9
Cherwell	19
West	16
Vale of White Horse	20
South	10
Outside Oxfordshire	8
Don't know/Not sure	1

How did you find out about the consultation?

81 responses to this question

Response	Number
Facebook	10
Twitter	2

Instagram	0
LinkedIn	1
Next door	1
Oxfordshire.gov.uk website	11
Email from OCC	33
Local News item	0
Radio advert	0
Oxfordshire county Councillor	1
District councillor	0
Parish or Town Councillor	5
Local community news item	0
Poster	0
Local community group	0
Friend or relative	7
Other	13

What is your Gender?

81 responses to this question

Response	Number
Female	26
Male	47
Prefer not to say	6
I use another term	2

What is your age?

81 responses to this question

Response	Number
Under 16	0
16-24	1
25-34	6
35-44	16
45-54	31
55-64	10
65 and over	12
Prefer not to say	5

What is your ethnic background?

81 responses to this question

Response	Number
Asian or Asian British (Indian, Pakistani, Bangladeshi or any other Asian background)	1

Mixed or multiple ethnic groups (White and Black Caribbean, White and Black African, White and Asian and any other mixed background)	1
White (British, Irish, Scottish or any other white background)	68
Prefer not to say	11
Black or Black British (Caribbean, African, or any other Black background)	0
Chinese	0
Other ethnic group or background (please specify)	0

Do you have any physical or mental health conditions, disabilities or illnesses which reduce your ability to carry out day-to-day activities?

81 responses to this question

Response	Number
Yes – my life is affected a lot	2
Yes – my life is affected a little	1
No	60
Prefer not to say	9

Oxfordshire Fire and Rescue Service, Community Risk Management Plan

2022-26

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OXFORDSHIRE
FIRE & RESCUE SERVICE



OXFORDSHIRE
COUNTY COUNCIL

1. Opening statements



Oxfordshire County Council is the Fire and Rescue Authority in Oxfordshire. As the Cabinet Member for Community Services and Safety the Fire and Rescue service is a significant part of my portfolio.

This Community Risk Management Plan 2022 to 2026 sets out the Fire and Rescue Authority's strategic assessment and long-term plans on how it will manage and reduce the risk from fire, road traffic collisions and other emergency incidents within Oxfordshire.

It will be the responsibility of the Chief Fire Officer and Oxfordshire Fire and Rescue Service to deliver against this document on behalf of Oxfordshire County Council and performance against this plan will be monitored by myself as the portfolio holder, the Cabinet and the Council's Performance Scrutiny Committee.

**Cabinet Member for Community Services & Safety –
Cllr Neil Fawcett**



This document clearly sets out what we need to achieve over the next four years to make sure we continue to manage and reduce the fire related risks to Oxfordshire.

It also identifies that where we add to broader community safety work, we will undertake to protect our communities, reduce harm and save lives. We also have a responsibility to provide part of the national response required to mitigate national events that can affect the UK.

The document is laid out to not only explain what we intend to do but also why we need to do it. It also explains how we will know if we have done this successfully.

We will continue to work together with our colleagues in the county council and Cherwell District Council, other local authority partners, other emergency services and other key partners to deliver the future services that our communities will need across Oxfordshire.

**Director Community Safety and Chief Fire Officer –
Rob MacDougall**

Community Safety Services Vision 2026

The Community Safety Services Vision 2026 is the cornerstone document for this service area with Oxfordshire County Council and Cherwell District Council. It directly links to overarching corporate plans and strategies and sets the direction of how the Fire and Rescue Service will improve over the next four years in order to deliver against this plan.

Our **purpose** is the reason why we exist as services. Our **vision** sets out what we want to be in the future, and we have chosen to set out what we want to be by 2026. We have also described in more detail the **elements of our vision** so we are clear on what this means. Our **strategic objectives** are what we need to do to achieve our vision. Our **values and behaviours** describe how we will work together to reach these objectives. These are set across Oxfordshire County Council under our value and behavioural framework and can be cross-referenced to the **Core Code of Ethics for the Fire and Rescue Services**.



Our purpose: we are here to protect our community, reducing harm and saving lives.

Our vision:

‘to provide outstanding services that are community focussed and forward thinking, trusted, inclusive and sustainable’

Elements of our vision:

Community focussed – we will be delivering highly valued work at the heart of our communities, putting the public first and leading with our partners on community safety across Oxfordshire.

Forward thinking – we will be agile, dynamic and dare to do things differently, making sure we are supported by data and digital to supply sound professional judgment in the improvement of our services.

Trusted and inclusive – we will be an employer and partner of choice and a learning organisation where everyone can contribute with leadership at every level and where people feel supported and empowered to be the best they can be.

Sustainable – positive climate action will be a primary concern in all our decision making and we will have a defined timeline as to how we will become carbon zero and reduce our impact on the environment.



Our strategic objectives are by 2026 to be:

- ✓ providing services that reduce the likelihood of harm to people and their environment; services that put our community first, ensure equality in our provision and achieve greater value for money.
- ✓ working together internally, with key partners and other emergency services to achieve stronger collaboration that improves the services we provide to our communities.
- ✓ able to evidence how our response to emergencies and other incidents prevents or minimises harm to people (including our firefighters), property and the environment and be clearly demonstrating how we learn and improve in key areas.
- ✓ applying collective leadership and supporting teams so our people take responsibility, are proud of their professionalism and proud to belong to a diverse and inclusive organisation that is kind and caring.



Our values and behaviours are set out below as part of the council's organisational values and behaviours framework

Be kind and care

We value our staff; we respect and treat everyone with understanding and compassion; we care not just for our customers but each other. We take care of our own and others well being.

Taking responsibility

We hold ourselves accountable, take responsibility for what and how we deliver; we give and seek to be empowered to make a difference; we actively contribute to delivering the best for all.

Daring to do it differently

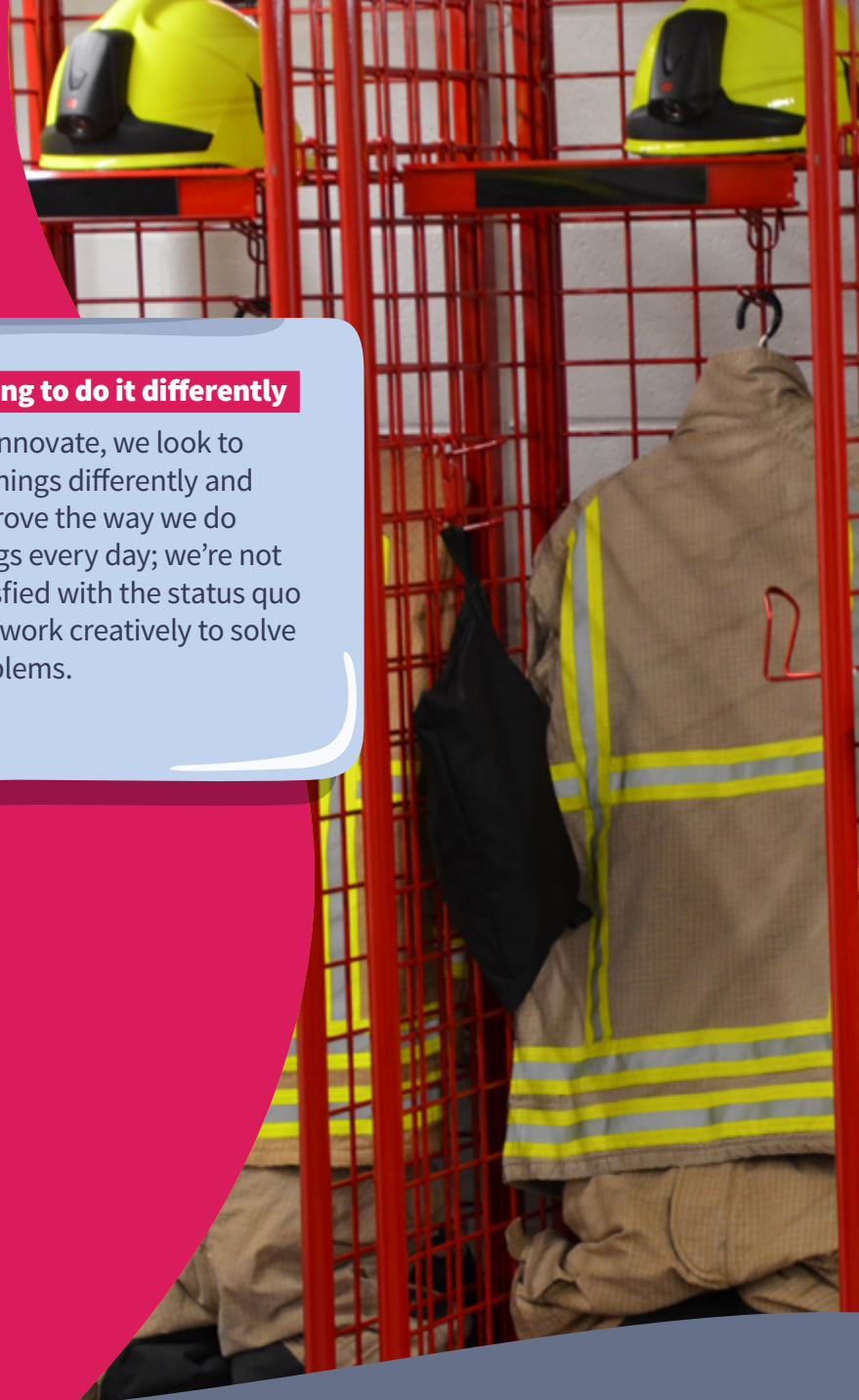
We innovate, we look to do things differently and improve the way we do things every day; we're not satisfied with the status quo and work creatively to solve problems.

Equality and integrity

We embrace equality, diversity and inclusion; valuing the difference in others. We always act with integrity, working in honest, ethical and supportive ways, building effective relationships; we trust each other to do what we promise.

Always learning

We create an environment that enables people to grow and develop: we seek feedback, we act on it: we always looks to be even better; learning from our mistakes.



2. County of Oxfordshire

Oxfordshire is the most rural county in the south east with a population of 700,000. The larger concentrations of population are found in the historical city of Oxford and the large town of Banbury, the county has a thriving network of villages and market towns. They are home to around 40 per cent of the population. There are several main trunk routes through the county, M40, A34, A40 and A420. There is a railway line connecting Oxfordshire to London, Birmingham and other parts of the country.

Oxfordshire has one of the strongest economies in the UK. It is a net contributor to the UK exchequer and it is also rapidly growing, with an average growth of 3.9 per cent growth year-on-year in nominal terms since 2006.

We are home to around 678,000 people and 31,000 VAT registered businesses, including a high concentration of technology-based businesses that are at the forefront of global innovation.

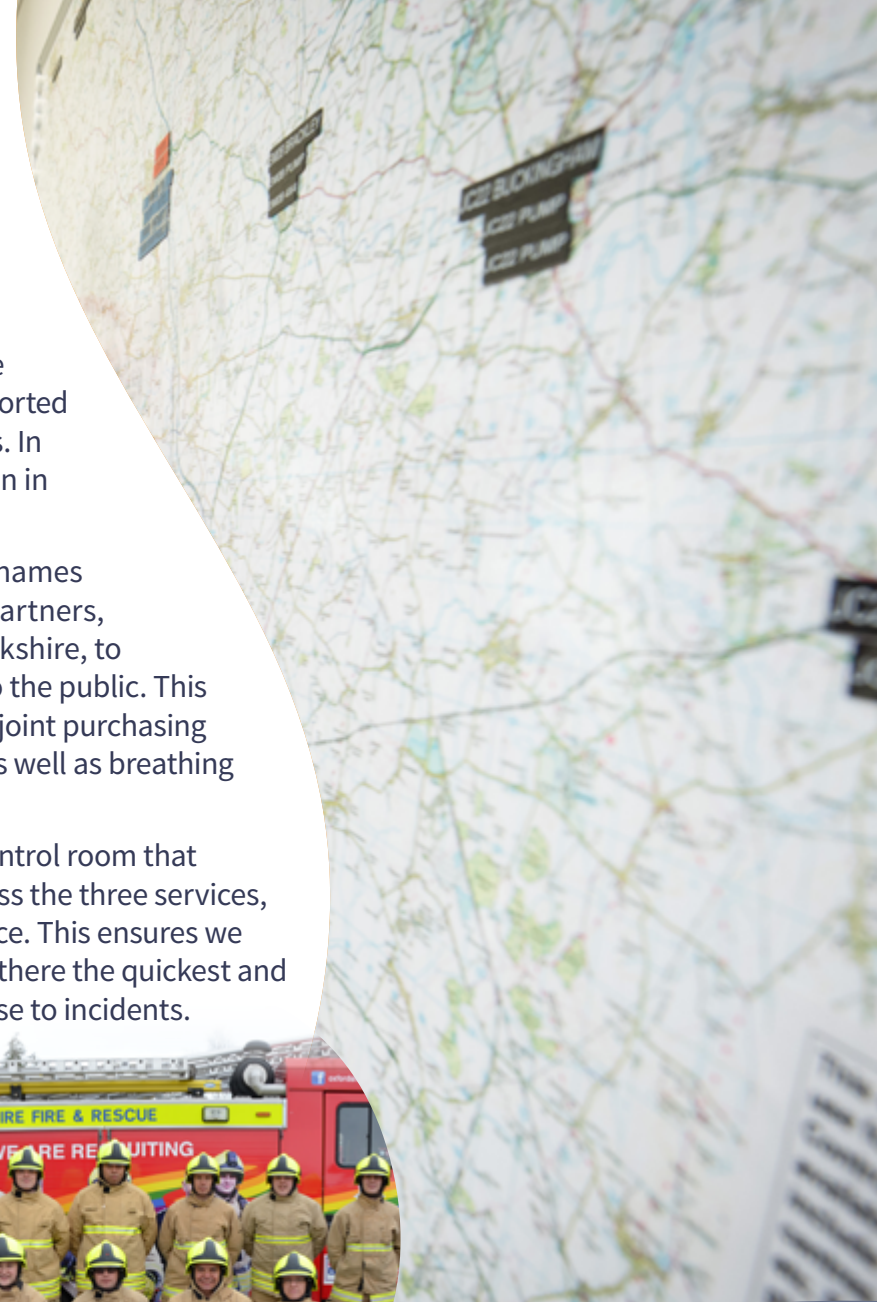
The region is home to the University of Oxford, the top performing university in the world, as well as Oxford Brookes, one of the leading young universities in the UK for teaching and research.

Find more information from the Oxfordshire Local Enterprise Partnership <https://www.oxfordshirelep.com/>

We have 25 fire stations located across the county's towns and villages, as well as Oxford City. We have 34 fire engines in total, supported by a number of specialist engines. In 2018 we opened a new fire station in Carterton.

We collaborate with our other Thames Valley Fire and Rescue Service partners, Buckinghamshire and Royal Berkshire, to improve the service we deliver to the public. This joint working has resulted in the joint purchasing of fire engines and equipment, as well as breathing apparatus equipment sets.

Since 2015, we have had joint control room that handles all emergency calls across the three services, Thames Valley Fire Control Service. This ensures we send the fire engine that will get there the quickest and has improved our overall response to incidents.



2. Your Fire and Rescue Service



25
fire stations



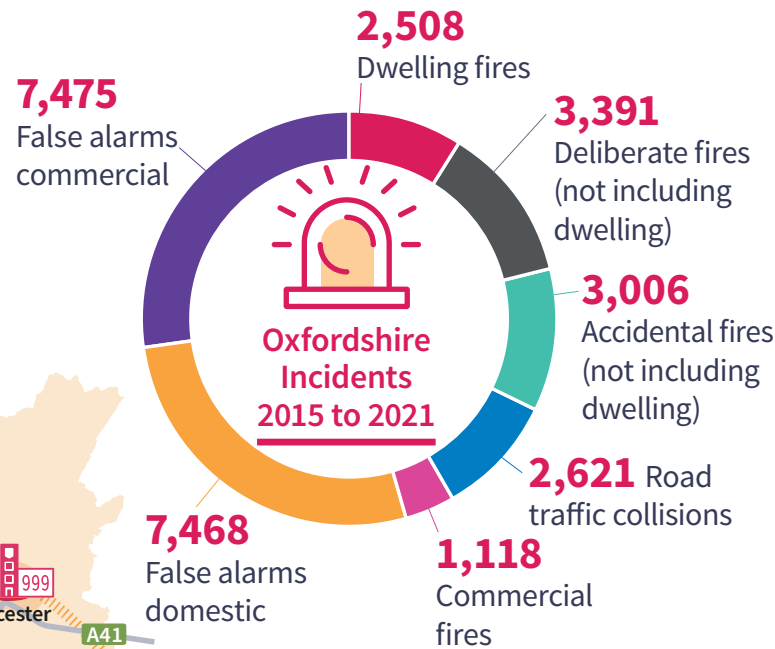
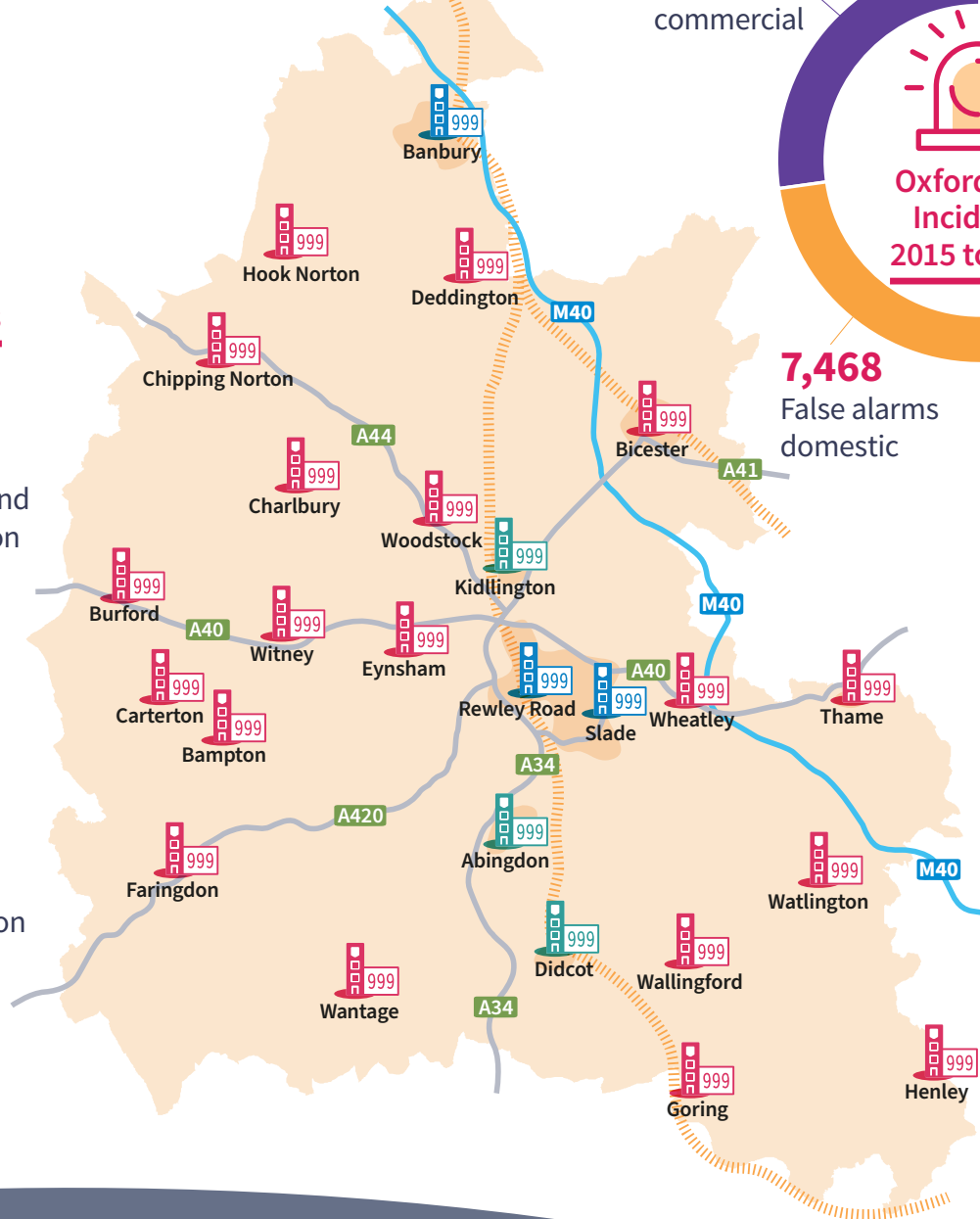
Wholesale and
on-call station



Day crewing
and on-call
station



On-call station



Response times

76%
of incidents attended
in less than 11 minutes

88%
of incidents attended
in less than 14 minutes

Data 2020-21



681

staff (as of April 2021)

in total working in Oxfordshire
Fire and Rescue Service.

358 On-call operational staff

236 Wholtime operational staff

87 Support staff



34

fire engines

supported by a number of
specialised engines



3. Requirement of the Community Risk Management Plan (CRMP)

The Fire and Rescue National Framework 2018 outlines how Fire Authorities will discharge their functions with regards to the fire and rescue service. The framework requires us to produce an Integrated Risk Management Plan (IRMP), called a Community Risk Management Plan (CRMP). The CRMP identifies and assesses foreseeable fire and rescue related risks that could affect our community.

Further information on the requirements
a CRMP can be found here

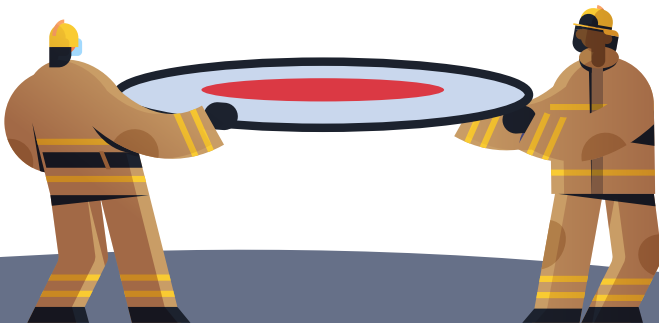


Our Community Risk Management Plan 2022-2026, will be the driver for change within Oxfordshire Fire and Rescue Service, setting out our strategic priorities and how we intend to manage the existing and future risks within the county.

The CRMP will be an integrated approach linked into the County Council's corporate plan and vision, driving our strategies, shaped by our organisational learning and auditing activity and monitored through our performance monitoring, risk management processes and health and safety reporting.

The following plans and documents have influenced our thinking and planning of this CRMP

- Oxfordshire County Council Corporate Plan
- Oxfordshire Insights Joint Strategic Needs Assessment
- Oxfordshire Investment Plan 2020
- Oxfordshire Plan 2050
- National Framework 2018
- Fire Standards
- National Fire Chiefs Council, Community Risk Management Program



3. How our plans link together



4. Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Oxfordshire County Council Fire and Rescue Service is inspected independently by the HMICFRS. The inspection is designed to give the public information about how their local fire and rescue service is performing in a number of key areas, in a way that is comparable with other fire and rescue services across England.

Our inspection in 2018 assessed us as Good across the three areas of efficiency, effectiveness and people.

Information about the inspection and our latest reports can be found [here](#)



Effectiveness

Oxfordshire assessed as

GOOD

The extent to which the service is effective at keeping people safe and secure from fire and other risks.

Efficiency

Oxfordshire assessed as

GOOD

The extent to which the service is efficient at keeping people safe and secure from fire and other risks.

People

Oxfordshire assessed as

GOOD

The extent to which the service looks after its people.

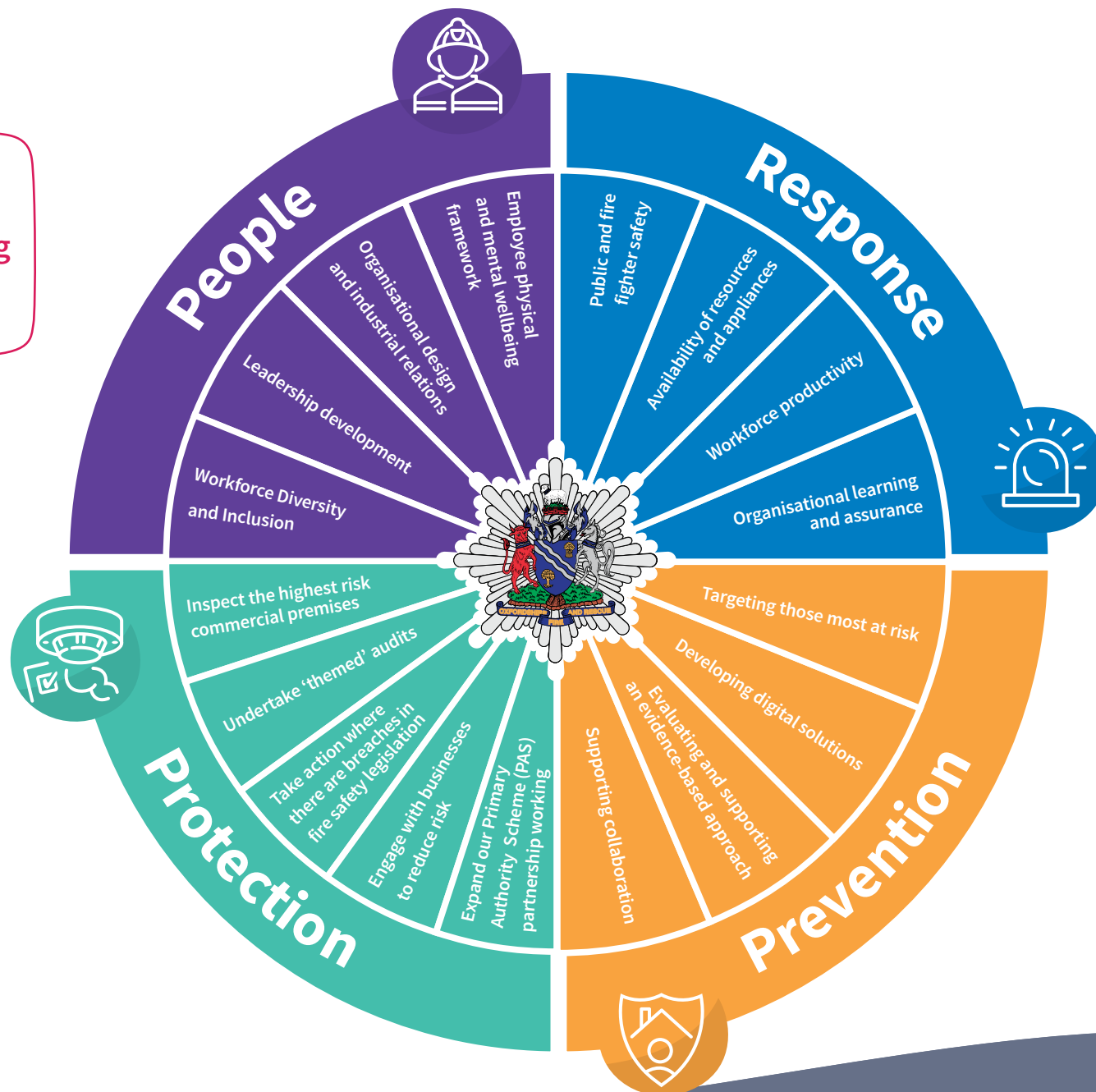


6. Strategic priorities



Our purpose: we are here to protect our community, reducing harm and saving lives.

Our Strategic Priorities for the service outline areas that we will work on over the course of this CRMP, to improve our effectiveness, efficiency and people.



Response

The Service will provide an effective emergency response to all fires and other emergencies across Oxfordshire. We achieve this by having fully trained and competent staff, equipped with the most appropriate equipment to protect the public at incidents.

Our response standards are:

80% of incidents in 11 minutes

95% of incidents in 14 minutes



We send our nearest available fire engine to incidents. These standards are based on the average response time we make across all incidents and is dependant on the location of the incidents.

The standards were created to provide a benchmark and to recognise the spread of our resources across the county.

Our aspiration is 100 per cent availability of our fire engines by providing a mixture of wholetime (full time) and on-call (part-time) staff, across 25 stations. We have challenges with the recruitment and retention of our on-call staff and are working to improve this. We have set out a programme of work to address this.

To ensure public and firefighter safety, we gather relevant and up to date information on risks across Oxfordshire and our neighbouring counties. We hold information on businesses, specific sites and public events for use at emergency incidents and to support our training.

As a learning organisation, we look to take every opportunity to learn from operational incidents. We carry out operational assurance of incidents through audits and debriefs. These review our procedures and equipment and look for opportunities to improve. These improvements are captured in action plans to make sure they are delivered.

We share our findings from incidents nationally through the national systems for learning (National Operational Learning and Joint Operational Learning). This ensures that the learning from local incidents can have a positive, national impact.



The National Security Risk Register, identifies risks that have the potential to impact the public on a larger scale such as flooding, pandemic or terror attack. We work with partners to provide an effective response to these risks through the National Resilience teams, the Local Resilience Forum and other blue light agencies.

Spotlight section

- We have made improvements to how we gather and provide risk information for our operational crews. We have provided digital devices to operational crews to access the most up to date information on the incident.

We will use our resources and skills, in partnership, to provide positive community outcomes. Our responses to gaining entry to properties for South Central Ambulance Service has increased the chances of patient survival and reduced the workload for Thames Valley Police. We will continue to look for opportunities like this that make a positive difference to the community.

- We have trained all our Incident Commanders in the latest Joint Emergency Services Interoperability Programme, to enable them to respond effectively to a multi-agency incidents.

What we will do

- We will adopt and implement all National Operational Guidance. NOG sets out guidance for services to follow at operational incidents to ensure a consistent approach, and ensure that it is recorded, communicated, tracked and reviewed.
- We will work with Thames Valley Fire and Rescue Service colleagues to ensure that a system is in place to examine operations to ensure that best practice is shared, lessons are learnt, and any new ways of working are reviewed and adopted where practical.
- We will continue to support the UK's national resilience to significant incidents.
- We will explore and identify the best and most suitable methods of recruitment for the on-call duty system.
- We will explore and identify different ways to improve retention of on-call staff. For example, different retainer payments and a more flexible approach to availability.
- We will ensure that we keep up to date with the changing environment for building, transport and infrastructure, to deal with all incidents.

Measuring success

- Maximising our availability to provide the quickest response to emergency incidents.
- An effective response to emergency incidents that protects the public and the safety of firefighters.
- Improving our response to emergency incidents through a learning culture that supports openness and improvement – we will look to learn and not blame.



Prevention

The number of fires in the UK has been decreasing over the last decade, although this decrease has now flattened out. A fire in the home is still a devastating event and can lead to the loss of life.

Feedback from people receiving our Safe and Well visits shows that they feel safer after we visit, however, we need to expand the reach of this valuable service by increasing the number that we complete and target them at those who need them most.

Nationally road fatalities have stopped decreasing. In 2019 there were 1,748, reported in the “Road casualties in Great Britain” report. In Oxfordshire this was 23. Pedestrians, pedal cyclists and motorcyclists are all described as vulnerable road users and we will continue to target our prevention activities towards these groups.

We wish to utilise our resources better and promote self-help by providing more for prevention such as online content, telephone sessions and interactive videos. This will free up our resources to carry out face-to-face work with those that are most vulnerable.

Our operational based staff are an important part of our prevention activity and we need to

empower them to design locally tailored solutions that address local need. We need to increase our capacity, and our activities can be delivered and supported by volunteers, so we will look to expand the numbers of volunteers we use.

Partnership working is key to achieving our ambitions, by helping us to use our resources more efficiently and achieve better outcomes. We need to understand the value partnerships are adding and how they are making our communities safer. We are committed to working in partnership for the good of Oxfordshire residents.

Oxfordshire Fire and Rescue Service supports the countywide Safer Oxfordshire Partnership, which brings together a wide range of practitioners (public health, safeguarding, Thames Valley Police) to reduce crime and anti-social behaviour across the county.



Spotlight section

- We have well developed safeguarding arrangements in place to help those most vulnerable in society. This is due to our strong relationships with our social care partners, which has supported the development of a strong safeguarding culture among our teams.
- We have developed an evaluation strategy to enable us to evaluate our prevention activities, to ensure they continue to make people safer.
- We will use our evaluations to give the public a voice, to make continuous improvements and to ensure that our efforts are making positive differences for the community.

What we will do

- Evaluate all our activities where it is possible to do so.
- Match our delivery methods to those most at risk so that we can target our resources at the most vulnerable.
- Establish effective partnerships to increase our effectiveness and our contribution to thriving communities.
- Develop our data to support our decision-making.
- Increase the number of Safe and Well visits we complete to reduce the number and impact of fires in homes.

Measuring success

- The use of prevention activity to reduce harm and save lives in relation to fire, road and water risk.
- Effective partnership working that targets our resources at those most vulnerable in the community.
- The evaluation of our prevention activities to maximise the effectiveness and efficiency of our resources.



Protection

Any commercial building could experience a fire but the consequences are varied. The type of building and the occupancy can increase the level of risk if a fire should start. For example, these include buildings where people sleep but are unfamiliar with the layout such as hotels and guest houses or where people would struggle to escape from a fire because of health factors, such as care homes.

Our risk-based inspection programme targets these higher levels of risk to life to make sure we focus our activity on the right types of properties. In addition, we use local knowledge, feedback from our fire crews and national incidents of note, to identify other areas of high risk.

Our fire protection teams carry out audits on commercial buildings to ensure that they comply with fire safety regulations. Commercial buildings require specific sets of fire safety measures to protect the employees and other occupants. We carry out these audits to ensure that these measures are in place and are being well maintained.

Over the course of this CRMP we will be looking for an increase in the number of audits we

complete as the expanded team (12 inspectors to 22 inspectors) become fully competent.

We also have duties to respond to building consultations, licensing applications and fire safety concerns raised by the public. In addition, we use local knowledge, feedback from our fire crews and national incidents of note, to try and identify areas of high fire risk that we can focus on.

There are major legislative changes progressing through parliament. The Building Safety Bill and the Fire Safety Bill 2020, which will amend the Fire Safety Order 2005. These are a legislative reaction to the Grenfell Tower tragedy. This will have a direct impact on fire and rescue services and we will monitor the developments closely.



Spotlight section

- We have an Intelligence Based Dynamic Reinspection Programme (Risk Based Inspection Programme) that is used to determine our proactive inspection work. This programme targets those premises that have a higher risk of fire and combines this with the potential impact of fire on the occupiers/building users.
- We have adopted the NFCC national guidance document “Competency Framework for Fire Safety Regulators”, and have development programmes in place for staff to ensure they have the right skills, competency and technical knowledge to carry out inspections to a high standard.
- We have invested in our protection team to increase work capacity by increasing the team from 12 to 22 members of staff.



What we will do

- Increase the number of audits that we complete, focusing our efforts on the inspections within our risk-based inspection programme to reduce the risk that fires cause in commercial buildings.
- Adapt to the requirements of new legislation to be an effective regulator.
- We are working with the other fire and rescue services across the Thames Valley to look at new ways of reducing the amount of false alarms we attend.
- Increase our work around business engagement to raise levels of fire-safety knowledge.
- Complete intelligence-led campaigns to reduce high fire risk.

Measuring success

- To identify fire safety situations in workplaces that present a high risk to the public and employees and to use the full range of our enforcement powers to reduce harm.
- We will increase the level of fire safety knowledge in workplaces through prevention and education to increase self-compliance and reduce harm.



People and wellbeing



The fire and rescue service is going through a period of significant change and we need to ensure that our workforce is able to adjust to these changes and contribute innovatively. This in turn also requires workforce interpersonal relationships and industrial relations that work for the good of the organisation.

We have had plans in place for the last three years to increase our diversity within our operational staff, as we recognise that diversity helps to increase creativity and innovation, and ultimately supports better decision making and improvements. By reflecting the community we serve, this also breaks down barriers and fosters better community relations. We recognise that we still have a long way to go in this area however currently 8 per cent of our operational workforce are women, just under 2 per cent are from the BAME community and just under 2 per cent are from the LGBTQ community.

We have adopted the six key areas of the NFCC's People Strategy as strategic objectives:

- Strengthen leadership and line management to support organisational change and improved community outcomes.
- Developing cultural values and behaviours that make the fire and rescue service a great place to work for all our people.
- Ways of working that are able to respond to service needs.
- Provide excellent training and education to ensure continuous improvement of services to the public.
- Continue to support the health and wellbeing of all our people.
- Strengthen our ability to provide good service by diversifying our staff and creating a fair and equal place to work.



We have developed the following insight to guide strategic actions going forward:

- A diverse workforce could deliver increased creativity and innovation and will help to ensure that our prevention and protection messages have increased reach.
- A reduction in operational incidents is resulting in increased skill fade, requiring experience to be gained in other ways, such as through more training and simulated experiences.

The service will need to find new ways to enable members of the public to become on-call firefighters without the role being too burdensome to their primary employment, families and leisure time.

Spotlight section

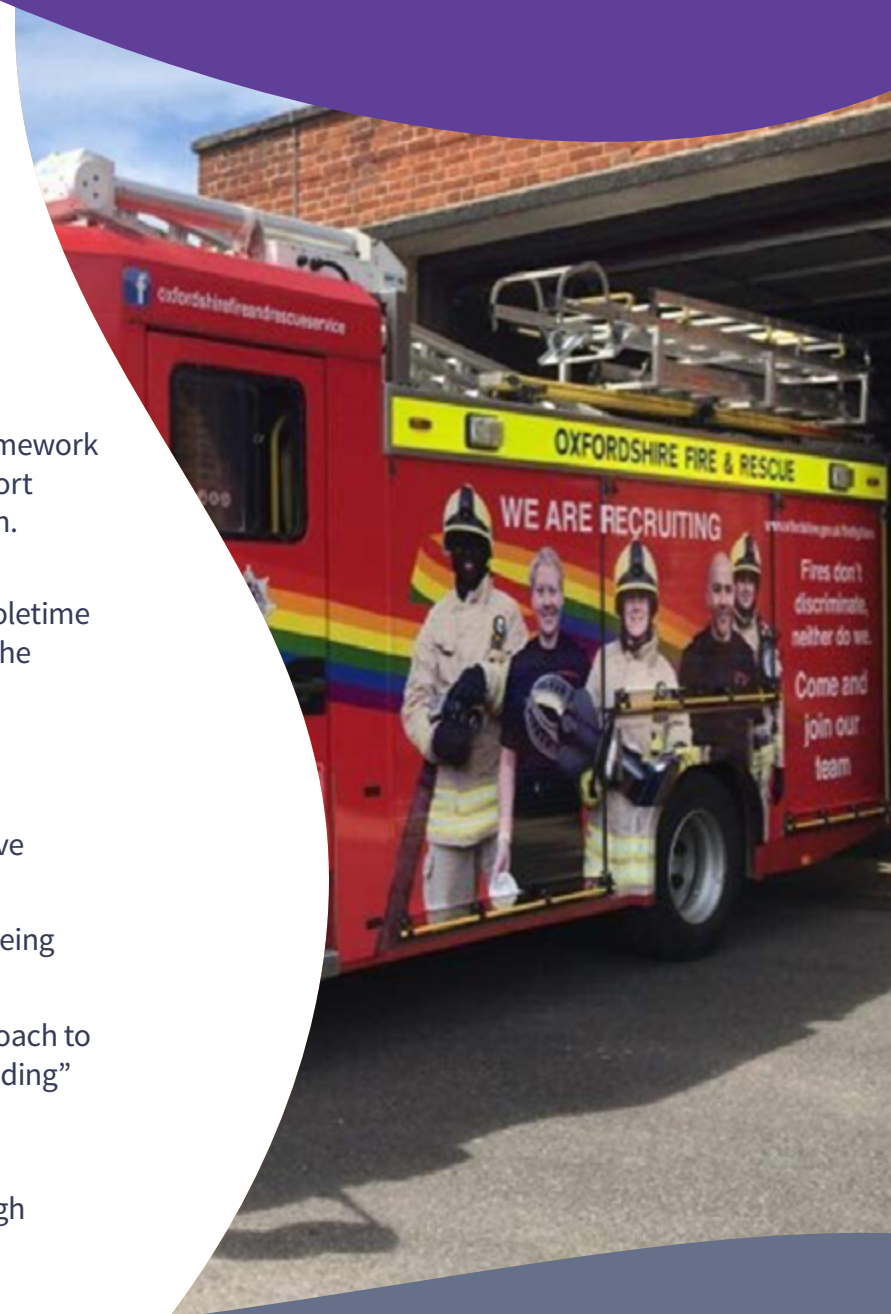
- The HMICFRS rated Oxfordshire Fire and Rescue Service as good at looking after its people and the service was judged as outstanding in how it promotes the right values and culture of the services.
- HMICFRS also felt that the service was good at getting the right people with the right skills and at ensuring fairness and promoting diversity.

What we will do

- We will continue to pursue a more inclusive culture and a more diverse workforce so we can represent the community we serve and staff can fulfil their potential.
- We will embed the NFCC's leadership framework to support our positive culture and support leadership at all levels of the organisation.
- We will continue to work with staff and representative bodies to use staff on wholetime duty systems in such a way as to bridge the gaps in on-call appliance availability.

Measuring success

- Creating a workforce that is representative of our communities.
- Support our staff through targeted wellbeing initiatives.
- The development of our leadership approach to support the continuation of our "outstanding" cultural assessment by the HMICFRS.
- Supporting the availability, competency and experience of our on-call staff through improved retention.



How we will monitor our improvements and the level of risk

We will monitor and review our strategic priorities in the following ways:

- Progress will be monitored through our risk and performance meetings and reported to the strategic leadership team.
- Our annual Service Delivery Plan will outline our key priorities for delivery against our CRMP.
- Agreed key performance indicators will be monitored quarterly and reported through our annual report.
- Our annual statement of assurance will provide assurance the service is delivering against expectations and legislation.
- Inspections from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services, will assess the service against key areas to determine the level of service we are providing to the communities of Oxfordshire.
- Annual review of our risk analyses documents will ensure that we continue to horizon scan and assess risks to communities and the service.
- Creating key service action plans after national events or organisational learning will ensure that we improve our delivery to the communities of Oxfordshire.
- We will use learning from incidents and other events to ensure continued improvement of our service delivery.
- We will use learning from National Operation Learning and Joint Operational Learning to ensure continued improvement of our service delivery.

We will review our CRMP, associated risk analyses and strategic priorities annually to ensure that they are relevant and current in the changing landscape. Annually the service will produce a report updating communities, cabinet members and Oxfordshire County Council, on what has been achieved throughout the year to improve the lives of the communities in Oxfordshire.





OXFORDSHIRE
FIRE & RESCUE SERVICE



OXFORDSHIRE
COUNTY COUNCIL

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Divisions Affected – All in West Oxfordshire

CABINET

15 March 2022

Civil Parking Enforcement within West Oxfordshire Report by Corporate Director Environment and Place

RECOMMENDATION

1. The Cabinet is RECOMMENDED to approve notice being given to West Oxfordshire District Council to terminate the s101 Agency Agreement in respect of the management of highway parking enforcement within the district of West Oxfordshire.

Executive Summary

2. Civil Enforcement powers to manage highway parking and bus lanes is now enforced across the whole of Oxfordshire. The County Council is directly managing this service with the exception of West Oxfordshire where a historic agency agreement is in place.
3. It is considered that it is no longer necessary or efficient for West Oxfordshire to operate this service for the county council, and more importantly, potentially creates confusion for the public and other users of the network as to whom is responsible for on-street parking across Oxfordshire.
4. The agency agreement is in perpetuity but has a termination clause of 12 months by either party. The intention would be to serve notice to enable the agreement to terminate on 31st March 2023.

Rationale for ending the arrangement

5. Oxfordshire County Council introduced Civil Parking Enforcement in Cherwell, South and Vale District Council areas on 1 November 2021. The City and West were already operating Civil Parking Enforcement, with the City being managed directly by the County Council, but with West being undertaken by the District Council through a long-standing agency agreement for the provision of services (back office and 'feet on the ground'), dating back to 2009.
6. With the County Council now directly managing civil parking enforcement for all district areas other than within the West Oxfordshire area, Officers are

recommending the ending the West Oxfordshire District Council agency agreement for the following main reasons:

- Clarity and single organisation for members of the public and users of the network to contact about on-street parking within Oxfordshire.
 - Consistency of approach, resilience, and converge in terms of enforcement levels and deployment.
 - A single back-office system serving all areas of the county providing economies of scale and resilience to deal with varying workload demands.
 - Implement intelligent deployment via data driven deployment plans and introduce new technologies to enhance the on-street and back-office service.
 - An additional benefit would be the alignment and operation as a single enforcement service, if the application to enforce moving traffic offences is approved.
7. During the implementation of Civil Parking Enforcement in Cherwell, South and Vale District Council areas, similar agency agreements with Henley, Thame and Abingdon Town Councils were terminated by mutual consent.
 8. West Oxfordshire District Council will continue to manage and operate off-street enforcement via their existing contracts and arrangements, which will include continuing to offer free parking within their existing off-street car parks.
 9. The County Council will need to continue to work with West Oxfordshire District Council and the town and parish councils to ensure that the parking management regimes and enforcement services meet the needs of the local community, that the right restrictions are in the right places, and that access to on-street parking creates the right mix of needs for residents, shoppers and commuters.
 10. Any new parking proposal such as a residential parking permit or on-street pay and display scheme would need to be consulted upon and determined in its own right. Indeed, at the request of the Town Council and local community, there is a scheme within Woodstock being explored with the proposal soon to be consulted on to help address local challenges faced by the town.

Corporate Policies and Priorities

11. The proposal will help support the fair deal alliance priority to 'Invest in an inclusive, integrated and sustainable transport network' by ensuring that the right level of parking management is in place to manage the network in line

with adopted policies and strategies, including in particular the emerging Local Transport and Connectivity Plan.

Financial Implications

12. The operation of parking enforcement in West Oxfordshire currently runs at a loss (for both off and on-street parking management). The annual parking report indicates that the provision of on-street parking enforcement in West Oxfordshire costs the District Council £114k per annum (pre-covid figures).
13. On a purely 'like for like' basis, the operational costs of Civil Parking enforcement in West Oxfordshire would cost the County Council £88k per annum. However, opportunities in the West Oxfordshire area for increased enforcement of restrictions and management of on-street parking through paid-for provision exist. The tables below compare the current West Oxfordshire activity with our own activities and makes some reasonable assumptions based on our own experiences in the Districts on cost and income levels.
14. To implement the proposed pay & display scheme in Woodstock there will need to be an initial capital investment of £120k to £150k which would be funded by unplanned income generation, potential S106 or parish/town funding, or existing capital funding.

TABLE 1 Expenditure per year

Costs - Item:	West Oxon (Current)	OCC (Direct Comparison)	OCC Predictions
Supplier Costs including Software licensing and support	£9,297	£8,000	£8,000
Back office services (including representations, appeals, management etc)	£61,428	£30,000	£40,000
Permit Admin costs			£4,280
Transport Costs	£930	£1,000	£1,000
Contract costs (including enforcement, fleet, clothing etc.)	£172,225	£208,429	£208,429
Pay and Display Operating Costs			£6,000
GRAND TOTAL	£243,880	£247,429	£267,709

TABLE 2 Income per year

Income: Item	West Oxon (Current operations)	OCC (Direct comparison)	OCC (predicted additional income)
PCNs	£129,281	£129,281	£155,137
Permits (Woodstock only)			£28,000
Pay and Display Income (Woodstock only)			£298,000
Bay Suspensions		£30,000	£30,000
GRAND TOTAL	£129,281	£159,281	£511,137

TABLE 3 Summary

ANNUAL OPERATING COSTS	£243,880	£247,429	£267,709
ANNUAL REVENUE	£129,281	£159,281	£511,137
Surplus(+)/Deficit(-)	-£114,599	-£88,148	+£243,428

15. Key assumptions are increasing Penalty Charge Notices output by 20% due to greater coverage and a more consistent approach to enforcement, and income from the scheme proposed in Woodstock. These assumptions are based on the recent Civil Parking Enforcement business case and existing experience in Oxford, Cherwell, South and Vale. The proposals in Woodstock are currently being consulted upon.
16. It is predicted that the service will be self-funding from income generated in year through enforcement, permit fee income and charges for parking bay suspensions.

Comments checked by: Rob Finlayson, Finance Business Partner
rob.finlayson@oxfordshire.gov.uk

Legal Implications

17. The proposal calls for the termination of the agency agreement with West Oxfordshire District Council. Provision for this is contained in Clause 10 of the agency agreement. Notice will be given in writing with an end date of 31 March 2023. Oxfordshire County Council would then take on management of parking enforcement from 1 April 2023. During the Notice period, Officers will work up a programme of proposals for paid for parking in the West Oxfordshire area.

Comments checked by: Jennifer Crouch, Principal Solicitor (Legal Services)
Jennifer.crouch@oxfordshire.gov.uk

Procurement Implications

18. No procurement exercise is required in respect of resources required to bring back the service into the county council. Management of parking enforcement and the deployment of 'feet on the ground' services were catered for in the recent District Civil Parking Enforcement procurement exercise. It is a contract variation (planned for) and contains sufficient contract value to add in this service.

Comments checked by: Basil Waloff - Category Manager (Procurement)
Basil.Waloff@Oxfordshire.gov.uk

Staff Implications

19. Additional staff resource will be required, expected to be 1FTE at an officer grade level, together with additional contracted Civil Enforcement Officer support. TUPE will be applicable and due process will need to be undertaken with West Oxfordshire District Council. These costs are included in the costs identified.

Equality & Inclusion Implications

20. Implications on Equality and Climate are considered in the CIA Statement. Officers have identified no Equality Implications. The CIA considers the implications on Climate.

Sustainability Implications

21. Sustainability implications are also considered in the Climate Impact Assessment.

Risk Management

22. The key risk identified is around income generation to ensure that the proposal and future management of parking enforcement is cost neutral. This will be mitigated by creating greater efficiency and effectiveness in parking management of the service, estimated at a 20% improvement (based on existing District data), though intelligent data driven deployment plans, deployment of scan-bikes and other technological advances emerging in the industry.
23. There is also the potential to implement on-street parking should this be of benefit to local communities which would also help increase income generation to cover the cost of operating the parking service more broadly.

Consultations

23. No formal consultations are required to end the agency agreement with West Oxfordshire District Council. Where new restrictions are required, or resident permit schemes introduced, these will be subject to formal consultation as part of the normal traffic regulation order process.

BILL COTTON

Corporate Director of Environment and Place

Annex: None

Background papers: None

Other Documents: s101 Agency Agreement (West Parking Enforcement)

Contact Officer:

Paul Fermer, Assistant Director (Operations), paul.fermer@oxfordshire.gov.uk

Keith Stenning, Head of Network Management, keith.stenning@oxfordshire.gov.uk

February 2022

Divisions Affected - All

CABINET

15 March 2022

WATER RESOURCES EMERGING REGIONAL PLANS CONSULTATION RESPONSE

Report by Corporate Director, Environment and Place

RECOMMENDATION

1. The Cabinet is RECOMMENDED to:

- a) Consider the content of a response to the consultation on the emerging Water Resources South East regional plan - the draft is Annex 1 to this report.
- b) Delegate the final written response to the Corporate Director for Environment and Place in consultation with the Cabinet Member for Climate Change Delivery and Environment.

Executive Summary

2. An Oxfordshire County Council response is proposed to a current consultation for a water resources regional plan covering the South East of England. The draft response is in Annex 1.
3. Similar consultations for adjoining regions closed 28th February 2022, and officer responses have been sent and are attached as Annexes 2, 3, and 4.
4. This is the first time such regional plans for future water supply are being produced. The government set out the requirement for such regional plans in a recent government guideline, following the national framework for water resources called 'Meeting our Future Needs' produced in 2020.
5. Although there are many matters of interest in the consultation for the emerging South East regional plan, the most significant to Oxfordshire is the indication that a South East Strategic Reservoir Option (SESRO) between Abingdon, East Hanney and Steventon, should be built before 2040.
6. The draft County Council response in Annex 1 on the emerging Water Resources Regional Plan for the South East includes the following points:
 - Regional water resource groups need to work together more closely.

- Opportunities should be taken so that interested parties are better able to influence the plans.
- Water companies must do more on water metering, information, innovation and lobbying for government regulation.
- Unsuitable existing abstractions should be stopped or reduced, while not over-estimating the need for new infrastructure as a result.
- Better use of existing infrastructure needs to be a priority.
- All variants of the SESRO size and their effects need to be evaluated.
- We have concerns about the SESRO that include its carbon footprint, construction effects, the range of permanent effects, its cost, and its effectiveness.
- There needs to be better consideration of options across regional boundaries.
- The forecast need for additional water supply appears to be exaggerated, particularly given the uncertainty about future population growth, and given this, the regional plan should be more adaptable and not lock in early decisions to progress controversial new strategic infrastructure options such as the SESRO.
- Preference for low carbon and least environmentally damaging solutions should be given, therefore favouring existing or refurbished infrastructure and smaller, more innovative schemes.
- New pipelines may be appropriate to transfer water into the South East. The Severn to Thames Transfer and the Grand Union Canal transfer should be further considered and brought forward in time if needed. Transferring water from the East should also be progressed with the development of rural reservoirs in Lincolnshire and Fenland. Additional water recycling and desalination schemes could also be investigated.

Significance to Oxfordshire of the Water Resources South East (WRSE) Regional Plan Consultation

7. Water resources regional plans will cover the whole of England. The five regions are: South East, East, North, West and West Country. The plans will be in accordance with the [National Framework 2020](#) and a recent [government guideline](#). The Water Resources South East (WRSE) consultation is between 17th January 2022 and 14th March 2022. WRSE has accepted that Oxfordshire County Council's final response will be delivered after this Cabinet report on 15th March 2022.
8. Initially, we expected that this consultation period would be on a draft Water Resources South East regional plan. Instead, this is a consultation on documents describing the emerging regional plan available at <https://wrse.uk.engagementhq.com> and there are additional explanatory documents available in <https://www.wrse.org.uk/library>. All the regional groups will undertake further work, prepare a summary of consultation responses and then produce draft regional plans with further consultation on those later in 2022. It may be that consideration of those documents is brought again to Cabinet at that later point.

9. The emerging regional plans address how sufficient water will be supplied by the water companies under various scenarios. The emerging regional plan for the South East is significant to Oxfordshire because it includes the South East Strategic Reservoir Option (SESRO), to be located in Oxfordshire, between Abingdon, East Hanney and Steventon, as a solution for water supply in the South East. In addition, there is a proposal for a new pipeline from Oxfordshire to Hampshire. Also, the Severn to Thames Transfer (STT) to Oxfordshire, is included for the period beyond 2040 in two of three scenarios.
10. The regional planning process is intended to set the framework for the statutory Water Resource Management Plans (WRMP) of each water company which will follow with consultations in autumn 2022 at the same time as the draft regional plans. The final regional plans and water company plans are likely to be produced in tandem.
11. In due course, the water companies will need to seek planning consent for reservoirs and pipelines that are identified in the WRMPs. The SESRO in common with other significant proposals would qualify as a Nationally Significant Infrastructure Project (NSIP) and therefore consent would be sought through the Development Consent Order (DCO) process. That process is run by the Planning Inspectorate and local councils become involved providing comments, but do not make the decision.

Relevant Previous Cabinet Reports and Council Resolutions

12. The current SESRO proposal is similar to the reservoir proposal included in a draft WRMP in 2009 which led to a public inquiry on the plan in 2010. Oxfordshire County Council opposed the plan. The Inspector in her report of 13th December 2010 found that the need for the reservoir had not been established. The Inspector also commented that not all feasible water supply options had been investigated. The Secretary of State accepted the Inspector's recommendations in March 2011.
13. Thames Water and Affinity Water again proposed the SESRO in their WRMPs during 2018 and 2019.
14. The County Council carried the following motion on 10th July 2018:

Motion by Councillor Mike Fox-Davies

"The Thames Water Draft Resources Management Plan (dWRMP19), consultation was opened on the 8th February and closed on the 29th April. The plan proposes a new reservoir near Abingdon to serve the forecast needs of not only the Thames Water area, but also the wider South East.

The consultation response from OCC looks for clarification on:-

- the population forecast figures
- how much water will be sold to other water companies
- how Thames Water will speed up their programme of leakage reduction.

This Council supports the position of GARD in response to the plan which asks Thames Water to:-

- Reduce leakage by half by 2050
- Improve water-use efficiency to match the norms of other companies
- Provide a proper analysis of water available through other measures, including Teddington DRA and water re-use.

Which together should together solve the water shortage issue and provide a 1 in 200 severity drought resilience.

And calls on the Leader of the Council to write to Thames Water, Defra, the Environment Agency and Ofwat, requesting that a second consultation be undertaken due to incomplete information or errors on the information used to base their recommendations."

15. The then County Council Leader wrote as per the agreed motion, and there was a second Thames Water consultation. There were Cabinet reports on 20th November 2018 and 23rd April 2019 and the County Council sent responses to the WRMP consultations.
16. The government approved the Thames Water and Affinity Water WRMPs in March 2020 and has now set in place this new system of regional plan consultations in advance of the next set of WRMPs.
17. WRSE has held a number of online events over the last couple of years and has produced a number of evidence documents for their regional plan, some of which we provided County Council officer comments on.
18. The Regulators' Alliance for Progressing Infrastructure Development (RAPID) released draft decisions on 14th September 2021 about funding for progressing 15 strategic regional water resource solutions across England, following the closing of 'Gate One' about these on 5th July. We provided an officer response on RAPID's consultation at the end of October 2021. Key points of that response are summarised as follows:
 - The SESRO is one of the most expensive water supply schemes to build (between £1,051m and £1,437m) and there are additional specified costs in the related transfers, with some of the transfer pipelines themselves considered strategic water solutions.
 - Of the 15 schemes, the SESRO has the highest amount of public funding apportioned to development of the proposal (£121.7m). At the 'Gate One' stage, the regulators' allowance for spend was highest for the SESRO.
 - The Severn to Thames Transfer option (STT) is also a high cost option (between £67m and £1,706m), and the public funding apportioned to development of the proposal also high (£66.6m).
 - We advised of our concerns about the effects on Oxfordshire from the options.
 - We questioned whether the SESRO or STT were needed, given other options such as the South Lincolnshire Reservoir, Fenland Reservoir, Grand Union Canal Transfer, and London Effluent Reuse.
 - We stated that the regulators' funding should support the development of a wide range of options including smaller, more innovative and less environmentally damaging solutions.

19. The County Council, further to RAPID's consultation, passed the following motion on 2nd November 2021:

Motion by Councillor Richard Webber

"On 10 July 2018, Council passed a motion unanimously calling on the Leader of the Council to write to Thames Water, Defra, the Environment Agency and Ofwat, requesting that a second consultation on the proposed Oxfordshire Reservoir be undertaken due to incomplete information or errors on the information used to base their recommendations."

As information in the latest consultation remains incomplete, and what has been provided to support the proposal contains many errors, Council now confirms its position on the TW proposed Reservoir agreed at the Council meeting on the 10 July 2018 in that it remains opposed to the proposal, at least until the case for need has been clearly demonstrated by taking into account and answering the concerns of the whole scientific community.

To this end, Council will be including and taking full account of discussions with and opinions of all sources of independent scientific expertise including the Group Against Reservoir Development (GARD) when considering its response to Thames Water proposals."

20. Vale of White Horse District Council also responded to RAPID's consultation, and resolved as follows on 8th December 2021:

Motion by Councillor Andy Cooke

"To reaffirm its position from the previous public enquiry that it opposes the reservoir proposal at least or until, the case for need for this specific solution (over and above the other potential cheaper, less disruptive, and less environmentally impactful solutions) has been clearly tested, demonstrated and agreed by independent scientific experts.

To recommend to OFWAT that a detailed and independently scrutinised carbon calculation be made, including all sources of embedded carbon, carbon used during construction, and ongoing carbon including methane outgassing. This should include more detailed carbon calculations as to the proposed mitigations, including the timescale on which these intended mitigations would be reached.

That failing the need being demonstrated as requested above or an independently scrutinised carbon calculation produced, the ongoing waste of public funds given to Thames Water for continued attempts to push for their reservoir should be questioned, and that we make representations to the Water Resources South East Plan and then share these with the Environment Agency and the Member of Parliament for the area."

21. RAPID's decisions on all the 'Gate One' submissions are available online <https://www.ofwat.gov.uk/regulated-companies/rapid/the-rapid-gated-process/gate-one-submissions-and-final-decisions/>. Decisions on most of the schemes were made in December 2021, and the decision on the SESRO was the last to be released on 5th January 2022. The decisions set out the additional work required on the options before 'Gate Two' submissions are due in October 2022.

Oxfordshire County Council responses to emerging regional plans

22. Cabinet is asked to consider the content of a response to the Water Resources South East consultation. A draft response is contained in Annex 1. This draft response is being forwarded to Water Resources South East in advance of their

consultation deadline of 14th March, but it has been agreed that the final response will be sent after this Cabinet meeting on 15th March.

23. The Water Resources West, Water Resources East, and West Country Water Resources consultations closed on 28th February. Officer responses sent before the closing date are contained in Annexes 2, 3 and 4.

Corporate Policies and Priorities

24. Providing sufficient water supply into the future accords with Corporate Plan priorities, for example it will assist in helping people live safe, healthy lives.
25. There could also be some benefits if a new reservoir is built in Oxfordshire, for example it could create a new facility for recreation and leisure.
26. The draft OxIS Stage 1 to 2040, consulted on during 2021, discusses Oxfordshire's existing potable water supply and the technical studies for further sources of water supply. The options were not appraised for the document because the detail is not yet known and they remain subject to ongoing optioneering.
27. The Regulation 18 Oxfordshire Plan 2050 consultation during 2021 includes a proposal for a policy requiring development to maximise water efficiency, which could help delay or avoid the need for some new water supply options.
28. Oxfordshire County Council has a net-zero target for 2050 for the County area as set out in the 2020 Climate Action Framework. The carbon impact of the SESRO proposal and associated infrastructure could jeopardise the achievement of that target.

Financial Implications

29. There are no anticipated direct financial implications for the County Council in agreeing a response to this consultation.
30. The County Council has engaged existing staff, funded through existing resources.

Comments checked by:

Rob Finlayson, Finance Business Partner (Environment & Place)

Rob.Finlayson@oxfordshire.gov.uk

Legal Implications

31. There are no anticipated legal implications for the County Council in agreeing a response to this consultation.

32. Thames Water is the utility company covering almost all of Oxfordshire (as well as other areas) and we work with Thames Water on a range of water-related matters, not just water supply, but also wastewater and surface water management. Such work is not affected by the County Council responding to this consultation.

Comments checked by:

Jennifer Crouch, Principal Solicitor

Jennifer.Crouch@oxfordshire.gov.uk

Staff Implications

33. The responses to the emerging regional plan consultations are being prepared using existing staff resources.
34. Ongoing regional plan consultations and consideration of the future water supply options being progressed for Oxfordshire will continue to require staff time and could require consultant input in future, which may need a dedicated budget.

Equality, Diversity, Inclusion Implications

35. Some communities in Oxfordshire, particularly those who live close to the SESRO or the proposed locations of other water resource options could be adversely impacted by that proposal. Communities could benefit from the greater resilience to water supply envisaged, or benefit from particular features such as recreational opportunities on the reservoir. If the SESRO or STT progress to Development Consent Order applications, then Oxfordshire County Council will be involved. However, at this stage of responding to the regional plan, it is considered that there are no equality, diversity or inclusion implications from responding to the consultations.

Sustainability and Climate Action Implications

36. No new policy is being proposed as part of this response. The intention is to respond to the WRSE Regional Plan consultation in line with the County Council's existing policies. The County Council's response addresses a range of sustainability issues.
37. Climate change is one of the reasons that future water supply options are being considered e.g. the potential for future droughts leads to the need to consider how to make the water supply more resilient. Our response indicates that options progressed by the water companies should be those which best respond to the need for climate action e.g. in relation to carbon footprint, involving the least possible amount of energy and using renewable energy.

Risk Management

38. There is a risk that Oxfordshire County Council's response could be seen as opposing the water company efforts to provide a resilient water supply in accordance with national guidance. To mitigate this, it is important that the County Council's response sets out that it supports appropriate water provision being made, and that it is the interpretation of national guidance and the need for certain strategic water supply options that are questioned.
39. There is a risk that Oxfordshire County Council's response could be seen as relating only to details of how certain strategic water supply options might be progressed e.g. regarding issues of construction, access, flood risk, biodiversity etc. To mitigate this, it is important that the County Council's response acknowledges that the water supply options will need to gain consent, and the specific effects will be dealt with at that later stage.
40. There is a risk to the ongoing working relationships between the County Council and Thames Water, which is the water utility company for most of Oxfordshire. The County Council works with Thames Water on many issues, not just water supply, but also wastewater and surface water. To mitigate this, it is important that the County Council's response on this emerging regional plan is fair and balanced.

Consultations

41. WRSE has provided advice, including a briefing on 13th January 2022. The Group Against Reservoir Development (GARD) has also provided advice and provided a briefing to Members and MPs on 8th February 2022.

Bill Cotton
Corporate Director, Environment & Place

Annexes:

- Annex 1 is the draft response to the Water Resources South East consultation.
- Annex 2 is the response sent on the Water Resources West consultation.
- Annex 3 is the response sent on the Water Resources East consultation.
- Annex 4 is the response sent on the West Country Water Resources consultation.

Background papers: Water Resources South East consultation documents available at: <https://wrse.uk.engagementhq.com/about-our-consultation>

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February 2022

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Annex 1

OXFORDSHIRE COUNTY COUNCIL RESPONSE ON WATER RESOURCES CONSULTATION EMERGING REGIONAL PLAN FOR THE SOUTH EAST Consultation closing date: 14th March 2022

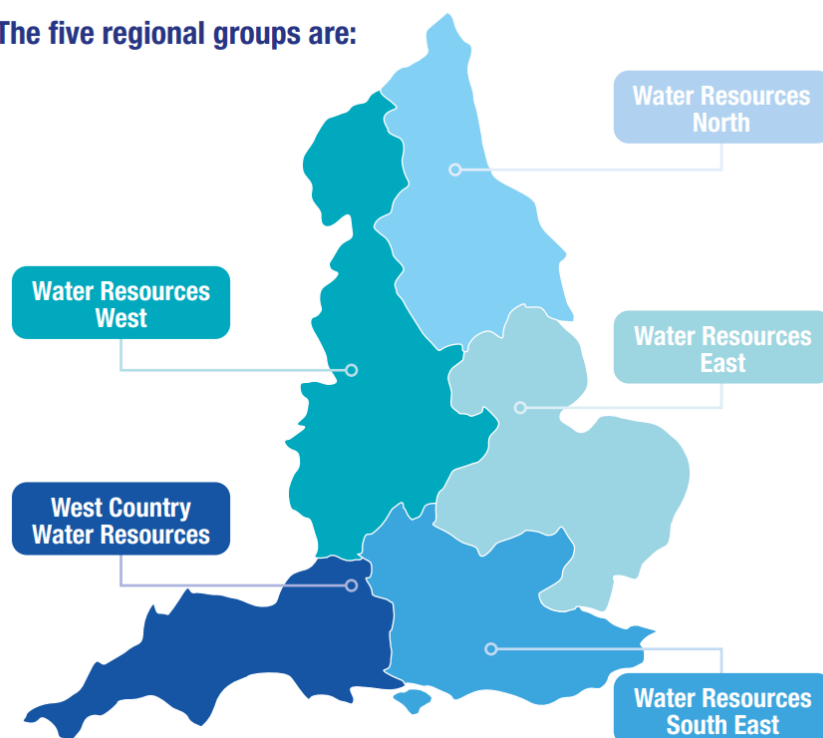
Draft response to be provided to WRSE before consultation closing date
Final response to be provided after 15th March 2022 Cabinet meeting
with a covering letter

Introduction

1. Planning for future water supply needs to factor in climate change and protection of the environment. The Environment Agency's [National Framework](#) published by government in March 2020 explored England's long term water needs and set out the principles, expectations and challenges for five regional groups made up of the 17 English water companies and other water users. Those five regional groups have now produced consultations for emerging regional plans ([South East](#), [East](#), [West](#), [North](#) and [West Country](#)) in accordance with a [government guideline](#).

Graphic from
WRSE
consultation
document
page 3
showing
regional
groups

The five regional groups are:



2. The current consultations are not complete draft regional plans, although it was initially expected that such drafts would be available now. Instead, the results of these consultations, combined with further work, will lead to draft regional plans being produced later in 2022 (likely September) at the same time that draft individual company water resource management plans are produced for

consultation. Those later regional and company plans are expected to reflect 'best value' principles, whereas the consultations at the moment are based on 'least cost'. The comments in this response should be used to change the currently identified emerging regional plan for the South East, as significant change is required. We are also responding on the consultations for the adjoining regions: West, East and West Country, and consider that the regional groups need to work more closely together such that all these regional plans better address the national issue of water supply networks. We expect to respond on the further consultations that arise later this year. We consider that more close work between the regional groups will identify best value options which do not involve progressing a South East Strategic Reservoir Option (SESRO) in Oxfordshire. Oxfordshire County Council has numerous concerns about the SESRO proposal as set out later in this response.

3. Although this is the first time for such water resources regional plans, it is currently proposed that the regional plan be updated every five years. This new process is non-statutory, unlike the statutory company water resource management plans which are produced for each five year period, the last being WRMP19s and the next being WRMP24s. Although Water Resources South East (WRSE) has produced many documents, invited comments, and kept a webpage updated, there are opportunities to improve on the process and governance of these plan making processes in future, so that interested parties including local authorities such as Oxfordshire County Council, are better able to influence the plans.

Key points above:

- *The emerging regional plan for the South East needs to be changed having regard to the comments in this Oxfordshire County Council response.*
- *Regional water resource groups should work together more closely so that the regional plans better address the national issue of water supply networks. Such joint work should identify best value options which do not involve progressing a South East Strategic Reservoir Option (SESRO) in Oxfordshire.*
- *Opportunities to improve on the plan making processes for the regional plans and water resource management plans should be taken so that interested parties are better able to influence the plans.*

Existing water supply and proposals which don't involve new infrastructure

4. The Water Resources South East (WRSE) main consultation document, page 4, advises that up to six billion litres of water are supplied each day across the South East. Household customers use just over 145 litres of water per person per day on average. More than half of the region's public water supply comes from natural underground sources, the rest from rivers and springs. There are over 82,000 km of water pipes across the region.
5. Leakage from existing water pipes must be dramatically reduced to make the most of the existing network. The target in the emerging regional plan is to reduce leakage by 50% between 2017 and 2050. There is scope to reduce leakage

faster, and by more. We believe that the water companies need to do more to reduce pipe leakage and ensure that replacement pipes are made to last.

6. The amount of water that individuals use can be reduced, for example if individuals use more water-efficient devices and become more conscious of the need and benefits of reduced water use. The target in the emerging regional plan is to reduce average individual use to 110 litres/day. We believe that the water companies need to do more to roll out water metering for awareness, provide information and education, and support innovation into water-saving devices to get to and in future exceed the target.
7. The WRSE emerging regional plan includes some reliance on the government introducing new policies that will deliver long-term reductions in water use. We believe the water companies need to do more to lobby government to bring about measures such as tighter water efficiency requirements for new homes within the Building Regulations. New homes with water efficient appliances, water butts, and possibly also grey water harvesting, can help avoid the need for new infrastructure being built.
8. Some of the existing water abstractions must be stopped or reduced given their environmental effects, for example on the rare chalk stream environments. We support work to identify, locate and return water so that there is a positive impact on the environment. Continued collaboration with the Environment Agency and Natural England is required to identify these. Careful work is required to ensure there is no over-estimate of the amount of extra water needed when such abstractions are stopped or reduced. The emerging regional plan forecasts that an additional 305 Ml/day is likely to be needed by 2040 once unsuitable water abstractions are stopped or reduced, but we consider that likely to be an over-estimate. We think there may be no need for a new strategic water resource option to replace the water lost to the system as a result of this environmental improvement if the forecast is reduced, and more emphasis is placed on reducing demand.

Key points above:

- *Water companies need to do more to reduce pipe leakage and ensure that new pipes are made to last.*
- *Water companies need to do more to roll out water metering for awareness, provide information and education, support innovation into water-saving devices, and lobby for government regulation for water efficiency.*
- *Continued collaboration with the Environment Agency and Natural England is required to stop or reduce unsuitable existing abstractions, while not over-estimating any need for new infrastructure as a result.*
- *Making the best use of the existing strategic infrastructure which currently allows for the distribution of up to six billion litres of water per day in the South East needs to be a priority for the regional plan.*

Strategic Water Resource Options

9. Several strategic water resource options in England are currently being investigated. 15 of these are going through a 'standard gates' process and 4 through 'accelerated gates' established by the Regulators' Alliance for Progressing Infrastructure Development ([RAPID](#)).
10. Gate One submissions on the 'standard gates' were lodged in July 2021 and RAPID undertook a consultation on its draft decisions over September-October 2021. Oxfordshire County Council provided an officer response, focused particularly on the strategic water resource option identified as the South East Strategic Reservoir Option (SESRO) which is a proposal within Oxfordshire, between Abingdon, East Hanney and Steventon. RAPID's decisions were issued December 2021 and January 2022, those decisions indicating the level of information expected from the water companies promoting the strategic water resource options before the Gate Two deadline in October 2022.
11. The opportunity to be involved in RAPID's process has been limited. We expect that information should be more readily available, and not redacted, and that there will be sufficient time for making considered comments on RAPID's draft decisions at Gate Two.
12. We welcome involvement on technical issues being considered through this RAPID process. It is likely that any of these strategic water resource options that progress will be Nationally Significant Infrastructure Projects and therefore will go through a Development Consent Order process rather than a planning application to the local council. We recognise the Development Consent Order process will address the nationally significant infrastructure proposals in detail and would expect to be involved in the process for any proposals in Oxfordshire.

Key point above:

- *The interaction of the RAPID gated process in relation to strategic water supply options, the regional plans and the water company management plans needs to be clear, and opportunities for involvement increased.*

The South East Strategic Reservoir Option (SESRO)

13. The emerging regional plan consultation document identifies the SESRO as being required and built in the period 2025 to 2040. Water would be abstracted from the River Thames, near Culham, during periods of high flow and pumped into the reservoir. When flow in the River Thames is low and water is required elsewhere, water could be released back into the Thames for re-abstraction downstream. Reservoirs act to hold water when it is abundant, rather than having it run out to sea, in case it is needed at a later time.
14. The scale of the SESRO is not apparent in the WRSE consultation document. The graphic on page 26 of the document indicates that the SESRO is bigger than the Havant and Blackstone reservoir proposals, which are also required in the period to 2040, but does not appropriately depict the quantum of difference. The Havant

reservoir has planning permission, granted in October 2021 from the local councils, Havant Borough and East Hampshire District, and will span some 160 hectares and provide a deployable output of some 21 Ml/day. The largest size SESRO would span some 700 hectares and have a deployable output of some 293 Ml/day. Page 20 of the consultation document refers to the SESRO, Havant and Blackstone reservoirs together providing for 325 Ml/day, and it is therefore understood that it is the largest size SESRO that is being proposed. If the SESRO is to provide 293 Ml/day, and Havant 21 Ml/day, then it is assumed that the Blackstone reservoir proposal is also relatively small, providing for some 32 Ml/day. Similarly, it is understood that all the additional reservoir proposals in the emerging regional plan between 2040 and 2060 are relatively small. It may be the case that some respondents do not comment on the document in relation to the SESRO in the manner they might have done if the scale was more apparent.

Graphic from water company submission to RAPID July 2021 – SESRO 150 Mm3 option



Graphic from WRSE consultation document page 26

Our emerging regional plan 2025 to 2040

This map shows the location of the potential schemes identified in our emerging regional plan.



15. The WRSE consultation document does not refer to smaller SESRO variants. It is understood that there are four single size variants catering for between 75 Mm³ of storage and the largest of 150 Mm³. In addition there are two variants for phased reservoirs, one where the first reservoir caters for 30 Mm³ of storage and then is added to with one of 100 Mm³ storage; and the other where the first reservoir caters for 80 Mm³ of storage and then is added to with one of 42 Mm³. The regional plan process needs to properly evaluate all options of size and their effects.
16. The emerging regional plan consultation also does not properly address the reliance it places on the SESRO when such a reservoir (in common with all reservoirs) will not be able to be filled during periods of prolonged drought and could be rapidly emptied. The implications of this in terms of resilience, and also in terms of actual effects e.g. algae growth, should be explicitly considered when moving towards a 'best value' plan.
17. Oxfordshire County Council has formed some views on the SESRO over the several years that it has been proposed. We have concerns about the SESRO that include:
- The carbon footprint, including the embodied carbon of construction materials.
 - Significant construction effects over a long period.
 - Impacts on the landscape e.g. as a result of the bunds.
 - Impacts on the amenity of those living nearby.
 - Impacts from traffic including congestion and air quality issues.
 - The need for active travel and public right of way connections.
 - The potential for the railway to be used to reduce impacts on roads.
 - How the Hanney Road / Steventon Road will be diverted.
 - Impacts on flood risk.
 - Water quality including potential for algae growth.
 - Impacts on archaeology.
 - Impacts on biodiversity.
 - How biodiversity net gain would be provided for.
 - How recreational benefits would be secured.
 - The potential to replace existing solar farms on the land.
 - The high cost of the reservoir and associated pipeline transfers.
18. In relation to cost, the SESRO will be very expensive to construct, with estimates of over £1 billion just for the reservoir, and further significant costs for associated water transfers.
19. It should be explicitly noted and considered that the SESRO is located in an area adjoining two settlements (East Hanney and Steventon), and in very close proximity to other settlements (e.g. Drayton, Marcham and Abingdon) and therefore will impact on those residents. Other reservoir proposals are in more rural areas. Some of the smaller variants of SESRO would likely have fewer effects on residents, but the SESRO contained in the emerging regional plan would have significant effects.

20. In addition, the proposal within the WRSE consultation document that SESRO be constructed before 2040, means that it will have a higher carbon footprint than if any variant was constructed at a later date, because the national electricity network has not yet been decarbonised, and construction vehicles will still be petrol or diesel powered.
21. The WRSE consultation document mentions (page 21) that it could be possible to replace the SESRO 'but only under the least challenging future scenario'. We do not accept that as we consider that the SESRO can be replaced and consider that the water companies need to fully consider other options. It is important at this stage to identify the relative merits of all the strategic resource options so that SESRO is not promoted when other resource options may be better.

Key points above:

- *The SESRO is larger than apparent in the WRSE consultation document.*
- *The regional plan process needs to properly evaluate all variants of SESRO size and their effects.*
- *We have concerns about the SESRO that include:*
 - *The carbon footprint*
 - *Construction effects.*
 - *Impacts on the landscape.*
 - *Impacts on amenity.*
 - *Impacts from traffic.*
 - *The need for active travel and public right of way connections.*
 - *The potential for the railway to be used.*
 - *How the Hanney Road / Steventon Road will be diverted.*
 - *Impacts on flood risk.*
 - *Water quality.*
 - *Impacts on archaeology.*
 - *Impacts on biodiversity.*
 - *How biodiversity net gain would be provided for.*
 - *How recreational benefits would be secured.*
 - *The potential for solar farms.*
 - *The cost of the reservoir and associated pipeline transfers.*
- *It is important at this stage to identify the relative merits of all the strategic resource options so that the SESRO is not promoted when other resource options may be better.*

Pipeline transfers associated with the SESRO

22. The SESRO requires some additional new pipelines to transfer water. These have their own costs and issues.
23. Although originally a Thames Water proposal mainly to supply its London customers, by releasing water into the River Thames when needed, Thames Water and Affinity Water have been jointly promoting the SESRO for the last few years and a transfer pipeline from the River Thames in Buckinghamshire to Affinity Water providing for up to 100 Ml/d for the north of London is an integral part of the

proposal, although it is a project in its own right. The cost of that pipeline in the information provided to RAPID in July 2021 would be between £184m and £402m.

24. The emerging regional plan now also indicates that there should be a transfer pipeline to Southern Water to provide up to 80 Ml/d for that area. That pipeline would start near the reservoir along the River Thames at Culham in Oxfordshire and move water to a water treatment works near Southampton. The cost of that pipeline in the information provided to RAPID in July 2021 would be between £604m and £1,307m. To date there has been little opportunity to comment on the specifics of a pipeline proposal from Culham which would involve land in Oxfordshire. Concerns are likely to include:

- Construction effects.
- Whether the location of any structures is appropriate.
- Impacts on archaeology.
- Impacts on biodiversity.
- How biodiversity net gain would be provided for.

Key point above:

- *In addition to environmental effects from constructing the SESRO, the environmental effects of related new significant pipeline transfers need to be considered.*

Oxfordshire County Council's interests

25. Oxfordshire County Council has statutory roles such as being the Highway Authority and Lead Local Flood Authority. We work closely with Vale of White Horse District Council, South Oxfordshire District Council, Cherwell District Council, West Oxfordshire District Council and Oxford City Council on strategic matters.

26. Oxfordshire County Council has a history of opposition to the SESRO. We opposed the similar reservoir proposal contained within the 2009 Water Resource Management Plan by Thames Water which went to a public inquiry in 2010. We again indicated our concerns on the SESRO in respect of the draft Water Resource Management Plans in 2018 and 2019 by Thames Water and Affinity Water. Most recently, Oxfordshire County Council agreed a motion on 2nd November 2021 opposing the SESRO.

27. We are concerned that SESRO is being proposed in the emerging regional plan for the South East. We consider that the regional planning approach to date is not resulting in better strategic planning than the previous approach where the water companies produced their individual Water Resource Management Plans. There needs to be wider thinking of what is best value in terms of water supply across England and better consideration of options across regional boundaries.

Key points above:

- *Oxfordshire County Council is a key stakeholder in the water resource regional plan process given its general roles and responsibilities, and*

specifically its involvement over many years expressing concern about the suggested SESRO.

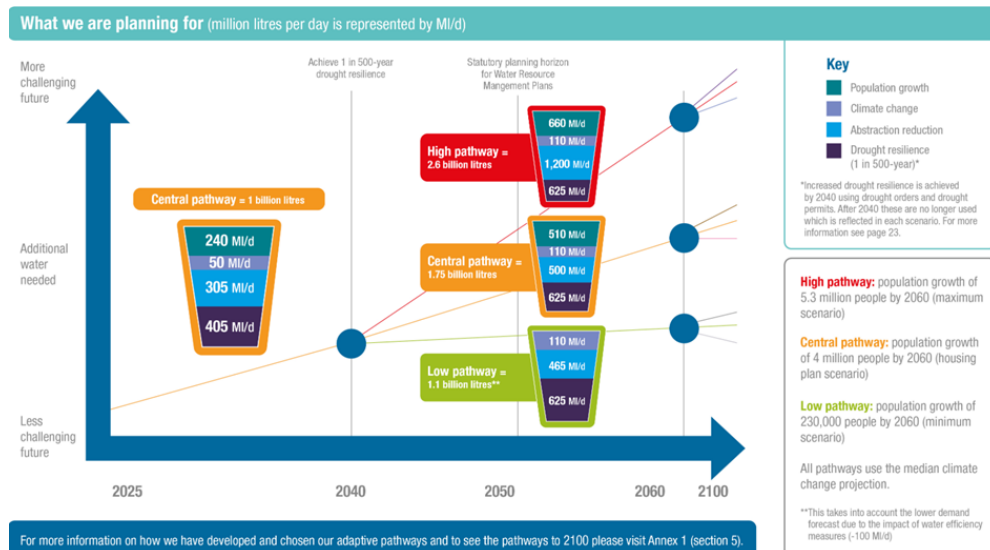
- *There needs to be wider thinking of what is best value across England and better consideration of options across regional boundaries.*

The extent of the need for additional water supply

28. For the first 15 years of the planning period, 2025-2040, WRSE has forecast that 1 billion extra litres of water supply are needed for the South East in accordance with a forecast described as a central pathway. After 2040, the plan splits into three alternative pathways. From 2060 the plan splits further into nine pathways (the three alternative pathways from 2040 to 2060 each have three alternatives). The emerging plan is described as 'adaptive' for the period beyond 2040 but is not adaptive before that.

29. The forecast need for extra water supply is categorised in four areas: population growth, climate change, abstraction reduction and drought resilience.

Graphic from
WRSE
consultation
document
page 12



30. Oxfordshire County Council expects the water companies to plan for sufficient water supply. The Oxfordshire Infrastructure Strategy (OxIS), Local Plans and the emerging Oxfordshire Plan 2050 recognise that reliable future water supply is needed. We support the creation of regional water resources plans, however, we think the amount of additional water being forecast as needed is excessive. The estimate of 1 billion extra litres per day by 2040 is a significant increase in 15 years on top of the current 6 billion litres per day current supply. This forecast water supply need is partly based on estimates of population growth which appear to be excessive. If WRSE were to use more conservative estimates, there may be no need for such a significant amount of additional infrastructure, with all its associated financial costs and carbon costs. Given the uncertainty, it is wrong to lock in early decisions to progress controversial new strategic infrastructure options such as the SESRO. Instead, the regional plan should be able to adapt to various scenarios going forward.

Key point above:

- *The forecast need for additional water supply appears to be exaggerated, particularly given the uncertainty about future population growth, and given this, the regional plan should not lock in early decisions to progress controversial new strategic infrastructure options such as the SESRO.*

How to provide for additional water supply options

31. The SESRO is not the only additional water supply option in the emerging WRSE regional plan. There are also other reservoirs, several water recycling schemes, desalination schemes, aquifer storage recovery, river abstraction and water transfers from other regions.
32. The WRSE consultation document indicates that the additional water supply needed up to 2040 will be found as follows: 54% from demand management; 21% from three new reservoirs; 9% from five water recycling schemes; 1% from one desalination plant and the remaining 15% from other. There are no transfers from outside of the South East planned in this period.
33. WRSE estimates that the additional operational activities driven by the plan, combined with the carbon associated with new infrastructure, could produce 14 mtCO₂e carbon emissions over the next 50 years. It is stated in the consultation document that there is a need for additional work on managing the carbon impact. WRSE also notes that it is likely that the government will increase the cost of carbon in construction projects to promote more low carbon alternatives, and this could change the type of options that are included in the final regional plan and the way in which new infrastructure is built.
34. The best value regional plan should set out principles which don't just look at cost. Low carbon and least environmentally damaging solutions should be preferred. We recommend a principle to seek to use existing or refurbished infrastructure, such as transferring water using canals, as the adverse environmental effects are more limited than other options, and the positive environmental effects may be great. Where that is insufficient, there can be a principle favouring infrastructure which is underground such as pipelines to transfer abundant water, as the environmental effects tend to be limited to construction. For the South East, some preference should be given to bringing water in from other regions given the level of water stress and difficulty in sourcing additional water within the region due to environmental constraints.

Key point above:

- *The next stage consultation on best value draft regional plans should set out principles giving preference to low carbon and least environmentally damaging solutions, thereby favouring use of existing or refurbished infrastructure such as canals. Where that is insufficient, new pipelines may be appropriate to transfer water into the South East given the level of water stress and difficulty in sourcing additional water within the region.*

Reservoirs in South Lincolnshire and Fenland and transfers from them

35. There are two reservoir options being put forward in the emerging regional plan for Eastern England. They are both strategic resource options that have passed RAPID's Gate One. Both reservoirs would be in rural areas and we understand that they are not locally controversial. The South Lincolnshire reservoir is estimated to have a deployable output of between 151MI/d and 229MI/day. The Fens reservoir is estimated to have a deployable output of 99MI/day.
36. The Eastern England reservoirs could enable a transfer of water to Affinity Water in the South East. However, the consultation document for the South East, on page 27, indicates that this is likely only to be needed in a high growth scenario after 2040. We consider instead that these reservoir proposals should be progressed quickly and designed with a pipeline to the South East. Such transfers into the South East are envisaged in the recent December 2021 RAPID decision. These transfers could be part of a solution to avoid the need for the SESRO.
37. We have also commented on the emerging Eastern England regional plan to this effect. We consider that WRSE and WRE should work more closely together to facilitate best value solutions.

Key points above:

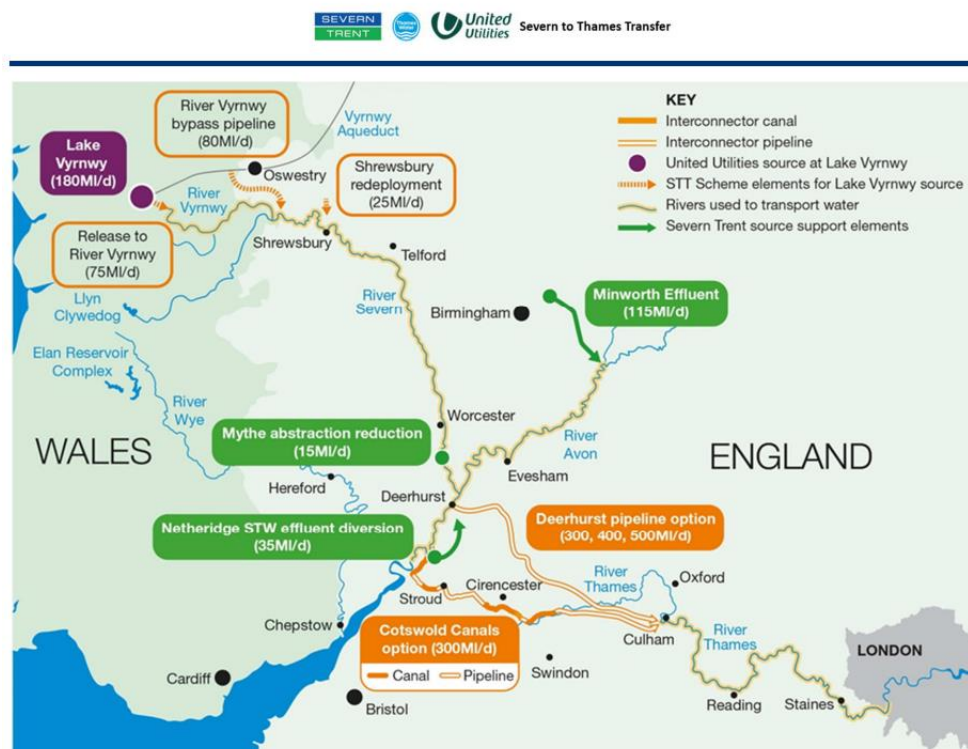
- *There are new reservoir proposals in South Lincolnshire and Fenland and the opportunity to transfer some water from those into the South East should be included in the plans.*

Severn to Thames Transfer (STT)

38. The Severn to Thames Transfer (STT) is a proposal to transfer water from the River Severn in the Water Resources West region to the River Thames in the Water Resources South East region. In order to support transferring water from the River Severn, other supply solutions for the River Severn are also being investigated such as Vyrnwy Reservoir (which is in Wales but is functionally part of the supply system for England and the abstraction is licenced to United Utilities), and Minworth Effluent Reuse (in the West of England).
39. The two variants are to transfer the water either via a new pipeline (from Deerhurst in Gloucestershire to Culham in Oxfordshire which could provide for 300, 400 or 500 MI/d); or to reinstate parts of the Cotswold Canals and augment that with pipelines (from Gloucester Dock to Culham which could provide for up to 300 MI/d). Both options would deliver the water to discharge into the River Thames at Culham. To supply sufficient water, various source options are being considered. The transfer is being jointly promoted by Thames Water, Severn Trent Water and United Utilities.
40. The STT proposal includes water treatment works at the intake locations to mitigate potential impacts on water quality or from invasive species on the River Thames. A

discharge outfall structure would need to be constructed within the banks of the River Thames at Culham.

Graphic from water company submission to RAPID July 2021 – STT and source support



41. The emerging regional plan for the South East indicates a need for STT post-2040. It is identified as being needed in both the central and high pathways, with the high pathway involving a greater transfer of water.
42. STT could be an alternative to the SESRO, and it is not clear why the emerging regional plan seeks to promote SESRO first. Investigation of the option of STT first is not apparent. Together with other options, or following a re-evaluation of forecasts, it could be that STT would avoid the need for SESRO being built in the long term.
43. The diagrams on page 27 in the consultation document showing the transfer are unclear as there is only one arrow which is meant to encompass both the Grand Union Canal transfer and the Severn Trent Transfer proposal.
44. To date there has been little opportunity to comment on the specifics of a STT proposal which would involve land in Oxfordshire. Concerns are likely to include:
 - The relative merit and cost of the options of a transfer of water along the Cotswold Canals or via a pipeline across the Chilterns.
 - Whether the potential for invasive species migrating to the River Thames is negated.
 - Construction effects.
 - Whether the location of any structures is appropriate.
 - Impacts on archaeology.
 - Impacts on biodiversity.
 - How biodiversity net gain would be provided for.

45. We have also commented on the emerging Water Resources West regional plan to this effect. We consider that WRSE and WRW should work more closely together to facilitate best value solutions.

Key point above:

- *The STT is a proposal to transfer water from the West to the South East, that should be further considered, and brought forward in time if needed.*

Grand Union Canal Transfer

46. The Grand Union Canal transfer is a proposal to transfer water from Minworth wastewater treatment works in the West via the Grand Union Canal to Affinity Water in the South East, supplying customers with up to 100Ml/d. The Grand Union Canal would be upgraded as part of this and there would be new pipeline connections at either end. There are three alternative locations shortlisted for the southern end in Hertfordshire (Tring, Hemel Hempstead and The Grove) where there would be abstraction and treatment facilities. Severn Trent Water and Affinity Water are jointly promoting this water supply option. The route does not go through Oxfordshire.

Graphic from water company submission to RAPID July 2021 – Grand Union Canal Transfer



47. The option appears to sensibly use an existing canal resource to get water from the Midlands to London.

48. The emerging regional plan for the South East provides for this Grand Union Canal option only post-2040, and only in the high pathway. Given that this appears only in the high pathway, it might never be pursued if the emerging regional plan is not changed.

49. The Grand Union Canal transfer could be part of a solution to avoid need for the SESRO, and it is not clear why the SESRO is preferred. Also, it is not clear why STT is preferred over the Grand Union Canal transfer.

Key point above:

- *The Grand Union Canal transfer is a proposal to transfer water from the West to the South East, that should be further considered and brought forward in time if needed.*

Water Recycling and Desalination

50. There are a number of schemes for water recycling proposed within the emerging regional plan, including four which are within the RAPID gated process. A key issue that appears to be raised is drinking water quality, and this requires further investigation. Some 9% of the additional South East water supply need to 2040 is proposed to come from 5 water recycling schemes; and the amount from 2040 to 2060 varies from 12% to 24% of the water supply need.
51. There is one existing desalination plant in London. Only one additional desalination scheme in the Shoreham area is envisaged in the emerging regional plan for the South East to 2040, providing for only 1% of the additional South East water supply need. The number of desalination schemes envisaged increases to 6 schemes in a high pathway from 2040 to 2060, providing for up to 11% of the additional South East water supply need.
52. It may be that there are additional opportunities for water recycling and desalination schemes. These may be relatively small and innovative schemes, compared to the SESRO, and therefore they should be further considered.

Key point above:

- *Additional water recycling and desalination facilities should be further considered.*

Consultation questions

53. Our comments below on the consultation questions should be read in conjunction with the text above.
- a) *Abstraction reduction to protect the environment is likely to be the single biggest driver of investment in water resources over the next 25 years. Do you agree with our approach to establishing the appropriate level of abstraction reduction required across South East England?*
This is not a matter that we are responding on. We agree that abstraction reduction to protect the environment is important.
- b) *We'd like to hear your views on how we prioritise where abstraction is reduced.*
This is not a matter that we are responding on.
- c) *Are there any other factors that you think should be considered as we prioritise where abstraction could be reduced in the future?*

This is not a matter that we are responding on. However, we note that there should be a multi-criteria approach to prioritise catchments where abstraction reduction will deliver the greatest benefits.

- d) *We have assessed the future water needs of the other sectors that don't rely on the public water supply provided by water companies. Do you agree with our assessment?*

This is not a matter that we are responding on.

- e) *We've described our adaptive planning approach and the scenarios we've included in our adaptive planning pathways. Do you agree that we have planned for the right scenarios in each of the pathways with a wide enough range for each of our key challenges through our adaptive planning approach?*

We do not agree that these are the right scenarios pending further examination of the data behind them.

- f) *Do you support our approach to treat each pathway as equally likely and not choose a core pathway beyond 2040?*

We question all the pathways set out in the current consultation. We support an approach which is adaptable to various pathways. The core path to 2040 should not be set at this stage. More time is needed to review all of the strategic water resource proposals that are part of the RAPID process and further time is needed to determine future water needs, for example updating population forecasts, understanding the impact of the recent pandemic and the move to home working. The 2021 census information is also about to be published.

- g) *Do you have any other comments on our approach to addressing the challenges that are facing South East England?*

Yes. In particular, we consider that more and better work inter-regionally is required. The approach to address the challenges that are facing South East England requires further consideration of the potential to transfer water, particularly from other regions where water resources are more abundant due to higher rainfall.

- h) *Reducing the demand for water through leakage and water efficiency activity contributes to more than half of the total amount of water needed in the first 15 years of the emerging plan, the balance then shifts to include a greater reliance on supply side solutions, particularly in the more challenging future scenarios. Water companies are committed to delivering these reductions, but they are reliant on customers making sustained reductions in their water use over the long-term. Do you think our plan strikes the right balance between demand and supply solutions and the risks associated with delivery of such solutions?*

We think that water companies need to do more to bring about demand-side solutions, particularly leakage reduction.

- i) *The plan assumes that the Government will introduce new policies that will support more efficient use of water across society through labelling of water-using products by 2024, introducing a minimum standard for all water using products by 2040 and tightening the water efficiency requirements within the Building Regulations for new homes by 2060. Do you support these interventions and the timing of their introduction?*

We support government interventions of that nature. We consider that water efficiency requirements for new homes should be set for sooner than 2060, if necessary, by a phased approach with requirements becoming more stringent over time. Water efficiency requirements within the Building Regulations for some types of non-residential development should also be considered.

- j) *Do you think it is appropriate for Temporary Use Bans and Non-Essential Use Bans that reduce demand for water further during droughts to be used as options in this regional plan?*

Yes, we think that such measures may be needed as options during some droughts, reflective of the need for behaviour change during such events.

- k) *Do you agree with the mix of options that provide new water supplies for the region within our plan (reservoirs, desalination, water recycling, new transfers, improved abstraction from groundwater storage and ASR schemes). Do you think that some options should feature more or less in our plan to secure future water supplies?*

We do not agree with the mix of options. See above. We are not convinced that need for the SESRO has been established. We think that other options should be further considered, for example water transfers into the region.

- l) *Do you support the use of new, potentially long pipelines to move water around the region?*

We have a number of reservations about long pipelines, but in general we support moving water around the region and inter-regionally.

- m) *We have identified where water companies might investigate a number of new, more innovative nature-based solutions to improve the region's water catchments. Whilst these options can provide multiple benefits, the fact they are still relatively new can make it more difficult to be certain of the benefits that will be delivered and the return on investment. Do you agree that we should promote new, more innovative nature-based solutions in our plan to develop a better understanding of their future value and role in delivering water supplies and wider environmental improvements?*

We generally support more innovative nature-based solutions. Nature-based solutions have the potential to deliver a wide range of benefits for nature and people. Engagement should be undertaken with a wide range of stakeholders, including local authorities, to identify opportunities to deliver the greatest environmental gains, potentially aligning with other projects.

- n) *Do you support our approach to stop using the majority of Drought Orders and Permits, only continuing to use a limited number during droughts until we achieve one in 500-year drought resilience and stopping their use after 2040 unless we experience a drought more severe than a one in 500-year event?*

This is not a matter that we are responding on.

- o) *Overall do you agree that the emerging plan, which presents the most cost-efficient adaptive planning solution, should be used as the basis to further develop our draft best value regional plan?*

No. We question the assumptions and forecasts made. We think that significant additional work is needed, so do not agree that the approach set out in the current

consultation should be used as the basis to develop the draft best value regional plan.

Conclusion

54. Oxfordshire County Council believes that the SESRO should not be included in the forthcoming best value water resources regional plan for the South East for two key reasons: there is insufficient evidence of need, and there are other water resource options which will be better value and should logically be developed and deployed first.
55. In respect of need, there are further opportunities to reduce demand and the forecasts of population growth are questioned.
56. In respect of other options, we consider that the inter-regional opportunities have not been fully examined. Transferring more water into the South East is likely to be better value and could be deployed earlier. The SESRO is proposed in a relatively densely populated area and many other water supply options would likely affect fewer people, be better for the environment, be lower cost, be more effective, and have a lesser carbon footprint.
57. The best value draft regional plan should include principles giving preference to low carbon and least environmentally damaging solutions, thereby favouring use of existing or refurbished infrastructure and smaller, more innovative schemes.

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Annex 2

OXFORDSHIRE COUNTY COUNCIL RESPONSE ON WATER RESOURCES WEST EMERGING REGIONAL PLAN

Consultation closing date: 28th February 2022

1. Oxfordshire County Council is responding to this consultation along with the consultations on some of the other emerging water resources regional plans.
2. We believe that Water Resources West (WRW) and Water Resources South East (WRSE) need to work more closely together, and with adjoining regions, to address water needs, and that such work should lead to changes in the emerging regional plans.
3. We are pleased that the emerging WRW regional plan indicates that there is potential for transfers of water from the West into the South East. Page 15 of the consultation document states: 'it is clear that Water Resources West can help other regions meet their needs via such transfers, while maintaining our own regional resilience and security of supply'. Page 47 of the consultation document further explains: 'we are in a position to put forward a wide range of options not needed locally (some of which are relatively low-cost) to support transfers of water. Such transfers can support the needs of our region as well as other regions.'
4. Page 47 of the consultation document indicates that WRW recently proposed a total of 16 potential transfer options out of its region, of which 11 were to the South East. Although totalling 11, they can be summarised as 2 with sub-options: the Severn Thames Transfer and the Grand Union Canal.
 - Severn to Thames Transfer:
 - unsupported flow element (4 options).
 - supported from United Utilities sources via Vyrnwy (1 option).
 - support mitigation via alternative supplies to Shrewsbury (1 option).
 - support from Severn Trent sources (2 options).
 - supported by Minworth wastewater treatment plant effluent (1 option).
 - Grand Union Canal supported by Minworth wastewater treatment plant effluent (2 options).
5. We have not found a timeframe on such transfers within the WRW consultation document. We consider that strategic transfers into the South East would reduce the need for a South East Strategic Reservoir Option (SESRO) in Oxfordshire. Oxfordshire County Council has numerous concerns about the SESRO proposal which is being pursued in the emerging regional plan for the South East. The WRSE emerging regional plan indicates that the SESRO should be built first, and strategic transfers follow later after 2040 if needed. We think that research

into the strategic transfer options should be hastened so that the emerging regional plans are changed. Oxfordshire County Council opposes the SESRO, the most recent motion to that effect being on 2nd November 2021. We consider that strategic transfers of water may better be included in best value regional plans.

6. The Grand Union Canal transfer option does not travel through Oxfordshire, instead it travels through counties to the north. This option appears to sensibly and sustainably use an existing canal resource to get water from the Midlands to London. Severn Trent Water and Affinity Water are jointly promoting this option, including new pipeline connections and treatment facilities, through RAPID. It is understood that this option could supply customers in the South East with up to 100MI/d.
7. The Severn to Thames Transfer option will involve either a pipeline from Deerhurst in Gloucestershire to Culham in Oxfordshire; or reinstating parts of the Cotswold Canals from Gloucester Dock to Culham together with pipelines along part of the route. It is understood from the RAPID decision published in December 2021 that this option could supply customers in the South East with between 300 MI/d and 500 MI/d depending on sub-option. The Severn to Thames Transfer is being put forward jointly by United Utilities, Severn Trent Water and Thames Water. To date there has been little opportunity to comment on the specifics of a Severn to Thames Transfer proposal which would involve land in Oxfordshire. We are likely to want to comment on the relative merit of the two routes, potential for invasive species migrating, construction effects and biodiversity.
8. It is our view that any strategic option should only be pursued with a full understanding of the forecast need for additional water and the water savings that can first be achieved through reduced pipe leakage, innovation and reduced water consumption. If that test is passed, both or either of these strategic transfer options, if used early, would avoid the need to progress the SESRO proposal at this point in time, and potentially at all at any of its size options, and we urge the regional groups to look for ways of doing that. Of all the options, we consider that the SESRO sticks out as impacting on large numbers of residents, in a relatively densely populated area that is subject to further development proposals. Oxfordshire County Council has stated its opposition to the SESRO, our most recent resolution on this being made at full Council on 2nd November 2021.
9. We note that WRW discusses the options for additional water supply within the West region and includes a table of options from pages 74 to 78 of the document. The indicative water supply of the options listed, which number more than 50, vary from 1MI/d to 80MI/d and the accompanying text indicates that there is a longer list of feasible options that WRW will continue to explore as the draft plan is prepared. Given this, it seems that there is ample potential for future water supplies in the South East to be secured by means of transfers from WRW without the need for the SESRO.

10. The first question in your consultation document is: *‘Should we share water resources outside of the region to reflect national challenges? If yes, then what would you expect in terms of avoiding adverse economic, environmental, wellbeing, resilience or water quality impacts to the source area?’* We ask that you consider the text above as a response to that question. In summary, we think that WRW should share water resources with WRSE. We would expect that adverse impacts to the source area would be able to be appropriately avoided or mitigated. Although we require further information and engagement, we are hopeful that a network which involves shared water would avoid the need to progress the SESRO proposal.

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Annex 3

OXFORDSHIRE COUNTY COUNCIL RESPONSE ON THE EMERGING WATER RESOURCES REGIONAL PLAN FOR EASTERN ENGLAND

Consultation closing date: 28th February 2022

1. Oxfordshire County Council is responding to this consultation along with the consultations on some of the other emerging water resources regional plans.
2. We believe that Water Resources East (WRE) and Water Resources South East (WRSE) need to work more closely together, and with adjoining regions, to address water needs, and that such work should lead to changes in the emerging regional plans.
3. There are some existing transfers of water between the two regions. Page 32 of the Eastern England consultation document advises that WRE currently imports 71 Ml/d net from Thames Water, and exports 85 Ml/d from the Grafham Water reservoir owned by Anglian Water to Affinity Water.
4. Page 57 of the Eastern England consultation document advises that consideration has been given to reducing the 85 Ml/d export from to Affinity Water, and while at present it has been decided not to, this will be reviewed in the next regional reconciliation process. We support the current decision and consider that the current export should not be reduced in future.
5. In the Eastern England consultation document there appears to be a lack of consideration on the potential for additional exports to the WRSE region.
6. A South Lincolnshire Reservoir is proposed in the WRE region. The information provided to RAPID in July 2021, and RAPID's decision in December 2021 identify that the South Lincolnshire Reservoir is intended to not only alleviate forecast water deficiencies in the Anglian Water area, but also to enable water to be transferred to the Affinity Water area in the WRSE region via a new Anglian to Affinity pipeline. The reservoir would be fed by abstractions from the River Witham, South Forty Foot Drain and a transfer from the River Trent. A site has not yet been selected, but the area is a rural one between Grantham, Sleaford, Boston and Spalding. The options for the South Lincolnshire Reservoir being considered, through RAPID, involve a reservoir with a size of some 50 Mm³, and a deployable output of between 151 Ml/d and 182 Ml/d. We note that it has been mooted that this could increase to up to 229Ml/d if there is a transfer to Affinity Water of 100Ml/d.
7. The Fens Reservoir proposal in the WRE region, also being progressed through RAPID, would be located in a rural area by the Ouse Washes between Chatteris, Downham Market and Ely. It is estimated to have a deployable output of 99Ml/d. RAPID concluded in December 2021 that it could support not only Anglian and

Cambridge Water customers, but also potentially Affinity Water in the WRSE region via the proposed Anglian to Affinity pipeline.

8. Both the South Lincolnshire and Fens reservoirs would be much smaller than the South East Strategic Reservoir Option in Oxfordshire (SESRO) being considered by WRSE for which the largest option has a capacity for some 150 Mm³, and a deployable output of about 293 Ml/d.
9. It is of concern to us in Oxfordshire, that the two reservoir proposals in Eastern England appear not to be progressing quickly, and that could lead to a potential bias towards the SESRO proposal, which Oxfordshire County Council has stated opposition to, our most recent resolution on this being made at full Council on 2nd November 2021.
10. Furthermore, we ask that consideration be given to the South Lincolnshire and Fens reservoirs being specifically designed to provide for inter-regional water needs. We ask this as we perceive that they can be designed in a sustainable way that does not impact on residential populations, unlike the SESRO site which is close to existing and proposed residential developments.
11. We appreciate that there are other supply-side components of the emerging WRE strategy. These include: re-use schemes, desalination, and aquifer storage/recovery. The Eastern England consultation document does not provide much detail of these, but we are generally supportive.
12. Page 39 of the Eastern England consultation document refers to growth in the area between Oxford and Cambridge being an inter-regional issue between WRE and WRSE. We are concerned that some of the demand scenarios being investigated indicate unrealistic levels of population and housing growth, and this could lead to unnecessary levels of additional water infrastructure being identified. We therefore ask that there be a reduction in the growth scenarios.
13. Having regard to the above, we answer the questions in your consultation as follows:
14. Question 1: *Have we gained a clear initial view of the problem of future water deficits across all sectors and the environment?*
We believe that further work is required as some growth scenarios are likely to be excessive.
15. Question 2: *Are we taking the right approach to identify potential solutions to mitigate the challenge?*
We appreciate the approach to identifying potential solutions but consider that further work is required to develop the South Lincolnshire and Fens reservoir proposals together with the Anglian to Affinity transfer, so that these reservoirs can provide for more of the future water needs in both the WRE and WRSE regions.
16. Question 3: *Does our emerging adaptive plan, including the immediate low-regret options such as reservoirs, look like it will help address the problem?*

More work is required to develop the proposals.

17. Question 4: *Are the technical methodologies, processes and decision support tools which we have used robust and appropriate for the task?*

At present we are not convinced of this.

18. Question 5: *Has our emerging regional plan been co-created in a fair, open and transparent process involving the right stakeholders and organisations?*

We appreciate that the regional plan has focused on organisations within the Eastern England region, but we consider that all the regional groups should be considering how to avoid the need for the scale of reservoir proposed in Oxfordshire, and therefore other groups need to be involved.

19. Question 6: *Are there any areas which you feel WRE should be considering which are not currently reflected in our plan? What have we missed?*

We feel that WRE and all the regional groups should be working together better.

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Annex 4

OXFORDSHIRE COUNTY COUNCIL RESPONSE ON THE EMERGING WEST COUNTRY WATER RESOURCES REGIONAL PLAN Consultation closing date: 28th February 2022

1. Oxfordshire County Council is responding to this consultation along with the consultations on some of the other emerging water resources regional plans.
2. We believe that West Country Water Resources East (WCWR) and Water Resources South East (WRSE) need to work more closely together, and with adjoining regions, to address water needs, and that such work should lead to changes in the emerging regional plans.
3. Of particular interest, on pages 43 and 66 of the West Country consultation document, it is identified that there is potential for an inter-regional transfer to the South East from the Mendip Quarries Strategic Resources Option which involves repurposing of a quarry in the Mendips as a reservoir once mineral extraction is complete. The earliest completion date is 2042. We have not seen this proposal referred to in the WRSE documents. We agree that such a proposal should be progressed and that further work should be undertaken with a view to confirming the potential for this transfer into the WRSE area.
4. Also on pages 43 and 68 of the document, there is reference to the potential of the Severn to Thames Transfer option including a transfer via the Sharpness canal to Purton (near to the River Severn itself). This would be an inter-regional transfer from the West region to West Country region. Such a transfer could provide for 35 Ml/d. The earliest completion date stated is 2033. In the WRSE documents, the proposal for the Severn to Thames Transfer delivering water to the Thames at a point near Culham in Oxfordshire is seen only as a post-2040 option and we have not been aware of this additional proposal to also transfer water en route to the WCWR area, which would appear to be possible if the Cotswold Canal option is chosen. We note that the Cotswold Canal option is referred to in the RAPID gate one documents as providing for up to 300 Ml/d, and assume that even if 35 Ml/d is made available for the WCWR area, that the scheme would be little different. The WCWR consultation document in fact refers to the full amount of water still being available to WRSE if needed, as it says: 'The linkage we have identified is that if that scheme was progressed to meet the needs of the South East it could potentially have benefit to the West Country. That is because if the South East was not in a drought but the West Country was, that water may be able to travel further down the River Severn or existing canal systems to be abstracted into the supply system of Bristol Water for onward distribution'. We agree this is a matter that the water companies should further explore in order to create best value regional plans. Oxfordshire County Council is also responding to WRSE suggesting that the work to develop the Severn to Thames Transfer proposal should be progressed more quickly.

5. We appreciate the inclusion of a clear table on page 84 of the strategic schemes for the region. We ask that it be amended in future to include more costs rather than indicating that many are not available.
6. Please take the above comments as an answer to your consultation question:
'Do you have any comments on the proposed strategy for the region?'

Division(s): N/A

CABINET 15 March 2022

FORWARD PLAN AND FUTURE BUSINESS

Items identified from the Forward Plan for Forthcoming Decision

Cabinet, 26 April 2022

Topic/Decision	Portfolio/Ref
<ul style="list-style-type: none"> ▪ Tree Policy for Oxfordshire To seek approval of the revised Tree Policy. 	Cabinet, 2022/014 - Cabinet Member for Climate Change Delivery & Environment
<ul style="list-style-type: none"> ▪ A40 Access to Witney - Compulsory Purchase Order To seek approval of the Statement of Reason and Orders, subject to delegation to officers and to make the Statutory Orders. 	Cabinet, 2022/012 - Cabinet Member for Travel & Development Strategy
<ul style="list-style-type: none"> ▪ Didcot Garden Town HIF1 - Compulsory Purchase and Side Road Orders To seek approval of the Statement of Reasons and Orders Plans and approval to make the Compulsory Purchase and Side Road Orders. 	Cabinet, 2021/134 - Cabinet Member for Travel & Development Strategy
<ul style="list-style-type: none"> ▪ National Bus Strategy - Enhanced Partnership To seek approval of the Enhanced Partnership to come into effect from 1 April 2022. 	Cabinet, 2021/214 - Cabinet Member for Highway Management
<ul style="list-style-type: none"> ▪ Oxfordshire Food Strategy To seek approval of the Oxfordshire Food Strategy and agree the actions that the County Council will undertake. <p>Joint Responsibilities: Cabinet Member for Climate Change Delivery & Environment and Cabinet Member for Public Health & Equality</p>	Cabinet, 2021/129 - Cabinet Member for Climate Change Delivery & Environment, Cabinet Member for Public Health & Equality
<ul style="list-style-type: none"> ▪ Highway Works Bond for Development with Public Bodies 	Cabinet, 2021/233 - Cabinet Member for Travel &

CA21

To seek approval for delegated powers to negotiate alternative Section 278 bond solutions with recognised Public Bodies to the Corporate Director for Environment & Place.	Development Strategy
<p>▪ Delegated Powers - April 2022</p> <p>To report on a quarterly basis any executive decisions taken under the specific powers and functions delegated under the terms of Part 7.1 (Scheme of Delegation to Officers) of the Council's Constitution – Paragraph 6.3(c)(i). It is not for Scrutiny call-in.</p>	Cabinet, 2021/201 - Leader

Cabinet Member for Highway Management, 28 April 2022

<p>▪ Stanton Harcourt: Butts Piece Residential Development - Proposed 20mph Speed Limit</p> <p>To seek approval of the proposals.</p>	Cabinet Member for Highway Management, 2022/008 - Cabinet Member for Highway Management
<p>▪ Eynsham Village: Proposed 20mph Speed Limit</p> <p>To seek approval of the proposals.</p>	Cabinet Member for Highway Management, 2021/174 - Cabinet Member for Highway Management
<p>▪ Banbury: A422 Stratford Road - Proposed 20mph Speed Limit</p> <p>To seek approval of the proposals.</p>	Cabinet Member for Highway Management, 2021/240 - Cabinet Member for Highway Management
<p>▪ Oxford: Warneford Lane - Proposed Waiting Restrictions</p> <p>To seek approval of the proposals.</p>	Cabinet Member for Highway Management, 2022/022 - Cabinet Member for Highway Management
<p>▪ Ambrosden: A41 and Ploughley Road - Proposed 40mph Speed Limit and Turning Restrictions</p> <p>To seek approval of the proposals.</p>	Cabinet Member for Highway Management, 2022/023 - Cabinet Member for Highway Management